

Università della Svizzera Italiana

Stockholm-Copenhagen-Malmö Study Tour Report



Master International Tourism
05.03.2010

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INTRODUCTION

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The Master Degree in International Tourism offers to students to go on a study tour at the end of the curriculum of the studies, before starting the thesis and the research process. The purpose of the study tour is to allow students confronting the knowledge they get during their studies to concrete situations. As “experts” we are oriented to constantly analyze our environment with a critical point of view to get the most information we can and to make the most out of it. Our goal is to produce a concrete and precise understanding of our surroundings and the way a destination is organized to compete with other destinations and to be attractive for tourists. Students are meeting professionals who work in the field of tourism that are facing day to day professional challenges.

The study tour is a learning experience and a win-win process for both sides: students and professionals are sharing experiences and confronting their ideas and learn from each others. Students have fresh ideas, they are aware of the latest news and innovations, they are not afraid of being creative and to apply new strategies. Professionals have a strong experience in their specific field, they are facing daily challenges and have a very good knowledge of what is happening in their surroundings. They know their partners, their competitors, the characteristics of their customers. They are constantly adapting and adjusting their strategy and image responding to tendencies and needs of their market segment. Students will get a concrete and touchable vision of problems and actions that are undertaken and as future leaders in this field we will bring them challenging ideas. The more we invest ourselves, the more we will learn and build our strength. Showing them their potential is a huge opportunity to build our strength and competences.

In order to get the best results a good preparation is required: we went step by step through different processes to a general vision and different ideas and interests to narrow our focus and define our goals and destination. We started to choose different themes we wanted to go deeper in, that we meet during our courses or that are linked with our personal interests. Having some time and budget constraint and being a group of thirty-three participants, our propositions where adjusted to correspond to those requirements. To differentiate and choose between the few subjects that were being left, short reports defining goals and research questions were done. The final decision is taken by democratic elections considering all elements, all the constraints and interests.

It is important to say that as tourism students we are defined as “business travelers”: *“Business tourism is concerned with people travelling for purpose which are related to their work. As such it represents one of the*

oldest forms of tourism, man having travelled for this purpose of trade since very early times.”(Davidson, 1994) (Business Travel and Tourism, John Swarbrooke and Susan Horner, Butterworth-Heinemann Editions, First Published 2001, p. 3)

Business tourists are usually going for a short period and for a precise goal that is linked to their job. They don't have a lot of time to spend to loaf around. We can find different types of business travelers, like individuals that go for short business trips, associations or corporate meetings, major international congress or conventions, training courses, exhibitions and trade fairs, product launchers, incentive travelers, short term migration for employment, student and teacher exchange, taking goods to market, delivery goods to customers, military service in places that are different from the normal base, NGO working on projects, Government or employees travelling for state or daily commuting to work outside one's own home area. Any type has its specificity concerning the length of stay, the needs, the expense, the product consumption, etc.

They are many links between business tourism and leisure tourism in term of both, the demand side and the supply side and sometime those two categories complement and overlap each other *relying on much of the same physical infrastructure, and bringing business to destinations such as seaside resorts which would otherwise be dependent upon a relatively short Summer season for their economic health and prosperity.* (www.businessstourismpartnership.com)

The boundaries are blurred, because business traveler become leisure tourist when they finish their job, at the end of the day usually or conference can also include a program of leisure activities. If the business travelers are coming with their family, the family is part of the leisure tourism sector and they will do some activities all together. Incentive travels are organized as a reward for good performances at work. (*Business Travel and Tourism*, John Swarbrooke and Susan Horner, Butterworth-Heinemann Editions, First Published 2001, p. 10) To conclude we can say that some study tours are leisure oriented and some are business oriented. We see often primary class or Secondary School organizing study tours at the end of a curriculum which aims a class to make activities together and to share good experiences visiting a city and doing cultural and leisure activities. It is clear that students are defined here as leisure tourists. On the other hand during the university curriculum study tours are more concentrated on a research topic and the goal is to meet professional in a field to share experiences and helping them to add value to their studies giving them more professional skills. In that case, meetings and conferences are organized much more than visits and we expect maybe students to have a more active participation: according to Davidson a meeting is : *“an organized event which brings people together to discuss a topic of shared interest. [It may] be commercial or non-commercial... it may last for a few hours to a week... [what makes] a meeting qualify as part of business*

tourism is that it engages some of the services of the tourism industry, and (is usually) held away from the premises of the organization running it.” (Business Travel and Tourism, John Swarbrooke and Susan Horner, Butterworth-Heinemann Editions, First Published 2001, p. 5).

Why the Nordic theme

The year 2010 saw us, students of the Master in International Tourism choosing Northern Europe as the destination for our study tour. A brave decision to the most, seen the tough weather conditions of Scandinavian Countries (i.e. Sweden, Norway, Finland, Denmark and Iceland) in February – we knew the study tour was supposed to last from the 6th to the 14th – and considering that in the previous years the students went to Dubai, Miami and the Caribbean Islands, Cuba, Lisbon, Barcelona...definitely much warmer (and at first glance more pleasant and appealing) places! But this was actually one of reasons that pushed us to go there: winter is without doubt the best period to fully experience the peculiar aspects of those Countries, namely cold, snow and ice, and darkness. For the most of us, who are not used to sub-zero temperatures and days with few hours of sunlight, Scandinavia sounded quite “exotic” and therefore it was unquestionably worth visiting. In that sense we had so much in common with increasing numbers of leisure tourists coming mainly from Southern Europe, who are travelling to these destinations in the coldest months of the year, in order to live them in all their essence. Because notwithstanding there are many other regions which are freezing as well, Scandinavia owns a flair and a charm not easily found elsewhere. Another motivation then to go beyond this mesmerizing façade and to try understanding what makes those Countries such unique tourism destinations and how they are – or not – reacting to the growing figures of arrivals.

But Northern Europe is not only about cold and darkness. Many other characteristics come into mind when thinking about those Countries, among which: design, both upscale and more popular (we all are accustomed to see the brand IKEA all over the world); sustainability, particularly after the Conference about the Climate Changes (Cop15) held in Copenhagen in December 2009; and service quality, a feature that can be perceived in different sectors, due to the thoughtful organization typical of those cultures.

The Nordic theme then included elements not entirely “explored” by tourism literature, elements that we could have grasped only by staying at the destination, by meeting the most important stakeholders of the different topics we individuated in the actual phase of planning our trip, by beholding these realities with our own eyes.

At the very beginning of our decision process we were asked to choose among different “combinations of cities”. The study tour had to be about urban tourism, therefore our possibilities focused mainly on the Capital Cities of the Countries belonging to Scandinavia. The choice fell on Stockholm (Sweden) and Copenhagen (Denmark), without leaving aside Malmö (Sweden again), surely an interesting case study, seen that the construction of the Oresund bridge and the famous *Turning Torso* by Santiago Calatrava made this town become the “rookie” of North Europe in the tourism map.

From the general idea of going to the North, we then narrowed our decision to the Capitals of Sweden and Denmark, with Malmö as an additional city. Afterwards we had to concentrate on a general theme we wanted to study deeper once at the destination. Our main curiosity was “How to sell the North?”: we acknowledge that Scandinavia features an incomparable charm, but what are the elements on which tourism stakeholders should concentrate on to lead tourists to visit their cities? How promoting these elements? What about the strategies to implement?

“How to sell the North” turned out to be a question which could have been answered from the perspectives of the different courses we took in the previous semesters (destination management, marketing issues, economics of leisure and tourism to name a few), therefore it raised in us several curiosities we would have tried to satisfy through meetings with key figures at the destination.

But first of all we had to better define what we should have intended as North. We kept talking about this “North” and the Nordic theme, but we lacked a clear definition of the term. Sometimes it included all the Countries usually designated as belonging to Scandinavia, namely Sweden, Norway, Finland, Iceland and Denmark; other times it referred just to the Scandinavian Peninsula; some other times it was just used as a synonym for cold and darkness. Moreover, we had some doubts whether considering the North as a single unit (to be then developed and promoted as a whole) or taking each Country belonging to Scandinavia as a separate reality with own features, own ways to be “Nordic”. We hoped that once at the destination we had clear what the North was about, whether there was some agreement in the characterization of the term or whether each Country had its own explanation.

“How to sell the North” should have been preceded by the question “To whom selling the North”, because only when a tourism entity has plainly defined which target it intends to cater to, it can start thinking about the structural changes its tourist offer should undergo and the promotional strategies to adopt. Scandinavian Countries are witnessing the emergence of new categories of leisure tourists who are visiting their region, but the Capitals of Sweden and Denmark are trying to position themselves as “the” European destinations for business tourism, by building for example amazing congress centers and meeting facilities.

We therefore wanted to understand better which factor was determining to lead Stockholm and Copenhagen to concentrate on business travelers rather than other types of tourists, such as city hoppers, cruise passengers or homosexuals. And we were curious about discovering if addressing to this particular of tourism meant just building a new congress centre or if it brought about other changes in the touristic (and not only) offer of the Capitals. Since increasing numbers of European cities are developing their urban structure in order to be able to host large meetings, it was also interesting to know how the Scandinavian ones are differentiating themselves from “continental” competitors.

How to sell the North also implied when to sell it: even though we were worried about the rigid temperatures that could have waited us, we were convinced that the best period to visit those Countries was winter, since the association Scandinavia with cold and dark was too immediate for us. And this equation is valid for most of leisure tourists willing to visit those places, especially if they come from Southern Europe. But Scandinavians seem to think differently: leaving aside the special offers for Christmas time, all their promotional material portrays cities in sunny days, people wearing t-shirts, beautiful green landscapes. Why do DMOs want to convey this image rather than showing off what many people think it is peculiar of their Countries? Surely we wanted to analyze this aspect deeper.

We hypothesized one explanation for this type of promotion: by putting forward some evidences that the weather in those Countries can be really pleasant and warm, Scandinavian tourism stakeholders can hope to attract large numbers of tourists. But we got used to thinking about the fact that huge figures related to arrivals and overnight stays do not always bring positive externalities to destinations. The reduction in quality of the tourism offer is a threat hidden around the corner; for example, an increase in cruise passengers stopping over the main cities and spending most of their money on the ship, could make retail shops disappear in favor of souvenirs shop because in the end these are the items tourists look for; even the development of excursionism could cause the proliferation of low-quality services which best suit the requirements of day-trippers; and all this at the detriment of the image of the destination. But our explanation did not suit well if we considered the strategies of Stockholm and Copenhagen to attract more and more business tourists. Since the latter actually travel for job reason, they rarely have time to enjoy the destination in which they are staying, often what they experience of a place is just their hotel room and a conference hall, therefore promoting outdoor activities in the sun may seem a nonsense.

“How to sell the North” was also about how to sell the main features of the North. We were for example aware of the great importance Scandinavia gives to sustainability, eco-friendliness and innovation in this field. Our curiosity then inquired whether those Countries are exploiting these issues as unique selling propositions in tourism, and if yes, how.

In our opinion design too could have played a great role in answering the question about the selling of the North. Both Swedish and Danish design are renown all over the world, so it would have been interesting for us to understand how those Countries take advantage of their recognition in this sector in order to increase their tourism revenues. Just to give an example, during the week after our stay in Stockholm, the Furniture Fair took place: it would have been remarkable to see the positive impact this event had on tourism in the Capital of Sweden and its surrounding region.

Finally, thanks to our course in Architecture and Tourism, we had the possibility to analyze deeper the architectural marvels Scandinavia – Sweden and Denmark in particular – could have offered us. Malmö definitely played the role of the protagonist in that sense: both the Oresund bridge connecting the Swedish town to Copenhagen and the *Turning Torso* by the architect Calatrava developed exponentially tourism in the region of Skåne. This was without doubt another issue which could have contributed to answer our initial question (how to sell the North).

We had therefore a theme which could have been investigated from different points of view, which could have given us several perspectives from which we would have studied the destinations we were visiting. A topic that surely would have been impossible to fully explore in just nine days, but that would have provided so many points on which we could work later, once came back in Lugano.

The Scandinavian tourism industry

The choice of Stockholm and Copenhagen as central destinations in our study tour depends mainly on the importance of the Scandinavian region contribution in the world tourism economy but also on the aspects that make these two cities so different from a touristic point of view.

Scandinavia is a region in Northern Europe which consists of three main countries Denmark, Norway and Sweden. However Finland, Iceland and the Faroe Islands (which belong to Denmark) have been added, as they share with the other countries a similar culture and outlook.

All these Countries are members of the *Nordic Council*, which is responsible for a high level of cooperation in policies affecting transport, tourism, education and the environment.

A peculiar aspect of this international cooperation is the *Scandinavian airline SAS*, which is jointly owned by the governments of Denmark, Norway and Sweden and was the first to develop transpolar routes to North America and the Far East.

The Scandinavia region has a total population of 19.6 million people and recorded a total of 21.1 million arrivals in 2006. The average income of people is one of the highest in the world. All of the Countries are members of the OECD and they are wealthy and stable economies.

Another important feature of Scandinavian tourism is the increased focus on *sustainable tourism* and travel with less negative environmental impacts. This was characterized by a shift from domestic flights to trains, with travelers stating in surveys that the main reason for choosing not to fly is related to the environment. As a result, many tour operators now offer packaged trips that take carbon emissions into account both for domestic trips and outbound trips.

Stockholm

Stockholm is the first destination that we have chosen for our educational tour. The motivation of this choice are related to the fact that this city is considered the engine that drives the Swedish tourism industry

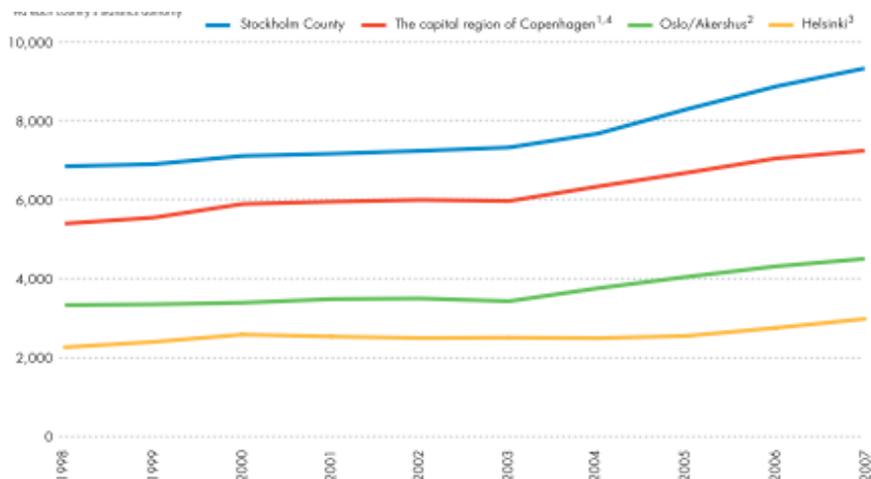


Table 1. Commercial overnight stays in the Nordic capitals, 1998–2007 (in thousands)

Source: The Swedish Research Institute for Tourism via each country's statistics authority

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Stockholm County	6,846	6,900	7,108	7,164	7,237	7,323	7,674	8,290	8,864	9,324
Copenhagen ¹	5,396	5,548	5,893	5,951	5,995	5,968	6,336	6,683	7,045	7,242
Oslo/Akershus ²	3,334	3,353	3,394	3,486	3,502	3,433	3,761	4,049	4,315	4,505
Of which										
Stockholm	4,218	4,214	4,344	4,400	4,438	4,602	4,873	5,231	5,554	5,859
Copenhagen	3,105	3,219	3,515	3,586	3,645	3,652	4,094	4,394	4,606	4,781
Oslo ²	2,621	2,531	2,530	2,618	2,599	2,527	2,743	2,942	3,110	3,141
Helsinki ³	2,268	2,404	2,589	2,539	2,501	2,512	2,498	2,555	2,758	2,984

Diagram 1 and Table 1: Commercial overnight stays in Nordic capitals, 1998-2007, Source: The Swedish Research Institute for Tourism via each country's statistics authority

and during the last five years has developed more robustly than have the other Nordic capitals.

Stockholm is Scandinavia's obvious mid-point, financial center and leading cultural city. The number of commercial overnight stays in Stockholm County has risen continuously in the last decade, and this strong growth also continued in 2007. There were a little over 9.3 million commercial overnight stays in

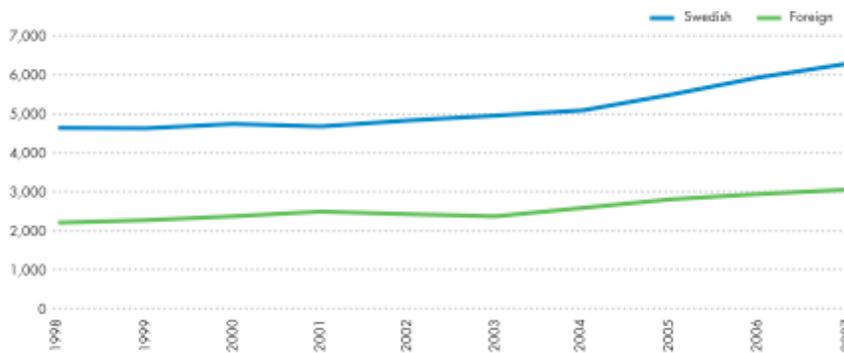
Stockholm County (hotels, hostels, vacation villages

and camping), which is an increase of 5 % compared with 2006 and stronger growth compared with corresponding regions in Copenhagen and Oslo.¹

As a tourist city, it is one of the 40 larger cities in Europe that make up the European Premier League, according to European Cities Monitor. In this group, commercial over-night stays increased, on average, by 4.2 % per year during the period 2001–2006.

This should be compared with Stockholm’s growth rate of 5.6 %, which places it in 15th place, coming before Copenhagen, Oslo and Helsinki.² Tallinn, Rome and Valencia had the greatest growth rates during this period. This is one of the reasons why they call Stockholm “The Capital of Scandinavia”.

Traditionally, Stockholm’s most important market has been the domestic one. In 2007, the number of commercial overnight stays by Swedish visitors in Stockholm County increased by 6 percent compared with 2006, while the number of foreign overnight stays rose by 4 percent. In all, Swedish visitors accounted



for 6.3 million overnight stays in the county and foreign visitors for 3.1 million. From a ten-year perspective, the number of both Swedish overnight stays and foreign overnight stays in Stockholm County increased by almost 50 percent. In 2007, slightly more than 5 % of the county’s visitors came from the

Diagram 2: Swedish and foreign overnight stays in Stockholm 1998-2007, Source: Nutek, SCB and SCR

other Nordic countries, 19% from the rest of Europe and 9% from the rest of the world. Germany was the biggest foreign market, followed by the United Kingdom, the United States and Norway. Those countries with the greatest increases in the number of commercial overnight stays during the year were Italy, France and Poland. Once again, of the Swedish visitors, most came from the counties of Västra Götaland, Östergötland and Skåne.³

¹ “ Facts about Stockholm tourism industry”, 2008, STOCKHOLM VISITORS BOARD

² See Diagram and Table 1: Commercial Overnight stays in Nordic Capitals, 1998-2007

³ See Diagram 2: Swedish and Foreign overnight stays in Stockholm 1998-2007

	2007	Distribution	Share in Sweden	Changes in % from 2006 2004	
Total	9,323,564	100%	19%	+ 5	+ 21
Sweden	6,271,416	67%	17%	+ 6	+ 24
From abroad	3,052,148	33%	27%	+ 4	+ 17
<i>Of which:</i>					
Nordic countries (excl. Sweden)	476,793	5.1%	11%	- 4	- 1
Europe (excl. Nordic countries)	1,734,018	18.6%	32%	+ 6	+ 25
Excluding Europe	842,043	9.0%	53%	+ 3	+ 25
<i>Distribution by country:</i>					
Denmark	126 205	1.4%	13%	- 6	- 8
Norway	183 867	2.0%	7%	- 6	- 7
Finland	154 969	1.7%	37%	- 2	+ 6
Iceland	11 752	0.1%	52%	+30	+180
Germany	415 522	4.5%	20%	- 2	+ 35
United Kingdom	318 748	3.4%	50%	+ 1	+ 13
Ireland	21 593	0.2%	56%	+39	+ 64
The Netherlands	104 999	1.1%	15%	+ 8	+ 23
Belgium	34 243	0.4%	43%	+ 1	+ 9
Luxembourg	3 577	0.0%	57%	+ 5	+ 49
France	124 995	1.3%	48%	+16	+ 35
Switzerland	68 672	0.7%	33%	+ 7	+ 20
Austria	24 393	0.3%	43%	+34	+ 39
Italy	159 605	1.7%	60%	+13	+ 10
Spain	124 371	1.3%	68%	+10	+ 54
Portugal	11 648	0.1%	64%	+14	+126
Greece	19,340	0.2%	74%	+ 2	+138
Turkey	9,846	0.1%	59%	+35	+174
Russia	99,434	1.1%	53%	+11	+ 39
Estonia	7,712	0.1%	28%	-11	+ 18
Latvia	5,875	0.1%	32%	+24	+114
Lithuania	5,869	0.1%	27%	+ 0	+ 63
Poland	31,428	0.3%	18%	+67	+116
Czech Republic	11,529	0.1%	35%	- 1	+156
Slovakia	2,037	0.0%	26%	+49	- 44
Hungary	12,985	0.1%	59%	+33	+126
Rest of Europe	114,892	1.2%	39%	+ 4	- 18
USA	261,183	2.8%	60%	+ 2	+ 15
Canada	24,553	0.3%	62%	+ 1	+ 12
Central&South America	24,943	0.3%	60%	+15	+ 76
Japan	64,396	0.7%	62%	- 9	- 4
South Korea	10,437	0.1%	52%	-17	+ 41
China	52,114	0.6%	46%	- 3	+380
The rest of Asia	73,772	0.8%	62%	+11	+ 8
Australia	26,714	0.3%	64%	- 0	+ 22
New Zealand	3,851	0.0%	56%	+ 7	+ 8
The rest of the world	258,876	2.8%	46%	+11	+ 12
Unspecified	41,204	0.4%	35%	-10	- 33

Table 2: Commercial overnight stays by nationality in 2007, Stockholm County, Sources: Nutek, SCB and SCR

Accessibility is another strong point of Stockholm tourism industry. During 2007, air traffic to and from Stockholm continued to grow. The number of passengers who traveled to and from the Stockholm region's airports – Stockholm–Arlanda, Stockholm–Bromma, Stockholm–Skavsta, Stockholm–Västerås and Örebro Airport – increased by 3.4 percent to almost 22 million. In terms of percentages, however, destinations in the rest of the world increased sharply, by 19 percent. Over a ten-year period, international travel increased its share of the total number of passengers to and from Stockholm from 59 to 70%. Approximately 170 destinations are reached by non-stop flights from Stockholm–Arlanda, which accounts for 81% of all the passengers who use the Stockholm region's airports.

Ferries and cruise ships industry is another important strong element of Stockholm tourism industry. In 2007, over 11 million passengers traveled to and from Stockholm's ports (Stockholm, Kapellskär and Nynäshamn). The number of passengers has not fluctuated to any significant extent in the last four years. Travelers to and from Finland dominate markedly, with 76 percent of the total number of passengers. International cruise traffic has been increasing steadily since the 1990s. In 2007, 255 cruise ships with 281,000 passengers put into port in Stockholm.

As for train travel, in 2007 approximately 90,000 long-distance trains (SJ, "Swedish Railways") carrying about 17 million passengers arrived or departed from Stockholm Central.. This represents an increase of one million passengers compared with 2006.

Anyway the automobile is the most common means of transportation for Swedish visitors traveling to Stockholm. In 2007, slightly more than 60 % of those visitors traveled to Stockholm by car or bus.

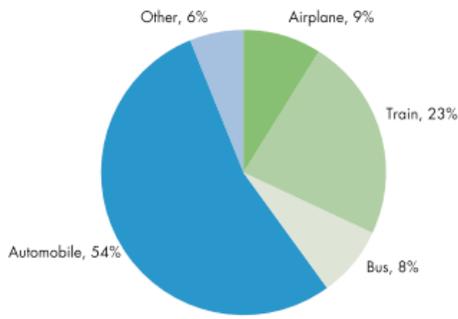


Diagram 3 Trips by Swedes to Stockholm County by mode of transportation, 2007. Source: Resurs

Approximately 25 percent of trips by Swedish visitors to Stockholm were by train, while not quite 10 percent were by plane.⁴

Concerning the type of accommodation where visitors use to stay, the increasing type is the commercial accommodation that showed a growth rate of 5% or more compared with 2006.

People are most likely to stay with relatives and friends, although these alternative types of accommodation also include overnight stays at, for example, vacation cabins and on pleasure boats. While lodging in commercial establishments continues to increase, private accommodations began exhibiting a downward trend four years ago.

In addition to overnight stays, many people travel to Stockholm County for a day. This does not include short trips across the county's borders, but only trips of at least 100 kilometers (approximately 62 miles). The number of day trips also decreased somewhat between 2006 and 2007 from 5.5 million to 5 million. The destination of most of these day trips is Stockholm City.

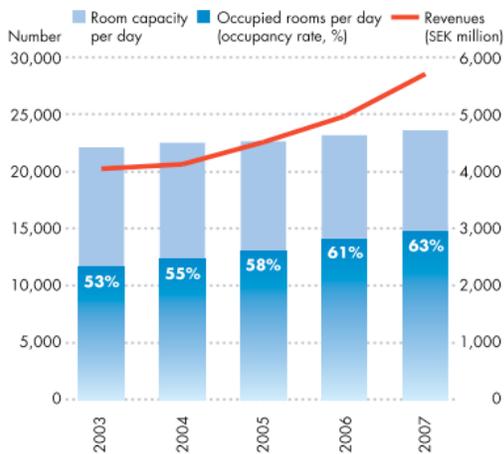


Diagram 4 Capacity, occupancy rate and lodging revenues for hotels 2003-2007, Stockholm County

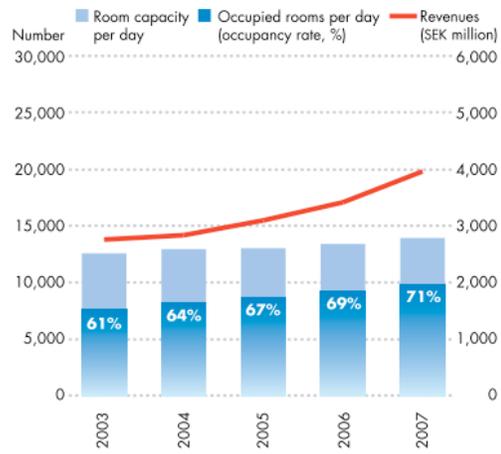


Diagram 5. Capacity, occupancy rate, and lodging revenues for hotels 2003-2007, Stockholm City

⁴ See Diagram 3: Trips by Swedes to Stockholm County by mode of transportation, 2007

Regarding the Commercial Accommodation as Hotel, there are several facts to take into consideration in order to analyse the Stockholm tourism industry. On average, there were 23,600 hotel rooms available for occupancy in the county, of which 13,900 or barely 60% were located in the city. Capacity was the highest in October, with 24,800 rooms available on an average day. In December, there were slightly fewer than 3,000 rooms available. This means that the occupancy rate also rose to 63 % in the county and 71 % in the city. The increased demand also brought with it rising room prices.⁵

As a metropolitan region, Stockholm has tremendous appeal as both a tourist and business destination. The city is home to a rich cultural life and an extensive selection of international events, restaurants and shopping opportunities, and most are also within easy reach by subway or bus or on foot.

At the same time, Stockholm is Scandinavia's most important city for business, with the highest representation of multinational companies, the biggest stock market and many strong profile areas, including banking and finance, ICT and life science clusters. With its excellent accessibility and good cost position, Stockholm has developed into a very popular choice for congresses and leisure travel. In 2007, the leisure travel market in Stockholm County amounted to approximately 5 million overnight stays in commercial accommodations (hotels, hostels, vacation villages and campgrounds). To this can be added close to 15 million overnight stays in other types of accommodations, which were used primarily by leisure travelers.

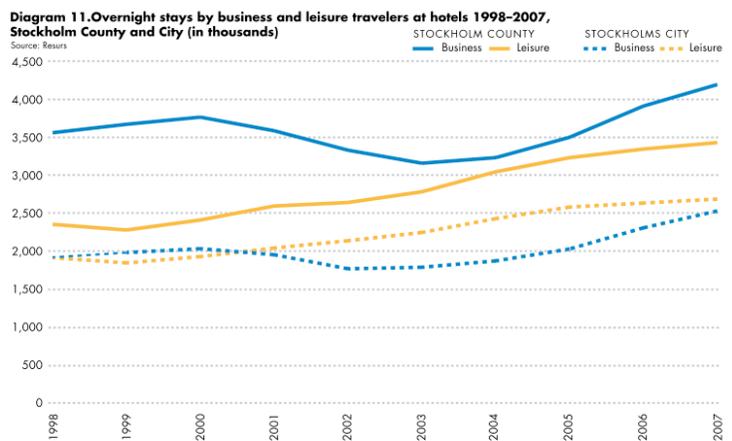


Table 10. Overnight stays in hotels by business and leisure travelers 1998, 2003-2007, Stockholm County and City (in thousands)
Source: Resurs

	1998	2003	2004	2005	2006	2007
STOCKHOLM COUNTY						
Business travelers	3,559	3,158	3,231	3,499	3,910	4,193
Business	2,221	1,940	2,052	2,282	2,509	2,759
Conference	1,338	1,218	1,179	1,217	1,401	1,434
Leisure travelers	2,354	2,782	3,045	3,231	3,344	3,429
Group	997	1,059	1,122	1,126	1,016	940
Leisure	1,357	1,723	1,923	2,105	2,328	2,489
STOCKHOLM CITY						
Business travelers	1,920	1,789	1,873	2,030	2,308	2,530
Business	1,645	1,465	1,554	1,715	1,879	2,071
Conference	275	324	319	315	429	459
Leisure travelers	1,916	2,247	2,429	2,581	2,634	2,686
Group	689	746	780	833	735	663
Leisure	1,227	1,501	1,649	1,748	1,899	2,023

Diagram 6: Overnight stays in Hotel by business and leisure travelers 199-2007, Stockholm County and City (in thousands), Source: Resurs

Table 3: Overnight stays in hotels by business and leisure travelers 1998, 2003-2007, Stockholm County and City (in thousands), Sources: Resurs

⁵ See Diagram 4 and 5: Stockholm County and City

The number of overnight hotel stays by leisure travelers totaled just over 3.4 million, of which 2.7 million were in Stockholm City. This represents an increase of 73% since 1997.

Business travelers spent 4.2 million nights at the county’s hotels during the year; of this number, 2.5 million were in Stockholm City. This represents an increase of 7 % compared with 2006 and almost 450,000 more overnight stays than during the last business boom.⁶

In five years, the number of cruise passengers has doubled, and during the same period, Stockholm developed into an obvious destination for large European congresses (Business travel accounts for 1.4 million of the day trip). Today Stockholm is one of the world’s most popular meeting destinations. Hundreds of association meetings and congresses bring hundreds of thousands of visitors to Stockholm annually.

The marketing of the city as a site for international corporate meetings began in 2004. Interest in Stockholm as a destination has increased markedly among international companies, and more and more are holding their meetings in Stockholm. In 2007, 119 association meetings took place in the city and it attracted almost 60,000 congress attendees during the year. A little over half attended medical congresses, while congresses with a focus on business and industry drew 21%.

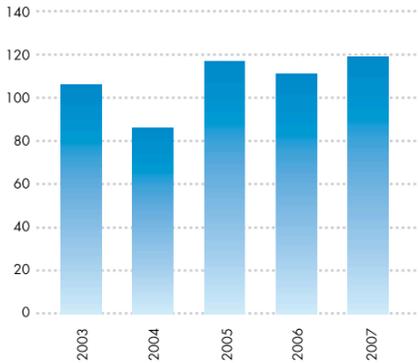


Diagram 7: International congresses in Stockholm, 2003–2007 Source: Stockholm visitors board

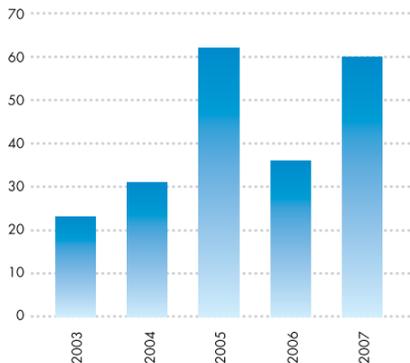


Diagram 8: International congress attendees in Stockholm, 2003–2007 (in thousands), Source: Stockholm visitors board

⁶ See Diagram 6: Overnight stays in Hotel by business and leisure travelers 199-2007, Stockholm County and City

Hotel guests and, of that group, business travelers, spend the most money per day during their stay in Stockholm. This is also the category of travelers that has increased its daily expenditures the most. According to this data we can say that the tourism industry is vital for Stockholm's economy and employment. Visitors to Stockholm spend 22 billion kronor and create employment for 18,500 people divided mainly in the lodging and restaurant branches.

It is called the "Capital of Scandinavia": one of the many reasons, because it is positioned at the heart of the region and enjoys the benefits of a world-class transportation structure. Another is that Stockholm is the largest city in the largest Country in Scandinavia. It is also where you find the most multinational companies, the biggest stock exchange and, not least, the most visitors.

Copenhagen

Copenhagen is Denmark's capital and Scandinavia's liveliest city; it has a population of around 1.7 million.⁷

Denmark is renowned for the high standard of living they offer their inhabitants. In their latest survey into the standard of living in the world's cities, the renowned consultancy firm William M. Mercer positioned Copenhagen as number five in its 'Best Cities' list.⁸

Tourism is a major industry in Copenhagen. In 2008 the number of overnight stays in hotels in the city was close to 5.3 million. Greater Copenhagen and its near neighbor, Malmo in Sweden, together offer 161 hotels and 25.000 hotel rooms, with more in the pipeline. Copenhagen alone offers more than 13,000 rooms.

⁷ www.kk.dk

⁸ www.um.dk

Bed nights at hotels, hostels and camping sites in Copenhagen City

	Monthly 2007			Accumulated 2007		
	Number of bed nights	Growth		Number of bed nights	Growth	
		Absolute	Percent		Absolute	Percent
Denmark	138.641	16.479	13,5%	1.824.272	222.021	13,9%
Sweden	35.653	-2.648	-6,9%	436.778	5.495	1,3%
Norway	23.339	-2.743	-10,5%	351.294	-6.500	-1,8%
Finland	3.938	42	1,1%	68.407	-403	-0,6%
Iceland	6.657	-357	-5,1%	80.494	4.065	5,3%
United Kingdom	27.828	-3.612	-11,5%	384.923	-8.787	-2,2%
Ireland	2.083	-76	-3,5%	22.188	-4.727	-17,6%
Germany	13.385	-1.424	-9,6%	220.229	-6.334	-2,8%
Holland	5.967	-1.046	-14,9%	94.047	-713	-0,8%
Switzerland	3.037	-59	-1,9%	56.194	6.924	14,1%
Italy	10.686	-2.075	-16,3%	126.381	-3.487	-2,7%
France	5.020	-336	-6,3%	79.871	-4.660	-5,5%
Spain	5.012	-1.058	-17,4%	110.753	12.674	12,9%
Russia	2.386	-577	-19,5%	36.690	302	0,8%
USA	13.068	-545	-4,0%	316.816	-24.441	-7,2%
Canada	579	-137	-19,1%	25.285	231	0,9%
Australia	1.189	203	20,6%	28.516	-395	-1,4%
Japan	3.266	-9	-0,3%	76.069	-4.529	-5,6%
China	2.022	-227	-10,1%	35.261	-10.979	-23,7%
Other Europe	15.120	876	6,1%	250.286	-12.646	-4,8%
Other Asia	7.202	1.047	17,0%	97.852	-1.026	-1,0%
Other World	4.071	904	28,5%	62.897	-3.540	-5,3%
Total	330.149	2.622	0,8%	4.785.503	158.545	3,4%
-of which foreigners	191.508	-13.857	-6,7%	2.961.231	-63.476	-2,1%

Table 4: Bed nights at hotels, hostels and camping sites in Copenhagen City, Source: Statistics Denmark (www.statistikbanken.dk | Service sector – Tourism)
Position Skane AB (www.skane.dk)

With a total of 106 international congresses in 2008 Copenhagen has maintained its position as one of the world's 10 most attractive international congress cities. The demand for Copenhagen as a congress city is mainly due to the short distances between hotels and conference facilities, and the fact that Copenhagen Airport is Northern Europe's central air traffic hub. In addition, Copenhagen is known for its low crime rate, its general efficiency and the high standard of its cultural and entertainment attractions.

Business people represent the main segment at hotels in the Capital Region which has demonstrated a rate of growth during the 2007, following by the decreasing of leisure people.

Segments at hotels in Capital Region

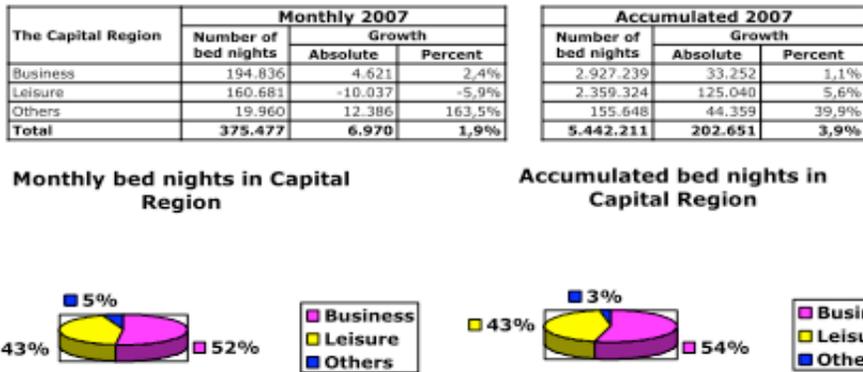


Table 5 and Diagram 9: Segments at hotels in Capital Region

One of the most distinctive elements of Copenhagen is the position to be the main Cruise Port in Scandinavia. In 2009, more than 580.000 passengers arrived in the city on 301 cruise ships, providing a total turnover of around DKK 978 million for the city. The Copenhagen season usually runs from mid-May till late September with several Christmas cruises arriving.

In 1992 was established the Cruise Copenhagen Network as a partnership between the Port of Copenhagen, the City of Copenhagen and 45 professional suppliers, in order to strengthen and develop Copenhagen as the most successful home port for cruises in Scandinavia and the Baltic Sea. The mission was to exceed the international standards for safety and service in their local cruise products and facilities and this is demonstrated by a high percentage of returning visitors and numerous awards.

Infrastructure and public transportation are considered very efficient in Copenhagen. The city has the fastest and cheapest airport-to-city-centre rail link of any European capital - just 13 minutes - and it costs only DKK 31.50. But the city is often held up internationally as a model bicycle-friendly city. This is because cycling is a usual and natural Copenhagensers' means of transportation but also because it is considered one of the key parameters for urban planning.

For the city of Copenhagen the large number of cyclists primarily means more efficient traffic movement; furthermore, it reduces CO2 emissions and provides more space to enjoy the urban life.

In 2008, 37% (around 150,000 people) of everyone working or studying in Copenhagen chose to bike to their place of work or education and the city has made it possible for tourists to do the same. City Bikes is a free transport service available to all visitors and residents. The city's 1.500 bikes are placed in over 100

cycle 'stations' in the city centre. It's a deposit of DKK 20, which is returned when the tourist drop the bicycle off at any bike station. City Bikes are available from April to December. This is an improvement in relation to 2006 when the figure was 36% but this is a first step toward the future target figure set by the city of Copenhagen by 2015 of 50% (around 55,000 people).

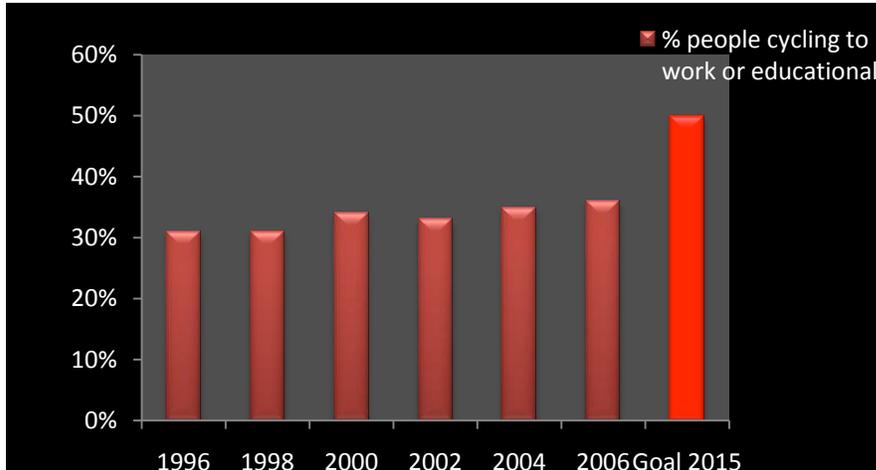


Diagram 10: Percentage of people cycling to work or educational purposes

The cycling goal is only a part of a bigger vision called “Eco-metropolis”, which means recognition to be the capital city in the world with the best urban environment in 2015.

In 2007, Copenhagen has already defined itself as the environmental capital of Europe. The initiatives to have this definition were of different nature: Economic growth has been followed by local urban renewal in certain localities and even the creation of whole new districts. At the same time, Copenhagen is a leading city in the environmental field: Copenhageners are among the most environmentally conscious citizens in the whole world.

It has one of the biggest district heating systems in the world: 97% of households are connected to it. Since the 1990s it had one of the world's best waste management systems: today they reuse about 90% of all building waste and incinerate about 75% of household waste.

Finally, the vision will include 4 themes for eco-metropolis: world's best city for cycles, climate capital, green and blue capital city and clean and healthy big city.

The last, but not the least important factor is the definition of Copenhagen as a Design and Fashion City. The Danish design is famous for timeless simplicity, quality materials and function. The profile of Copenhagen's fashion designers has increased dramatically. These days, Danish designers working both in Copenhagen

and for world famous labels in Paris, London and Milan, exert a sizeable influence over the fashion industry. This creative strength, and the esteem in which Danish designers are held around the world, is also reflected in the city's wealth of designer stores and the emerging talent.

This element is a value added to the destination that make it open to a different kind of segments characterized by people interested in design, fashion and architecture, that are represented by the City in an original and singular way.

What do we study?

The theme of our study tour is to understand “how to sell the North”; in order to reply this kind of question a huge number of meetings were necessary. A deep study of the industry and the major features of the tourist markets of Stockholm and Copenhagen were necessary in order to better understand the focus of our study tour. For this reason we organized meetings with operators that could share with us their experience as experts of the sector.

The most recurring themes in describing the North were: sustainability, architecture and design, innovation, cold, host culture, openness. According to the research done and to the main beliefs of the class, we decided on one hand, to investigate the part of the themes proposed thank to several meetings with local operators and experts, and on the other hand to experience the North, trying to understand and experience by ourselves what “North” does mean. Here follows the weekly program of the study tour and after it we are going to explain the main purposes of this kind of schedule.

DAY	ACTIVITIES
Saturday 06.02 Milan/Stockholm	<ul style="list-style-type: none"> • Flight from Milan Malpensa to Arlanda Stockholm, • Check-in at the Scandic Continental Hotel • Experience at the “ICE BAR”, located at the Nordic Sea Hotel
Sunday 07.02 Stockholm TOURISM IN STOCKHOLM	<ul style="list-style-type: none"> • Role play Game: the students should experience the city like the pre-selected target • Waterfront Congress Centre: meeting with Kenth Larsson, director of Sales and Marketing of the Waterfront Congress Centre. The meeting took place in the Radisson Blue Viking Hotel

Monday 08.02 Stockholm
TOURISM/TRANSPORT IN STOCKHOLM

- **Scandic Hotel:** meeting with Stephen Stahl, the Senior Vice President Sales and took place at the Scandic Sergel Plaza
- **Visit Stockholm:** meeting with Peter Lindovist the CEO of “visit Stockholm” the official DMO
- **Port of Stockholm:** meeting with with Mr. Lilja, Business Controller and Mr. Schubert, responsible for the passenger traffic of the port of Stockholm

Tuesday 09.02 Stockholm
ARCHITECTURE AND DESIGN IN STOCKHOLM

- **City Planning:** meeting with Mr. Niklas Svensson, Manager for Strategic Planning (in charge for Stockholm – Vision 2030). The meeting was held at Technical Chamber Hall of Stockholm
- **Nordic Light Hotel:** meeting with Mr. Fredric Svanell, Nordic Light Hotel Front Office Supervisor
- **Svensk Form Association:** meeting with Ms. Ewa Kumlin, the president of Swedish association of Design Svensk Form, an association with a mission to promote Swedish Design in Sweden and abroad
- **Sustainable Swedish association:** meeting with Mr. Lathi, social planner and economist chairman of the Sustainable Sweden Association

Wednesday 10.02 Stockholm/Copenhagen
EXPERIENCING STOCKHOLM

- Free morning to experience the city with its attractions
- **Boat Trip:** a unique experience to get around the city by boat enjoying the fascinating geography of this city
- Flight from Stockholm to Copenhagen

Thursday 11.02 Copenhagen
TOURISM IN COPENHAGEN

- **Climate consortium Denmark:** meeting with Mr. Marius Sylvestersen, the business manager of Climate Consortium
- **Copenhagen Cycling:** meeting at the secretariat of bicycles, with Mr. Johan Heichelmann the

<p>Friday 12.02 Copenhagen</p> <p>TRANSPORT, ARCHITECTURE AND DESIGN IN COPENHAGEN</p>	<p>responsible for cycling urban planning</p> <ul style="list-style-type: none"> • Business School Copenhagen: presentation of the centre for tourism and culture management of the BSC. • SAS Royal hotel: visit to the beautiful hotel designed by the Dane architect Arne Jacobsen • Wonderful Copenhagen: presentation of the DMO activities and the new branding campaign by: Kjaer Mansfeldt (the research and development manager), Jacob Saxild (the brand manager), Henrik Hansen (the booking manager) • Visit to the Copenhagen Opera House: unique tour inside the backstage of the opera house designed by the Danish architect Henning Larsen in cooperation with Mærsk Mc-Kinney Møller • BIG Group: meeting with Mr. Kai-Uwe Bergman, architect and partner
<p>Saturday 13.02 Malmö</p> <p>MALMÖ</p>	<ul style="list-style-type: none"> • Oresund Bridge: guided tour explaining the Oresund bridge which is an important rail and motorway landmark connecting the Scandinavian peninsula to the European continent • Turning Torso: meeting with Mr Jan Andersson, the person in charge of the information meeting. • City of tomorrow: visit to this particular area of the city of Malmö: the Western Harbour has been transformed from an industrial park into an area of knowledge and sustainability • Skåne tourism: meeting with the director of Skåne tourism, to understand better how this region is experienced by tourists
<p>Sunday 14.02 Copenhagen/Milan</p>	<ul style="list-style-type: none"> • Free morning to experience the city • Flight from Copenhagen to Milan Malpensa.

Table 6: Study Tour schedule

The main themes of our study were architecture and design, transportation and urban planning, DMO (branding and promoting the cities), and the implicit theme of sustainability. As it is shown in the program one of the main tasks of the program was to study each theme in both the cities in order to have a clearer idea of the composition of the tourism industry in the Scandinavia Region but also to be able to make a comparison between the cities visited.

From the researches done before leaving Lugano we discovered that countries in North Europe are mainly perceived abroad as a unique territory composing the Scandinavia Region. This kind of perception let us suppose the idea that Scandinavian Countries have a common unique industry, but this was not the results we had at the end of the study tour. By the way, the researches done were not completely wrong: as a matter of fact (also according to what was presented by the CEO of the Visit Board of Stockholm), abroad the Nordic Countries promote themselves as Scandinavian Region. But by analyzing more deeply the tourist industry it was possible to discover several features and characteristics which were completely different between Sweden and Denmark. Some of the main differences we found actually concerned the tourism industry, such as the promotion abroad, the branding of the city, the perception and need of tourists, the way tourism activities are organized, the tourism supply.

One of the most interesting aspects discovered during the meeting was the importance operators give to the tourist market. By experiencing Stockholm as a tourist you may think that tourism is one of the most important sectors and that there is deep focus on efficient tourist services; but after the meeting with the DMO and the urban planner of the city, the perception we had was completely different. As a matter of fact we understood that the presence of tourists is not needed for the economy of the city, tourists are an additional aspects. The urban planner explained that the main objective for the city is its development according to an increasing number of residents; the urban plan is focused on the implementation of new residential areas and connection to the periphery. There is no clear plan for the development of the city according to the possible needs of tourists; this aspect can create several problems related to the carrying capacities of the place, but it is not taken into consideration.

The case of Copenhagen was completely different, according to the meetings we had, we understand the focus given to the tourists markets. Tourism is perceived as an important sector of the economy, and for this reason there is an implementation of several tourist services and infrastructures. This aspect was mainly explained during the meeting with Wonderful Copenhagen that showed us the strategies of the marketing and management department of the destination.

For what concerns the other themes studied in our experience, we can confirm the recurring presence of the idea of architecture and design. As a matter of fact this aspect was underlined by most of all the experts we met; really interesting was the focus given in the design of the hotels we visited. For example, the tour done in the Nordic Light Hotel in Stockholm was useful to understand how the hotel is not only a place for having a rest, but can also be a tool for promoting the new ideas of emergent designers. On the other hand the Radisson Blu hotel in Copenhagen is keeping one of its rooms as it was originally made; in order to preserve the original design of the hotel and its style. The idea of design and innovative architecture can be perceived also as common “tourists” visiting both the cities, thank to some new infrastructure and buildings, the furniture of hotels and some of the main attractions on the two destination, for example the library of Stockholm, or the new Opera House in Copenhagen.

Another important theme which was recurring in our experience was the idea of sustainability; it is one of the main aspects presented during the meetings we had, mainly in Stockholm: quite each expert explained the importance of being sustainable and environmental friendly, but according to the feeling perceived as tourists we cannot confirm this aspect. The sustainability is one of the main factors for the development of both the destination, but it can be not described as an attraction point for tourists.

The other important theme we studied during the travel was the transportation in both cities; In Stockholm we had the possibility to experience a boat tour, another way for experiencing the city (even though it was not a means of transportation for us). It was also interesting to understand the importance that the urban planners give to the way of connecting the city centre to the periphery, due also to the particular geography of the Capital of Sweden. In Copenhagen it was really useful getting a flavor about how the Danish transform their passion for cycling in an attraction for tourists; but this aspect needs to be more implemented in order to become a well defined tourist service. Both Capitals share the fact of having a port, a reason why they also became cruise destinations.

All the themes here anticipated will be presented with more details during this report.

1. TRANSPORTATION

Laura Moreni, Giacomo Grossi, Yulia Petrushik, Sabina Brack, Marianna De Pietro

1.1. Accessibility

It is a basic assumption that accessibility is one of the main pillars to be a tourist destination. People have to be able to reach the place and, the easier it is, the bigger is the potential that the place have, in terms of competitiveness.

Generally the accessibility for Stockholm and Copenhagen is very well organized and efficient, but we have to distinguish them.

1.1.1. Stockholm

By Flight

1) *Stockholm - Arlanda Airport*: It is Sweden's largest airport. It is located 42 km north of downtown Stockholm. Around 80 airlines from more than 160 destinations serve the airport.

2) *Stockholm - Bromma Airport*: It is the closest airport to the city. In fact it is located about 10 km west of downtown Stockholm. The airport is served primarily by domestic flights, and is an important domestic hub.

3) *Stockholm - Skavsta Airport*: It is located in Nyköping, 100 km south west of downtown Stockholm; it is served chiefly by the low-fare airlines Ryanair and Wizz Air.

4) *Stockholm - Vasteras Airport*: It is located in Västerås 100 km north west of downtown Stockholm; it is served chiefly by the low-fare airlines Ryanair and City Airline.

From the Airports to the city center

1) *Arlanda Express*: It is the fastest way to reach the city center from the main airport Arlanda. It takes 20 min. to reach the central station of the city.

2) *Flygbussarna*: It is a bus company that runs from all the four airports to the city center. These buses stop at other bus stops, bringing people in all the parts of the city.

3) *Other means*: Airport shuttles; taxis; rental cars

By Boat

Stockholm is built on 14 islands and the entire archipelago counts more than 30.000 islands. So it is a really unique experience to get around the city by boat enjoying the fascinating geography of this city. It is very easy to do this thanks to the regular ferry service from Finland, Poland and other Baltic countries. A different field is the one related to the cruise ships.

By Train

Traveling to Stockholm from Europe by train is both quick and convenient, especially since the opening of the Öresund bridge between Sweden and Denmark. The government railway SJ runs on most long-distance routes from Oslo, Copenhagen and Berlin, as well as within Sweden.

1.1.2. Copenhagen

By Flight

1) *Kastrup Airport*: It is the Northern Europe's main airport. The airport is the hub for SAS Airlines and for other airlines companies, low fares included. Direct connections are available from Copenhagen Airport to a total of 132 destinations worldwide, 19 of which are intercontinental, 84 European, 22 Nordic and 7 domestic.

From the Airport to the city center

Copenhagen is the capital in Europe with the shortest distance from an international airport to the city centre.

1) *By train*: 12 minutes distance from the airport to the central station.

2) *By metro*: 15 minutes distance.

3) *By Bus*: many bus companies are available to connect the airport to the city.

By Boat

Copenhagen, like also Stockholm, is built on an island. This means that the most characteristic way of reaching the city is by boat. There are two main dock ships in the city: Langelinie Pier (30 min. far from the

city center on foot) and the Free Port (50 min. far from the city center on foot).

In 2009 the harbor of Copenhagen reached the number of 600.000 passengers. This made it as the biggest port in Northern Europe. It is not only a port of destination but also an embarkation point for cruises to UK and North Atlantic Islands.

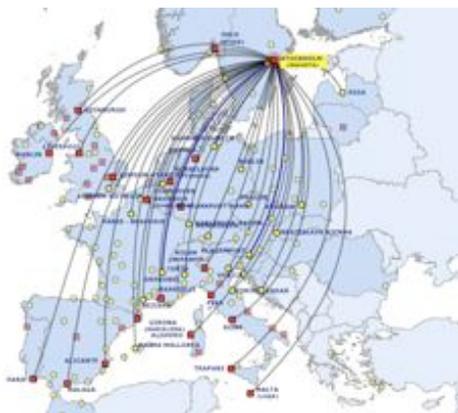
It is served by many ferry lines from all the main European Nordic cities: Oslo, Bergen, Stavanger, Rønne, Rostock, Visby, Riga, Helsinki, St.Petersburg, and Stockholm.

By Train

A regular and efficient service of trains from all over Europe is available. As usual the main value added of the train is the arrival directly in the city center.

1.1.3. The consequences of Low Fares

Our study tour had one main goal: to understand how to sell the North. We understood that this assumption was not so precise because of the diversities between different cities of the North, and our experience with Stockholm and Copenhagen is a very good example. What we discovered is that Copenhagen is a very European capital city, more than a Nordic city! It has an older tradition in terms of tourism activity, and the organization and the awareness of the DMO, Wonderful Copenhagen, was the tangible proof.



Picture 1: Ryanair network map from and to Skavsta airport

On the contrary, Stockholm seemed to be less interested in doing real tourism planning and strategies, being, in case, more focused and aware on business travel. So the natural question, at this point is: “Is Stockholm a real tourist destination?” In our opinion the answer is “yes” just for a simple reason: the huge network of low cost carriers that fly every day to Stockholm! Only Ryanair developed 41 connections between Stockholm Skavsta in the last few years, plus all the other small low cost carriers that fly to the others three airports. This is the real reason why Stockholm has to

face an increasing tourist flow to deal with.

This comment wants just to stress the point that accessibility, and in particular cheap-air accessibility, is

nowadays the main strategy to develop a tourist destination. Thanks to low fares, many people fly and visit certain places just for the cheap price, otherwise they would not!

Now Stockholm, and its DMO, has to understand better this phenomenon and to adapt itself in order to exploit it and to be more competitive.

1.2. Public transportation in the North

Introduction

The public transport system in Northern Europe is one of the most advanced in the whole Europe, above all in technology and environmentally friendly terms.

In the last ten years Northern countries try to do the best to make their transportation system to be a substitute to private cars for the population. But it was not just for this reason that this region decided to enlarge their transportation system, but also because the development of tourism started, thanks also to the arrival of low cost carriers.

So, the development of such a system was thought to reduce the emissions, to preserve the environment and to make the cities more livable, both for citizens, daily travelers and tourists.

The experience of the class is based only on Stockholm and Copenhagen transportation systems and not on the whole states of North Europe.

1.2.1. Stockholm SL, public transport

The transport system in Stockholm consists of buses, metro (Tunnelbana, 3 lines), regional/suburban rail, tram, light rail, organized by Storstockholms Lokaltrafik (literally: Greater Stockholm Public Transport) and owned by Stockholm County Council, the archipelago boat system is handled by Waxholmsbolaget, while the airport transport system is owned separately and it is composed of buses connection to the city and the Arlanda Express airport train system. Everywhere there is the possibility to call a taxi.

For the use of the transport system by tourists they offer punch tickets for those that do not make many trips, or 1/3/7 days card, with which people can travel in all zones during the validity of the period. Another way to travel around the city is the Stockholm card (24/48/72 hours), which gives the possibility to have free

travel and free admission in 80 museums and attraction in the city. In the city in the majority of the bus stops there are also the ticket machine that accept coins or cards and the cost of a ticket is 20SEK (3CHF).



The Tunnelbana and the boat system transport are the more traditional means of transport of the city.

The former born in the fifties, but in the 80' was affected by graffiti, so the local council started to fight against it and decided to transform the walls of the metro in a piece of art offered for free, so the metro stations are very special. The latter are fascinating because it is so strange to see boat as connection from an island to another and to the city.



Picture 2: Stockholm's subway



Picture 3: Stockholm's ferry boat

The city has this very well connected and efficient system, also because in 2006 it was decided to introduce the congestion tax to reduce the emissions that increased the use of the transport system by citizens of the 6% from 2005. This initiative was also related to the fact that the majority of tourists in Stockholm are the Swedish (66%) and they mainly travel by car, so this would be also an incentive to take the transport connection and move in the city with public transport. Each person can also book and plan the journey online.

Beside the public transport system that the city will try to improve with new infrastructures and better connections with the whole area they are thinking also about introduction of bicycling and pedestrian paths as they wrote in the city plan in May 2009.

1.2.2. Copenhagen Public Transport System

The public transportation system in Copenhagen is operated by the Greater Copenhagen Authority and it is composed of five different systems: the Re-tog regional trains, which stop at major station outside the local

traffic area; the S-tog S-train or commuter trains, that are urban trains which cover short distances and the majority of the area, they also connect the airport with the city; the metro, with just two lines that covers the East part of the city is very recent(2000), local trains which serve the peripheral area and the local system of buses. Besides there is also the classical system of taxi and the most important one, which distinguish Copenhagen from the other cities is the cycling culture, which is a part of their daily life and it is considered to be a means of transport, with ad hoc lanes and with special place where people can rent bikes(CityBike Copenhagen).



The cost of one ticket valid for one hour in diverse means of transport costs 23 DKK (4,50 CHF). For tourist, as the majority of touristic cities does, they suggest a possibility of buying 24-hour ticket valid for one day, the 10-trip ticket, which contain ten journeys, FlexCard valid for 7 or 30 days and the CPHCARD valid for any travel in the Greater Copenhagen Area for 24 or 72 hours. The card gives also the possibility of free admission to approximately 60 attractions and restaurants.

The city is very well served and the transport system is all based on the idea of environmental friendliness. In their vision for 2015 they are thinking to introduce a congestion charge to promote the use of public transport as well as reduce the CO₂ emissions.

Conclusion

The transport system in both cities is based on the concept of being environmental friendly, being safe and being modern.

We can say after our experience that they are very efficient and both cities are very well served and covered by public transportation. We took the trains from the airport to the cities center, buses and metro to move for our meetings and someone also the taxi. Every attraction is easily reachable as the rest of the city.

We could just say that they are a little bit expensive compared to other European regions, but probably it is due to their ecological purpose and to their modernity.

1.3. Cycling

During the study tour the group had the chance to study the different aspects on which Copenhagen and Stockholm can compete in the field of tourism, from design to “being symbol of northern quality”.

Only one of the encountered aspects doesn't allow any competition: in fact cycling in Copenhagen is so deep-rooted in the local culture and everyday life that a better comparison could be done between the Danish capital and Amsterdam, also known worldwide as a symbol of urban cycling.

Confirming this point, Peter Lindqvist – CEO of “Visit Stockholm” – stated that Stockholm is investing in cycling infrastructure but Copenhagen's standard are still far; Stockholm sees indeed Copenhagen more as an example that as a competitor in this sense. Therefore it is better to dedicate this chapter on cycling fully to the Danish capital.

Cycling in Copenhagen

“Copenhagen is often held up internationally as a model bicycle-friendly city. This is because cycling is as natural for Copenhageners as brushing their teeth.”

During the stay in Copenhagen the class definitely found confirmation to the words of Klaus Bondam, the Mayor of Techniques and the Environment of the Copenhagen municipality.

Cycling culture

As Johan Heichelmann from the Technical and Environmental administration stated, Copenhageners don't consider themselves as cyclists: this could be a definition that better suits people who cycle for sport, passion and want to differentiate themselves from non-cyclists. Cycling for Copenhageners is so normal, simple and routine that is part of their daily life and culture and a bicycle is a mean of transportation just like a car or a bus.

We were asked to say which in our opinion is the typical Copenhagen on a bike but actually we discovered that there is not a right answer: everyone, from every age and wage bracket cycle to move in the city, from the student to the business man, from the old lady and to the mother with cargo-bike carrying her children to school.

According to the Bicycle Account 2008 – a bi-annual assessment of cycling development in the city of Copenhagen – 37% of everyone working or studying in Copenhagen cycles to their place of work or education in the city; moreover the data underlines the fact that only the 31% drives to the working/study place.

Copenhageners, surveyed about the reasons behind their choice of using a bike to move around, say that they ride because it's “easy and fast” (60%), while only the 1% do it for environmental issues.

Infrastructure

The long tradition of widespread cycling culture and the stated strong preference of Copenhageners for bikes over cars led to a growing prioritization of cyclists' needs in the city planning:

the current 350 kilometers of cycle tracks and the vast network of bike lanes crossing the city is constantly being improved and extended, traffic lights have been coordinated in favor of bikes granting Green Waves during rush hours and the system of Green Cycle Routes – paths separated and in a minimal contact with traffic – has been implemented to grant also an area for recreational cycling. In addition, in 2008 five thousands new bicycle parking spaces were created.

Future goals and strategies

By 2015 the city of Copenhagen aims to reach three main goals:

- Increase the percentage of commuters that cycle to work or education in Copenhagen from 37% to 50%
- Ensure that 80% of all cyclists in Copenhagen feel safe in the traffic
- Reduce by 50% the number of seriously injured cyclists.

To achieve these main objectives municipality is implementing initiatives on both sides of promotion and urban redesign: promotional and educational campaigns are held focusing above all on children to educate them to cycle to school while, at the same time, a continuous investment of infrastructures aims at reducing risk and increase the sense of safety while cycling: many intersections have been restructured and redesigned, making cyclists more visible at crossroads and giving them priority.

These objectives are an integral part of a broader vision for 2015: Copenhagen has indeed the main goal to become the Eco-Metropolis of the world that is to be known as the capital city in the world with the best urban environment.

All the efforts to create a cycle-friendly urban environment are therefore made having in mind these future vision that see Copenhagen in 2015 as:

- **World's best city for cycling**, where people are able to cycle quickly and safely

- **Climate capital**, leading the way towards Co₂ emissions reduction
- **A green and blue capital city**, where high quality and easy accessible blue and green recreational area bind the city together.
- **A clean and healthy big city**, in terms of air and street pollution, noise, ecology.

Cycling and tourism

The strong cycling culture that can be experienced in Copenhagen constitute a strong opportunity to attract tourists; it can be indeed a driving force in tourism product development: given the urban structure that gives priority to cyclists' needs and the relatively small dimensions of the city itself, cycling for tourists can be way not only to move around quickly in the city but above all a way to experience it as a real Copenhagener.

On the other hand promoting cycling for tourists in Copenhagen will make a primary problem of safety rise up: Copenhageners use the bicycle as a mean of transportation to move quickly to destination, therefore in the cycle paths they reach high speed; this would create dangers both for the inexperienced tourist and Copenhageners that see the former suddenly stopping in front of them to admire the view or looking for directions. Moreover, not all tourists are familiar with local road rules for cyclists and this would create high risks in the traffic.

A possible solution could be the creation of specific tourists paths, in order to limit the contact with normal traffic and the introduction of GPS on bikes that tourists rent ; as Mr. Heichelmann stated, the present bike-sharing system definitely needs some improvement, given the bad conditions of the bicycles; anyway the municipality has plans concerning the modernization of the system.

It is clear anyway that in order to create a tourist product there is a need for cooperation between the urban planners and the DMO: apart from the safety issues, the class noticed the potential of cycling as an attraction for tourists. During the following meeting with Wonderful Copenhagen - the official DMO - cycling was mentioned concerning guided bike-tours they propose in the Information center; anyway they didn't mention any relation or involvement of the cycle-planning office as forecasted by Mr. Heichelmann.

1.4. Ports of Stockholm and Copenhagen

Both of the ports, the one of Stockholm and the one of Copenhagen, are of great importance for the city and the region in general. The capacities of the port of Stockholm are increasing and the harbor is becoming more influential in the Scandinavian region and in the Baltic Sea. Still, the port of Copenhagen is in regard to the cruise industry bigger, more important for the area and hosts more cruise turnover guests which are from a tourism point of view of greater significance.

As we had a meeting with Mr. Lilja, Business Controller and Mr. Schubert, responsible for the passenger traffic of the port of Stockholm, the information about this port are more detailed.

1.4.1. Stockholm port

The Ports of Stockholm Group comprises the ports in Stockholm, Kapellskär and Nynäshamn.

The central port for freight and passengers to and from Finland, Russia and the Baltic states is the Port of Stockholm. The functions of the Ports of Stockholm are manifold: On one hand, it acts as a link within the transport system; it sells shipping services and even rents out land and premises. Besides cargo and cruise ships, also ferry services to Nordic cities like Helsinki, Riga, etc. are part of the port activities.

The ports of Stockholm host more than 12 million ferry and cruise passengers per year and generate some 4200 jobs in the region. It can be stated that the port activities contribute about one fourth of the total tourist income in Stockholm.

The objectives of the port management are to generate an attractive transport hub for the Baltic region that is modern and environmental-friendly and a growth engine for the Stockholm region.

By creating a new terminal and facilities, Stockholm tries to attract more cruise tourists, especially turnover customers. These are tourists that change a cruise or more often, leave/enter the cruise in Stockholm. From a tourism perspective, these are more interesting tourists as they spend more money in the city (overnight, food, more shopping, etc.)

The Stockholm port managers try to increase their importance as a cruise destination despite the fact that cruise tourists have some bad impact on the city. First of all, many of them only spend one day in the city and as lunch is usually included, they often even return to the ship for eating. However, many of them exploit the city in their free time and do some shopping, often basic souvenir shopping. Moreover,

considering pollution, a desired bigger amount of cruise ships and their maintenance might be a challenge for the port that at the same time has to fulfill quite strict sustainability standards.

As cruising is a multi-destination product that includes many cities of different countries, there is a certain degree of cooperation but of course also competition between them. A main competitor for Stockholm besides Copenhagen is also St. Petersburg due to the fact that it is a very attractive tourism destination already.

Future challenges for the harbor will be the handling of the new types of ships that are much bigger, also in terms of port capacity. Of course, these ships that are allowed to enter the port in the old city enable a greater tourism experience. Right now, it is not possible to charge them more for that due to organizational matters, but maybe in the future the port will develop a strategy to take advantage of this USP. Of course, also ecological issues and the handling of congestion will remain an ongoing future challenge.

The port cooperates with around 50 different other tourism or transport companies and organizations such as the Stockholm Visitors Board, SAS, Swedish airports and so on. However, at our meeting with the DMO of Stockholm the port and the cruise industry was only mentioned in the way which leads to the assumption that the communication between these partners lacks in many ways.

1.4.2. Copenhagen port

CMP - short for Copenhagen Malmö Ports, employ around 500 people in Copenhagen and Malmö. The mission of the port is to be „a flexible and dynamic cross-border organization – a business-oriented organization focusing on customers and quality.”

The annual turnover of the port is around 750 Swedish crowns. By managing about 78000 vessels a year the harbor can be considered a major busy port operator.

Alike the management of the port of Stockholm, also Copenhagen wants to attract more cruise guests. The DMO of Copenhagen could even give us some information about this specific segment and brought some interesting news to light. They stated that the common cruise tourist and its behavior changed over the years: Whereas formerly mainly culturally uninterested Americans went on cruises, the cruise tourist from today is hard to differentiate from other city tourists. Many of them have a real interest in discovering the city and even visit some cultural landmarks in order to really experience the destination. In addition, they profit anyway from the countless turnover tourists that often add one or two nights in Copenhagen at the

beginning or the end of their cruise holiday.

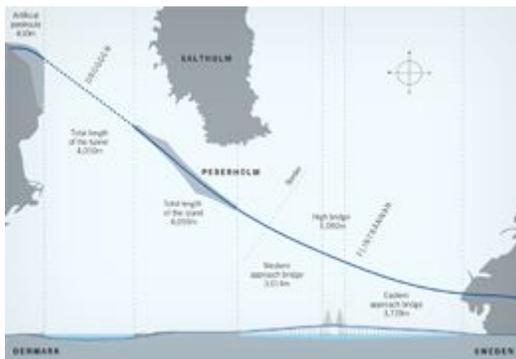
Conclusion

It would have been interesting to meet managers of both ports in order to analyze their different strategies, especially because both ports seem to have similar objectives but of course compete directly. It also remains an open question how both cities want to handle the increased amount of cruise ships and their negative externalities in combination with their ambitious sustainability issues.

1.5. The Oresund bridge

The Oresund Bridge is an important rail and motorway landmark connecting the Scandinavian peninsula to the European continent. Thus linking the two states of Sweden and Denmark, the bridge provides numerous opportunities of quick and convenient travel for commuters, students, business people, local residents, international tourists, as well as allowed companies extend their markets.

Before the bridge construction the connections between Copenhagen and Malmo region were minor,



Picture 4: The course of the bridge between Denmark and Sweden

mostly between institutions and business partners. Sea connections did not consider the city of Malmo as most of Danes headed towards Stockholm or Gothenburg. Ferries continue to be a dominant transport, though more relying on leisure and shopping. However since its opening in 2000 the Oresund bridge's major role of a regional traffic link has changed. Now it also contributed to the formation of a tourist region around Oresund – viewed as a whole “geographic, economic and cultural entity.” Further plans include the

launch of a new traffic corridor between Copenhagen, Malmo and Hamburg – the Great Belt Bridge in 2018.

Technical info

The Oresund Bridge links the southern parts of Malmo and Copenhagen - Lernacken, and Kastrup respectively. The bridge construction consists of two parts: a cable-stayed bridge and a tunnel linked by an artificial island. The overall length is 16 km, and the traffic link is comprised of a four-lane motorway and a two-track railway. Due to the proximity of the Copenhagen Airport the tunnel was constructed to exclude interference with air traffic.

Traffic

The Oresund Bridge is crossed by 70 000 people by train or car on a daily basis which makes up around 25.7 mio people a year (15 mio – car, 10.7 mio – train). The number of Danish and Swedish commuters in particular is gradually increasing, induced by the higher salaries and career opportunities in Denmark and the lower cost of living on the Swedish side. Largest immigrant group in Malmo is represented by the Danish. In 2000 right after the opening holiday traffic across the bridge was the dominant sector. Later on this figure decreased to 39% of car traffic in 2008.

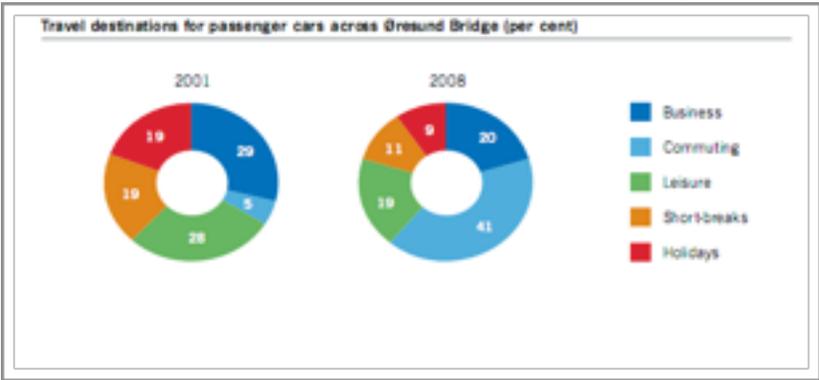


Diagram 11: Travel destinations for passenger cars across Oresund Bridge, Source: Oresundsbro Konsortiet, 2009

Oresund trains make up 90% of all passenger trips, with Swedish and Danish commuters being the majority. The trains are operated by DSBFirst, SJ (long-distance trains from Copenhagen to Stockholm and Gothenburg), and private operators operating freight trains. Coaches comprise more than 50% of the overall traffic over the Oresund Bridge, usually split between scheduled and tourist buses. Lorry traffic is increasing, having obtained a stronger position in recent years.

Management

The Oresund bridge is owned and operated by the Oresundsbro Konsortiet - a Danish-Swedish company formed on March 23, 1991 on the basis of a government agreement between the two states. The Oresundsbro Konsortiet itself is owned jointly by two companies: the Danish A/S Oresund and the Swedish Svensk-Danska Broforbindelsen SVEDAB AB. The government agreement establishes the framework for the company’s activities, while the parent companies are also responsible for the ownership and operations of the approach facilities on each side of the Oresund Bridge. The company is responsible for providing fast, safe and reliable passage across Oresund and repaying the debts from construction (including the land work), daily operational and maintenance tasks as financial administration, marketing, sales, customer and payment services, road and rail operations, maintenance, development, and administration. Oresundsbro

Konsortiet determines the toll charges for crossing the bridge with the long-term objective of gaining financial stability. VAT is paid to the two countries.

Financing

The bridge construction was financed by loans from the national and international capital markets on joint and state guarantees from Denmark and Sweden. The bridge is self-financing: revenues from the users' charges must cover the construction and operating expenses and repay the loans in the long term. Prices for crossing the link are established taking into consideration the regular customers, who benefit from lowest fees. The following options are executed: commuter contracts, annual passes, multiple-trip cards, business customer products, or direct cash or credit-card payments at toll station.

After completion debts of the Konsortiet were estimated at EUR 2.6 billion and according to 2009 forecasts construction costs are expected to be repaid in 34 years. The repayment date is mainly influenced by traffic development, toll charges and financing costs (interest rate level).

As seen from the tour, the bridge indeed represents an important strategic venue linking the two states and opening numerous opportunities to individuals and the business sector. The management is controlling the charge fees and is responsible for all occurring operating costs. The bridge was a great influence more on integration of two states than increasing leisure traffic.

2. HOTEL AND PROPERTY DEVELOPMENT

Laura Santambrogio, Christine Kaufmann, Alberto Scappini, Nor Azlina Abdul Aziz, Stefano Da Col

Introduction

In this section we deal with the hotel and property development through the meetings we had.

Hotels are for sure an important issue in the tourism of a destination; our visit to Scandic hotel in Stockholm was interesting in understanding that hotels are an important part in the destination product and as such their strategy should take in consideration the environment they are in.

Our meeting with Mr Kenth Larsson, director of sales and marketing of the Waterfront Congress Centre, which opening is expectedly in January 2011, made us reflecting about what does a so big project mean for a destination and how many actors are involved in it.

The meeting at the Turning Torso in Malmö gave us a possibility to reflect on how a private building can put a destination in the map, attracting tourists, even without giving them the possibility to enter it. In Malmö we had also the possibility to discuss about the transformation of the industrial area of the Western Harbor into a pleasant area of knowledge and sustainability that can potentially attract tourists and not just group with people with specific interests such as architecture and environmental friendly solutions.

During the meeting concerning the Vision 2030 of Stockholm we understood that tourism is not really a concern for the city. Thus, we can infer that tourism is not seen as essential in order to improve the wealth of the city and that it is only a side economic activity which can in part benefit from the new city plan.

2.1. Scandic Hotels

During the study tour we did not set up two meetings with two different hotel chains (like one in Stockholm and one in Copenhagen), in order to see the differences among them. We met just one Swedish hotel chain in Stockholm, but since it is considered as a symbol for the whole Scandinavia and it is the biggest in the North, we can have a look at a classic Nordic hotel chain. This chain is the *Scandic Hotels*, founded in 1963 in Sweden but soon later already active in Norway and Finland. *Scandic Hotels* owns more than 130 hotels, half of them in Sweden and 19 in Denmark.

The meeting with Scandic Hotels was hosted by Stephen Stahl, the Senior Vice President Sales and took place at the Scandic Sergel Plaza, one the best hotel of the company.

Three interesting topics came up during the meeting: the North concept, the sustainability and the accessibility and the branding policies.

The (kind of) research question of our study tour was “How to sell the North?” ; Mr Stahl was probably the only guest that have directly tried to answer to this question: he underlined the fact that there is common perception about the North and some of the negative attributes that are always present are the coldness, the darkness and the fact of being expensive; this is not true, or at least not completely true. At the same time there is the need to push on the positive factors that are worldwide recognized: the quality, the environmental friendliness, the safety, the nature, the design, the effectiveness, the innovation and so on.

We already knew that the Scandinavia is not a mass market, that it has to focus on the quality and here we get another confirmation of this fact.

Sustainability and accessibility are two issues that are perceived as crucial for the development of a Scandic concept.

The hotel chains, and the Nordic service companies in general, pose a lot of emphasis on the environment and the sustainability. Scandic makes no difference: from 1993 Scandic started developing a sustainability programme. They worked a lot with certifications (ecolabels, certified breakfasts, environmental company car policies) and they have developed a great tool to monitor the emission: the Sustainability Live Report, available on the official website.

Concerning the accessibility, Scandic developed a programme of 93 points in 2003 that all the hotels have to guarantee. One of the most important phases is the staff training: there is the need to have knowledge and insight into how they can facilitate and help disable guests.

Regarding the branding there are lots of elements that live around the Scandic philosophy of *Stay Smarter*. The Scandic brand policy changed completely 2 years ago, when the company chose to pass from a “very good value, but quite boring” concept, to a remarkable idea: for example, they created a song for the company that surprisingly climbed the Swedish hit parade. But probably the most important initiative is the collaboration with the famous English chef Jamie Oliver that helped to reorganize all the food & beverage operations. Another interesting policy concerned the modernization of the old hotels and the furnishing of the newest ones: they decided to wink at the design world by choosing a specific theme for each hotel.

This was a quite good meeting that allowed us to have a look at a classic Nordic hotel chain. In some way, the meeting confirmed our perceptions: a Nordic hotel chain deals with a quality market, it puts a great effort on the environment and started to deal with branding issues, in order to be more appealing for the customers.

2.2. Stockholm Waterfront Congress Centre

Within the framework of the development of Stockholm as a tourism destination, it suggested itself to request a meeting with a person in charge of the new Waterfront Congress Centre that is at present under construction and will expectedly open in January 2011.

We got the opportunity to meet up with Kenth Larsson, the director of sales and marketing of the Waterfront Congress Centre who briefed us about the project and answered readily our questions. The meeting took place in the Radisson Blue Viking Hotel, the future sister hotel of the new first-class hotel that will be integrated in Waterfront Congress Centre.

It was not accidental that we met Mr. Larsson in a Radisson Blue hotel. Radisson Blue counts as very strong Scandinavian hotel brand that was formerly affiliated to SAS. However, since 2006, Radisson Blue belongs besides four other international hotel brands to the Rezidor group domiciled in Belgium. In 2007, the Belgium hotel group entered into the contract to operate the Waterfront Congress Centre, and Radisson Blue was involved into the joint operation with the new congress centre.

The Rezidor group hasn't had so far experience in operating congress centers and therefore, it is reasonable to ask what a hotel group is doing in this area. Mr. Larsson pointed at a possibly new trend that is still very new in Europe. However, in the US large congress centers are often run by hotel groups. In the future, the Rezidor group hopes to do similar projects.

The Waterfront Congress Centre was initiated by the government aiming at strengthening Stockholm's economic development and hence, offered land at a very profitable price to build a congress centre at one of the most exclusive and central locations in Stockholm, at Klara Sjö, right next to the Central Railway Station and across the City Hall. The site has been purchased by an US and two Swedish real estate investment companies.

Obviously, the government set the criteria and by now the collaboration with the government is very strong as Mr. Larsson confirmed.

Not surprisingly, the project has a huge media presence and especially, the selection of the best project was highly discussed whereby architecture played a crucial role. The debate about the building had also engaged the citizens of Stockholm, and there were positive but also negative voices. The government decided unexpectedly against the project most favored by the media and chose the concept developed and

designed by White Arkitekter AB that shall with the huge, pompous golden Swedish crone become a new landmark of Stockholm.

The completely private funded three-storey building comprises besides the congress centre the Park Inn Hotel providing 418 rooms and an office building, all equipped with the latest high-tech facilities. Also, in relation to energy efficiency building standards, the congress promises to set very high environmentally-friendly standards.

The largest conference hall will have capacity for about 3,000 people and makes Stockholm in future competitive for large-scale meetings and events.

With regard to coming bookings Mr. Larsson is optimistic. As he mentioned, the main focus will lie on medical and other business congresses but there would be “place for everybody in Stockholm” as for instance for cultural events such as concerts, etc.

The marketing of the congress centre focus therefore on medical associations, professional congress organizations but also on event companies. Target markets are mainly Scandinavia, US, UK, Germany and the Benelux. Mr. Larsson also pointed out that the cooperation with the visitor’s board of Stockholm is very good.

Of course, competition in this market is high and it will also affect the new congress centre. However, Mr. Larsson is convinced that Stockholm will be capable to compete with other European capitals, as for instance with Barcelona, Berlin, Prague etc.

He also remarked that there won’t be any competitors. The strategy was to be as open as possible, to not foster price-fights but to encourage fair play. Also, with the new congress centre all hotels in Stockholm were winners.

To the question whether the project could be risky since the demand of conference facilities could decrease as a consequence of new technologies based on internet telecommunication that wouldn’t require face-to-face meetings anymore, Mr. Larsson replied that he has no concerns for a decline as he beliefs that conferences in this dimension were barely affected.

In the recap session after the meeting, there were some critical voices that referred mainly to the weak architectural concept which would not be very convincing. Critics arose mainly in relation with the expectations for Swedish architecture. The building would not meet the expectations as it couldn’t stand out due to Sweden’s so typical architectural uniqueness and exceptionality.

All in all, it was a very successful meeting. Thanks to many interesting insights into this remarkable project, our class was able hold a very active discussion with Mr. Larsson. He did not only introduce us into the project but also illustrated clearly which actors are involved and he demonstrated how complex relations between the different actors are such as between the government, the “Stockholmers”, the funding

companies, the tourism company as the operator and other tourism actors involved, competitors respectively cooperators.

2.3. Turning Torso

During our study tour we cannot miss a meeting in the building which put Malmö in the map. We were welcomed by Mr Jan Andersson, the person in charge of the information meeting about the Turning Torso for groups of interested people such as university, or school classes, groups of architects or journalists. The meeting took place in the meeting room at the 54th floor, actually the last one; what was interesting was not just the meeting itself but also the experience of being so high and have a look on the see from a totally new perspective.

Turning Torso is a private residential building, built and owned by HSB Company, became an icon of the city because of its uncommon shape and height. The building's design is based on a sculpture by Calatrava, called Twisting Torso, a white marble piece based on the form of a twisting human being. In 1999 Mr. Johnny Örbäck, former CEO of HSB Malmö, saw Calatrava sculpture in a brochure and he decided to contact him asking him to design a building based on the same concept of the Twisting Torso sculpture. The result was the project of a building using nine cubes of five-story pentagons that twist as the building rises; the highest segment is twisted 90° clockwise with respect to the ground floor. Each floor consists of an irregular pentagonal shape rotating around the vertical core, which is supported by an exterior steel framework. The tower is 190 m height and it has 54 floors; it is the highest building in Sweden and the highest residential building in Europe.

The foundation stone was laid on 14th February of 2001 and the building was officially opened on 1st November 2005. The initial budget of the project was 550 million Swedish crowns (about 56 million Euro) but finally 1.5 billion Swedish crowns were spent. Originally the idea was to sell the apartments and the offices inside the tower but, due to the high bill, Turning Torso was transformed into a building of rental apartments and offices.

HBS was criticized for building such an expensive house, but on the other hand this building attracted the attention of the press from all around the world and this allowed the town of Malmö to "be put on the map".

The most space of the Turning Torso consists in apartments; there are 147 flats covering an area of 13.5000m², between the 3rd and the 9th cube. Flats are characterized by a wide range of designs, and the range is from studio apartments of 45 m² to 190 m² apartments at the highest floors.

Tenants are given the possibility to welcome their guests in 3 the guests rooms, situated at the 43rd floor; at the same floor there is also a sauna, and a gym. Residents have also a wine cellar, a relaxing room and a shared dining room at their disposal.

The first 2 cubes of the Turning Torso consist in the office part which is characterized by flexible office solutions from 200 m² up, on a total office area of 4000 m². There is a separate entrance and two private elevators for offices. Office tenants have a conference room at their disposal on the 7th floor.

The 53rd and the 54th floor are dedicated to meetings. The rooms in these floors can be rent for business meals, board meeting, press conferences or any type of meeting and event.

The HSB Turning Torso Meetings department deals with the organization of these meetings/events from the technical staff organization to the catering service; moreover meeting hosts are at disposal of guests during the meeting or event to facilitate them and help in case of any emergency.

The guests have the possibility to rent the two "Premium suites" situated at the 54th floor. These suites are sometimes rent also for more personal meetings with a maximum of six participants or for interviews.

The Turning Torso is a totally eco-friendly building; it is supplied with 100% locally produced renewable energy, which is used in the most efficient way thanks to the energy efficient building envelope (windows and external walls) and the energy efficient installations inside the building. In each apartment residents can monitor their heat and water consumption, in order to plan their own energy costs and as a consequence their impact on the environment. Moreover every kitchen is equipped with a garbage disposal, so that organic waste are ground having the possibility to be transformed into bio-gas.

Talking about the Turning Torso from the leisure tourism perspective, there is no possibility for individuals to enter it, even, as Mr Andersson told us, there are many tourists writing them and asking for the possibility to visit the building inside. The reason for not giving the possibility of visiting is related to the fact that the building is for its residents and people working inside and so creating a sort of tourism activity would be something annoying for people leaving and working. Moreover there is neither the possibility to create something attracting tourists inside, such as for example a restaurant, since the building counts just a staircase, while, as the law wants, a place like a restaurant should have at least two staircases, one use as fire escape.

2.4. Bo01 and the Western Harbour in Malmö

Västra Hamnen (Western Harbour) is a peninsula located in the northern part of the city of Malmö. This peninsula did not exist a century ago, when they started to create land by filling the area with masses till 1987, when the Western Harbour got the shape that we can observe today. It was an industrial and port

area, marked by the Kockums Industries from the 1973. Kockums AB was a shipyard with a 138 meter high crane able to lift about 1500 tons, but it was never used entirely because of the Swedish shipyard crisis of the late 70s and 80s. However, the huge crane remained a landmark for the city till its dismantling in 2002.



Picture 5: Kockums in Malmö, 1975, Source Photo: Pål-Nils Nilsson

It closed in 1986 and then Saab-Scania established in the city. However, it closed just in 1996 because of a decline in profit and the merger with General Motors, which led to a restructuring of the Swedish company. Finally, the Western Harbour has been transformed from an industrial park into an area of knowledge and sustainability. In fact, in 1998 the Malmö University was opened and in 2001 the European home fair Bo01 was held in this area. It was an exhibition that wanted to show how it can be the future living in cities and to provide self-sufficient houses with a reduction of GES emissions⁹. The Bo01 wanted to state that the sustainable city is at least as comfortable, as economically profitable and as pleasant as an unsustainable one. It covered 9 out of the 140 hectares of the Western Harbour and it included a temporal exhibition and a permanent neighborhoods. In the first part the theme of sustainability was discussed in a more visionary form using architecture, art etc. While in the permanent one they built workplace, commercial and social services as well as the first 350 houses of the area.

The process of conversion of the harbor is still going on with the aim of creating a capacity of lodging about 30000 people. The building height varies from one to six floors with the exception of the Turning Torso, with a final building area of 210.000 m², 2/3 for houses and the rest for offices, shops and services. The plan was propose by the Malmö City Planning Office in 1998 and carried out by Klas Tham¹⁰ Architect & Planner SAR/MSA.

The idea of sustainability can be seen from different perspectives. The transformation of Western Harbour means also a radical change of the economy of the area. We can talk about economic sustainability since the area has changed from industrial-based economy to a knowledge-based one. The evidences are the

⁹ http://www.energie-cites.org/IMG/pdf/BO01_EN.pdf

¹⁰ Urban planner, urban designer and Principal Exhibition Architect of Bo01.

establishment of technology and knowledge-based services, as well as the new IT hub that has replaced the old wharf. Instead of the Kockums crane, the nowadays landmark is the Turning Torso that shows the post-industrial character of the whole city. In addition to this, the Malmö University was created, whose advantage is of being in the proximity of the business world, fact that facilitate the cooperation between the two.



Picture 6: Västra Hamnen, Malmö

Another important aspect is the social sustainability that the planners wanted to create. The idea is to enable people to interact and to participate to cultural activities. For this reason we have an important green area (Stapelbäddsparken) that includes skateboard facilities, an ecological playground, cafés, boules courts, climbing walls and greenery. It is planned to become an activity centre

where people living nearby can meet. Ankarparken and Daniaparken, on the seaside, are also interesting meeting place, where people can relax in a natural setting. Furthermore, the living conditions have been improved thanks to the peculiar architecture of Klas Tham. His main idea was about the creation of a sort of wall of buildings against the sea and transforming the waterfront into a pleasant promenade. However, many architects contributed to the building of the area, giving its unique character. Works of art by several artists further increase the image of the marina and the promenades, for example polished stones along the Sundspromenaden, the waterfall by the marina and the glass bubble that keep a mite temperature all the year round and where people can meet.



Picture 7: The vision of Malmö and the Turning Torso

The third perspective of sustainability concerns the environment. It has been achieved aiming at two broad goals: reducing the use of energy and exploiting renewable energy resources. The reduction of energy consumption wanted to be implemented by the creation of more than 8 km of new cycle paths, the improvement of the public transportation system (high priority at traffic light and increased frequency) and the construction of energy efficient buildings (special insulation, energy from ventilation reused to heats

radiators and tap water, common recycling system etc.). The second goal concerns the use of “clean” energy mainly from the windmills, but also from solar panels and solar cells. A third goal related to the environmental sustainability concerns the quality itself of the environment. Besides the presence of parks with biotopes, they cleaned the seaside zone and decontaminated the soil (polluted by the previous industrial activities of the harbor) in order to create a suitable environment where the local fauna and flora could thrive again.

In spite of the fact that after the construction of the Oresund bridge, Malmö has been far more visited, the Western Harbour cannot be considered a strong tourism attraction. From our observation and from the meeting with the director of Skåne tourism, we understood that the area is visited by those that have specific interests, namely in architecture and in environmental solutions. In fact, they organize several tours based on the sustainable solutions adopted by the architects in this area. The guidebook talks about 20.000 international visitors till now. The other aspect concerns mainly local people, who recognize the Western Harbour as a pleasant meeting place during summer (in a warm summer day, about 15.000 people visit the area).

2.5. Stockholm city plan

The meeting was held on 9th of February 2010 at Technical Chamber Hall of Stockholm with the person who is in charge for Stockholm – Vision 2030, Mr. Niklas Svensson, Manager for Strategic Planning. The meeting was very interesting as to understand and learn about Stockholm urban planning in order to achieve their Vision in 2030. Are they capable in doing that? During this meeting, the most important subject has been highlighted; how to transform Stockholm to be A World Class which is the city vision for the year 2030, outlined an overall, long term vision for sustainable growth and development of Stockholm. What are the most important aspects or criteria to be considered in urban planning? In this vision, the project was named “Vision Stockholm 2030”. The idea is to make Stockholm as a functional region to live in, to work and to visit. The vision of the future Stockholm is a strategic commitment from the city. All committees, departments and companies have an assignment to work towards the vision, and to implement it in their own activities and operations. The current Stockholm City Plan was adopted in 1999.

Stockholm is a capital of Sweden with inhabitants of 827,000. The goal of Stockholm is to reach 1 million people by year 2030 as they believe growth is the main pulling factor for a city to success. They have a clear goal which is same with the other Nordic cities such as Oslo (Norway) and Copenhagen (Denmark). The

regional plan of Stockholm will focus on the center part. How to reach work less than one hour due to most of the job is in the north of Stockholm.

During the meeting some issues were discussed as the above:

1. Public Transport System

Public transport system brings huge impact of how the city looks like. The public transport is still not enough today and to be improved. This problem needed to be solved to achieve Stockholm's vision of 2030.

2. Congestion Tax

The significant of having this tax is to reduce traffic by 10-15%. It also helps the city to increase accessibility and reduce CO2 emission. The tax has to be paid once entering the city and cost about 10-25 SEK. This is the solution to control the traffic.

3. The Four Strategies for Sustainable Growth

- 1) *Strengthen central Stockholm*; planning to develop the central areas of Stockholm in build of new apartments. Expanding inner city beyond its historic border. They found it as difficult task because people prefer living in the outer area which giving them attractiveness.
- 2) *Focus on strategic Nodes*; focusing on some places and areas to achieve a balanced development pattern. Kista in northern Stockholm is example of a strategic node and successful IT cluster. In density area, a discussion has been made with people and the Question: Do you want to live here? From here they know the market and what Stockholmers preferences.
- 3) *Connecting the city areas*; In better way to connect the cities is to invest in new system. Transportation system such as metro, railway system to be increased in linking cities to cities.
- 4) *Creating a vibrant urban environment*; Supplement existing buildings in many parts of Stockholm, but the city's beauty and character must be preserved.

From the discussion, we learn that planning is a cooperative process. Involvement of all parties such as politicians, government, municipalities, private organizations and citizens are needed to ensure the plan successful. Planning for nature requires knowledge of the availability of green areas and their recreational, natural and culture value. Furthermore, the nodes of urban development along the public transportation to be dense, mixed use, and walk able. We hope that Stockholm will achieve their Vision 2030 as a world class Stockholm, challenging visions that inspires commitment.

3. ARCHITECTURE AND DESIGN

Sara Fedele, Jure Siric, Marion Garnero, Desiree Martinez

Introduction

Architecture and design is a trademark for the Scandinavian countries. There is no doubt of the fact that Denmark and Sweden are two major countries in Europe where Architecture and Design flourished during the 20th century. One of the monuments from this historical period of brilliant architecture in Scandinavia is the Swedish National Library in Stockholm, still nowadays the Danish National Library called “the Black Diamond”. As well as Architecture, Design is inescapable. Sweden was labeled the capital of Design in 2005 whereas the first design hotel, the Radisson Blue in Copenhagen was signed by the famous Danish architect Arne Jacobsen in 1960, well known for his famous chairs, the “Egg” and the “Swan”.

Going there we really noticed that architecture and design is a common interest for all the people whom we met there. From the hospitality industry (Scandic group & Radisson group) to Stockholm city planner, Niklas Svensson, we dealt with architecture or design in most of our meetings. We came to understand that architecture and design is seen as a great driven force for the future development of these countries, especially in the urban areas of Stockholm, Copenhagen and Malmö where the authorities have launched big projects for urban renewal these last few years.

There is no unique vision of what architecture and design are in Scandinavia. Sweden and Denmark were more different countries than we expected. We cannot talk about “Scandinavian architecture or design” but rather, about the themes that Swedish or Danish architecture and design have in common.

Our first theme was related to the use of light and to its significance to architecture and design in these two Nordic countries where light is often missing. Architecture investigates light as a research for new sources of light inside the buildings. We often saw buildings with opened ceilings and opened windows that allow the natural light to enter the rooms, like in the Stockholm Tourism Office where we were received in a nice meeting room in wood and a high ceiling of glass or, in the National Opera House in Copenhagen that we visited where the glazed hallway walls allowed the light to come in, illuminating the interior and offering us a beautiful view on the opposite bank. Light in design is also a central issue when we visited the Nordic Light Hotel in Stockholm which was branded by its light installations. Since it was the week of the 2010 Furniture Fair in Stockholm we also had the possibility to admire spectacular light installations. For example, in the lobby of the Nordic Light Hotel there was an installation by Alexander Lerbik in form of luggage echoing the

feeling of transit in the lobby. Another spectacular installation was seen in the Berns Hotel which were mainly extraordinarily large, paper geometrical lampshades made by the famous Swedish designer, Monica Foster.

Architecture and Design contribute to our image of these countries as modern countries. Because these countries have a strong tradition of functionalism in architecture and design, there is a constant research for improving quality of life. During our visit to the Svensk Form, the president of the Swedish association of Design, Ewa Kumlin, described Swedish design to be simply practical objects that can improve people's way of life and then exported as a result. During our visit to the BIG group, which is a famous architecture office in Copenhagen and to the city planner's office in Stockholm, we felt that the architects' research was centered on high quality standards of housing. Creativity, technological innovation, and quality were main elements that characterize architecture and design there.

Modernity in these countries is also related to sustainability issues. Sustainability in architecture and design is omnipresent. For example, we discovered the sustainable quarter of the Västra Hamnen in Malmö where an entire industrial area of in the south of Malmö was converted to a modern residential zone. Thanks to an innovative planning, they built an amazing residential zone based totally on renewable energies and as a result, is entirely self-sufficient. Sustainability and public intervention participate in the competitiveness of architecture and design in these countries in the sense that it leads to real cost savings and performance, like the case of the Waterfront Congress Center in Stockholm. They recycled all the materials of the former post office which was located on the site to build the Congress Center and thanks to the public incentives, they also get the land very cheap.

Architecture and design participate also to a sustainable and good mobility system. Even in the field of bicycles there are connections with architecture and design, where a Swedish designer even redesigned the bicycles to create a new share system in Copenhagen. Furthermore, the success of Swedish and Danish architecture and design is a result of the combination of Aesthetics, Ecology, and High Technology. The Turning Torso building of Calatrava is a beautiful example in Malmö where high technology and quality standards work together with creative architecture to make a building become an icon that a lot of tourists want to see during their trip in Malmö.

Nevertheless, you can still find many references to the traditional Swedish or Danish architecture and design since contemporary architecture and design is the product of a tension between tradition or modernity there. In Copenhagen, we also witnessed traditional architecture of bricks buildings for example,

and in Stockholm, we were able to observe one of the oldest markets called, the Ostermalms Saluhull, which was carefully created with bricks and big iron support structures.

It is seen now in these countries that architecture and design play a large role in Nordic culture as a factor of identity. To illustrate that, let's take the case of the Danish pavilion at the Expo 2010 by BIG (Danish architects, Bjarke Ingels Group). Every Danish identifies himself with the Danish sculpture of the little mermaid. This sculpture acts as a piece of symbolic architecture whose symbolism was aimed to export Danish culture to China. This means that Danish architecture has in turn used the icon to sell Denmark as a destination to the Chinese. This allows us to conclude that the successful architecture and design from Denmark can in turn provide profit to the Tourism industry by selling that 'iconism' to other countries. Furthermore, these elements can be used to attract new people and answer the demand of international tourists coming to Stockholm by boat who, for example, stop in the city for one day and buy souvenirs in the design shops. Design shops also play a key role in tourism of both of the cities of Stockholm and Copenhagen. The Sofo quarter is the design quarter of Stockholm and the Stockholm DMO's also promote design to brand its city as a gay friendly destination. In order to be appealing to the gay market, Stockholm DMO's put emphasis in its tourist brochures on promoting design bars. Design, in this case, helps create a fashion image of the city and to evoke open-mindedness. On the other hand, traditional architecture is used in the DMO's communication strategy to the Swedish people to build the image of Stockholm as a family destination.

The relationship between architecture and design tourism should be balanced in the sense that, in some cases the connections between them are not so successful. In the case of the Waterfront Congress Center, we didn't observe the link between the architecture and the waterfront requalification. There was no real enhancement of the waterfront development in the project. The efforts were done to create a High Technology Congress Center with no added value from or to the actual waterfront. The architecture of the project was, by some opinion, not particularly enhancing what we know as Swedish style. These connections change in each of the cities where in Copenhagen, when we visited of the Opera House, we really had the



Picture 8: Stockholm Public Library

primary impression that the waterfront was really highlighted by a good architecture. We also developed the impression that there was a lack of collaboration in these fields to promote their architecture and design. A perfect example of this was illustrated by a comment of Ewa Kumlin from the Svensk Form where she lamented the fact that a museum of Design is lacking in Stockholm despite the request for one by tourists. Overall,

Swedish and Danish architecture and design is moderate but, the connections with tourism are sometimes lacking because of insufficient collaboration between the private and the public stakeholders.

In the next paragraphs, we will see more into the details of specific pieces of architecture and design in each city we visited namely Stockholm, Copenhagen, and Malmö.

3.1. Architecture and design in Stockholm

As soon as we made our first steps into the Stockholm Arlanda Airport we realized that architecture and design were factors that are quite important in Sweden. We have to say that arrival terminals are not as 'developed' as the 'departure area' but still, we were pleasantly surprised with the airport. Walking through hallways to reach the train station we notice that they understand that 'welcome factor' is a relevant aspect, where they created something they call 'Stockholm hall of fame' (posters of famous Stockholmers welcoming you to their city). Even though our day devoted to architecture and design was Tuesday (9th), we started to experience, listen, and learn before that day. Just several hours after our arrival in Stockholm, we went to visit a famous attraction in the city– the Absolut Icebar. This bar has a very innovative concept where its complete interior is made of ice. Surrounded by ice and drinking from glasses made of ice in a temperature of –5 degrees, the bar created a unique feeling.

3.1.1. Stockholm Waterfront Congress Centre

Our first meeting on study tour was with Mr. Kenth Larsson who is the director of sales and marketing at the Stockholm Waterfront Congress Centre & Waterfront Hotel. This project is run by Rezidor Hotel Group. Mr. Larsson is great communicator and he gave us a very compelling presentation on this project. The Waterfront Congress Centre started to develop as a project in 2005. It was very interesting to hear how the cooperation between politicians and developers was active. First, the municipality gave them the land-- which happened to be located in one of the most prestigious locations in the city--for only 1 Swedish Kroner (SEK), in order to create a new landmark of Stockholm but still following criteria they were given by authorities. For example, the congress center was instructed to have 3000 seats and its hotel to have 400 rooms, etc. In order to create a new landmark, the people from Rezidor knew that a very important tool, if not the most important when having a good location for a building project, is architecture. Danish studio White, lead by Anders Svensson were the ones responsible for creating a project that would fulfill all the

criteria requested while still being something new, different, and not so extreme. Stockholm Waterfront project is made by three unit entities: a congress hall which includes banquet facilities, a hotel with 418 rooms as well as an office complex of ca 24.600 square meters. The main accent is on the congress hall which can be seen in the architectural grandeur of the building. The hotel building has gray facade panels with glass surfaces, office complexes of dark gray panels with glass surfaces, while the congress hall has a golden facade with a shimmering roof top. The building possesses a particularly special 'look' at night when its facade will be illuminated creating an effect of a glowing pearl on Stockholm's waterfront. Project is scheduled to open in January 2011. We concluded in our observations that Swedish architecture is rather 'calm', functional, and 'classy' rather than intrusive, while still putting an significantly strong accent on creating something different. An inspirational element was used which was that of a golden crown, one of the symbols of Stockholm. Studio White Architecture not only created something different but also something new in Stockholm's architecture which will change the image of Stockholm.

3.1.2. Vision 2030 - Stockholm Urban Development Plan

We continued our mission to learn more about architecture and design so we began the following day with meeting at the Technical Chamber Hall of Stockholm in a meeting with Mr. Niklas Svensson. Mr. Svensson is manager for strategic planning and the one in charge in Vision 2030. The main focus in his presentation was not much about architecture and design but rather, urban planning and development which is another influential aspect of architecture. We discovered more about how they want Stockholm to look in 2030 and the main projects assisting in the fulfillment of that vision. Vision 2030 contains different group of projects – transportation, development of new living and working areas, and rejuvenating certain parts in the city center. Mr. Svensson demonstrated a few examples to better grasp the purpose of this development plan. It was interesting, for example, to learn how they are planning development of a new living area. They follow a distinct vision and mission for that particular area and give a lot of attention to architecture, all to reach one goal – quality of life for the inhabitants.

3.1.3. Nordic Light Hotel

Our next meeting was more focused in experiencing the location but we concluded our meeting with more knowledge than expected via the final discussion with our hotel contact, Mr. Fredric Svanell, Nordic Light Hotel Front Office Supervisor. Management of the hotel courteously informed us of management

operations in the hotel, the hotel's overall concept, how they developed the project, etc. However, due to the timing of our stay in Stockholm coinciding with a large event such as the Furniture Fair, which the Nordic Light Hotel collaborates strongly with, there was no possibility of meeting with other contacts of the hotel. In their absence, they kindly suggested to meet with Mr. Svanell who although was unable to tell us a lot about management, could still show us the hotel and explain its operations.

Immediately in the lobby we realized that it was a perfect example of how a hotel can use design for increasing its value and attractiveness. A fireplace, an artistic chandelier, and uniquely designed furniture were all part of the 'Transit' installation by Alexander Lervik, that created a very special atmosphere, something not often seen anywhere else. The 'Transit' installation transformed the lobby into a hub for arrivals and departures by the artist's usage of luggage as a theme to represent travel, using strong pink and white colors to set the tone. Throughout the year, the lobby featured several different guest installations of established designers along with ones completely new to the design scene who all worked closely with the hotel's own design team. As years have passed, the Nordic Light Hotel has become an outlet similar to a showroom for these different designers.

As part of the hotel's design characteristics not pertaining to their lobby, their main theme is light on which they base their design concept. Rooms are specially designed using various light effects whose idea development was in strong cooperation with light producer, Phillips. In order to view their concept of 'designing with light', our contact, Mr. Svanell, showed us several different hotel rooms. Their standard room was not particularly astonishing but was still a nice, average yet notable hotel room with a few light effects on walls but when we viewed the deluxe room, it was significantly more impressive. Its interior design was sharp and classy with rather striking light effects which created a feeling that may even increase your 'willingness to pay'.

After our tour of the hotel, Mr. Svanell kindly had a meeting with us where we found out many interesting facts about the hotel. He told us about their main markets, the method of reaching them, reasons for the hotel's constant change throughout the year as a result of various festivals in the city (e.g. the Furniture fair, Film festival, Fashion week, and summer season), and their reasons for striving to be different or unique.

*Nordic Light Hotel and Nordic Sea Hotel are members of Choice Hotels Scandinavia who bought them in summer 2009. Absolut Ice Bar, who is part of Nordic Sea Hotel, as well is run by Choice Hotels Scandinavia.

3.1.4. Svensk Form

Before our following meeting we had some free time where we took the opportunity to visit some attractions and institutions connected to architecture and design. We were suggested an array of places

such as the Architecture museum, Modern Art Museum, Skeppsholmen island, City market Ostermalms Saluhull, and VASA boat museum.

Ms. Ewa Kumlin, the president of Swedish association of Design Svensk Form, later so kindly hosted us in her office on the beautiful Skeppsholmen Island where she told us of her struggle for many years to promote and improve Swedish design. She describes the Svensk Form as an association with a mission to promote Swedish Design in Sweden and abroad, and simply to be meeting place for design in general.

Although design is one of the trademarks of Sweden, from this meeting we realized that support and collaboration with the government is very low. Ms. Kumlin demonstrated her frustrations with this and her constant battle for increased funding and support. One of the largest concerns in last several years was that Stockholm doesn't have design museum. It was noted that building a design museum would be a great opportunity for supporting Swedish design and an influential attraction for people visiting Stockholm.

When discussing the concept of design in Sweden, we observed one very important point that says a lot about their work – 'A better life through good design'. It is believed that the benefits of good design can be enormous and because of this, Svensk Form is working on increasing knowledge about them. We also learned that designers are the link between manufacturers and consumers and can influence how social, environmental, and economic aspects are integrated into a product's design, manufacture, marketing and market communications. It is also important to say that good design solutions can contribute to sustainable development. Ms. Kumlin shows us many examples where design contributes to sustainable development. Out of the many innovative projects, one of the most particularly interesting projects that they manage is called 'Saving the Planet in Style' which is a competition 'stimulating Swedish design that contributes towards a sustainable future. In the discussion, we came to the conclusion that design could potentially be a successful USP for Sweden and that it should be used more for that purpose. This approach could be a way to attract tourists who could later, in turn, promote Swedish design in the world.

Less connected meetings to A&D

During our stay in Stockholm we had other meetings that are less connected to architecture and design but, we still obtained some input about architecture and design. Speaking about tourism, it is hard not to touch this topic.

On Monday morning we had meeting with Mr. Stephan Stahl. He is senior vice President of Scandic Hotels. the main focus of this meeting was the manner in which they sold and developed such a large hotel brand

(150 hotels). Several years ago they made a large new repositioning and branding strategy to change their image from 'old and boring' to a 'new and exciting' hotel brand. In this process they used a lot of design, such as: food design in cooperation with Jamie Oliver, famous chef, who changed many things in their hotels' food offerings; 42 interior designers made a large yet remarkable job at changing the interiors of the hotels; kids corners; innovative invention of tap water served in specially designed bottles by famous Olympic athlete; etc. Their brand slogan is 'Scandic, stay smarter.'

On Monday afternoon we had a meeting with Mr. Peter Lindqvist. He is CEO of Sweden's official DMO, 'Visit Stockholm'. This meeting was the least connected to Architecture and Design, but that was proving how underestimated they are. Our speaker was mainly focused on numbers in tourism. Another example, was when we went to Arlanda Airport to fly to Copenhagen whose departure area was very nice example of a well designed airport. Its construction, furniture, light, and the way they incorporated each of the elements together was done well. The final impression of Stockholm couldn't be better – and we all know how important that is for tourism.

3.2. Architecture and design in Copenhagen

Denmark is, together with Sweden, the land of design and modern architecture. For this reason we decided to dedicate a complete day to study this topic. The first day in Copenhagen was very intense and it started quite early. Buildings designed by Danish architects can be admired almost everywhere in the city and can be considered as one of its main selling points. Past and present architectural styles intertwine constantly, contributing to giving the city an image of modernity and openness, always at the forefront. The day dedicated to Architecture and Design in Copenhagen was different in respect to the other days because we didn't have proper meetings that involved us in a real discussion, a part from the one with Mr. Kay-Uwe Bergman of the BIG.

On the contrary we put ourselves in the tourists' shoes and we walked around in the city to admire its characteristics from an architectural and design point of view, defining solutions to problems and making conclusions as tourism experts.

3.2.1. Radisson Hotel SAS

The Radisson Hotel is one of the most famous examples of Danish modernism architecture designed by the Dane architect Arne Jacobsen. He is unanimously recognized as one of the greatest architects of the 20th

century but also, one of the most productive and creative Danish artists. Among his most challenging works is the SAS Royal Hotel which was completed in 1960. When the director, Alberto Kappenberg known as 'father of the nowadays', along with Arne Jacobsen opened the doors of the SAS Royal Hotel in Copenhagen nearly 40 years ago, architecture and design were represented at such a high level that the hotel earned the title "first design hotel in the world". In its anniversary in 2000, the hotel created an exhibition in which the vision, the creative process, and work around the hotel were outlined. Numerous treasures of the architect Jacobsen were exposed and are currently still present. Some of these include items such as original sketches, models, photographs, pages of newspapers with the announcement of the inauguration, and of course many other works. A big plate close to the big glass stairs in the hotel, shows the names of all the important guests of the hotel such as Ringo Star and Madonna, among others who act as a testimony of hotel's importance worldwide.

More than the other parts of the hotel, the "room 606" is the one that attracts many visitors every year. When entering the room it seems as if time stops; in respect to the rest of the hotel, nothing was changed in this room. The room is a true architectural treasure that attracts lovers of design and architecture from around the world who can still see it as it was the opening of the hotel. The walls were painted with the original colors, the carpet was created specifically for this room and is only in that location. All wood parts have been polished and all the chairs covered with a coarse weave wool fabric with colors from 40 years ago while the rest of the hotel has been completely refurbished maintaining Jacobsen style and design. A mixture of old and new creates even more attractiveness for the guests of the hotel.

3.2.2. Danish Design Center

Before entering in the design center our expectations were rather varied. We thought we would be entering a museum, where we would be able to find a defined exposition about Danish design and its works of art, with explanations and comments. On the contrary it was quite surprising to understand that the Design Center was more than a simple museum, but the real application of the concept of design. In effect, we previously understood from the mission and values of the museum: "the Danish Design Centre's design definition aims to include design in all its diversity and should serve to set a distinct course for all the activities of the organization". This is because design nowadays "is no longer limited to the processing of materials in the intersection between form and function. Increasingly, design is used as a method for addressing complex issues, organizing processes, and optimizing interpersonal relations". The Danish Design Center was proof that design doesn't just aim to the mere beauty and functionality of objects but, is an

applied tool to improve the quality of life in all its aspects: design and environment, design and architecture, design and education. The focus of the Danish Design Centre was mainly to increase awareness of design and its economic effects among businesses but also, to brand Danish design on a national and international level. The museum was really interactive, with games and effects that aimed to make its guests part of not only of the museum itself but, also part of the design itself: seesaw, paper flags of Denmark, videos and small scale models plans, projected us in the design world by following the concept that design is not just exclusive domain of the decorative arts but, a concept “capable of adding immaterial values to a product that include user experiences, quality, expectations, sensory appeal and impressions, identification, and emotions”. The concept was to incorporate the changes that design is undergoing presently and define solutions for the future, in order to foresee and, at the same time, to make the public aware of the new frontiers of design which could define improvements and innovations of society in everyday life.

3.2.3. Opera House

The walk to reach the Opera House was more difficult than expected. The plan was to have a walk in Copenhagen admiring design and architecture from a closer point of view such as the Black Diamond, the National Bank, and Christiania. Nevertheless, what we didn't properly consider were the real distances and, above all, the cold. But this was also part of the experience. After almost an hour of walking we reached the Opera House, where we had a guided tour. The building was fascinating from an architectural point of view: it was designed by the Danish architect Henning Larsen in cooperation with Mærsk Mc-Kinney Møller whose philosophy was to build a work of art that could last over the years and not an economic compromise. He personally tested seats and materials by visiting many places in the world to see how Operas were constructed and how the building materials looked after having been exposed to weather for years. On the other hand, Larsen was also concerned about the originality of the architectural idea above all in the construction process. Thanks to the tour guide, who was very original in his way of explaining the concepts to us, we could admire the interior design of the building but also, the backstage with the tricks and special effects used during the performances. Noteworthy aspects were the acoustics and the architectural lightening, a very important concept in the North.

What is controversial of the Opera House is the fact that no matter what city planners and politicians say, the building cannot be considered as a lively attraction for the city even from a tourist point of view. It was built to be a work of art, pure and untouched, far from the chaotic environment of everyday life. This is also one of the reasons why it is quite difficult to be reached. The creation of a bridge linking the city center to

the Opera House would have a big impact and return from a tourist point of view but, even if desired from a part of the society and the Royal Danish Theatre itself, according to politicians and the artist itself this is not the main objective of the building.

3.2.4. BIG – Bjarke Ingels Group

The meeting with the BIG Group reinforced our idea that architecture is more and more used as a pull factor of a destination, above all concerning Denmark.

The BIG Group is one of the most important Danish architecture studios at a national and at an increasingly international level, founded by the Danish architect Bjarke Ingels. In its point of view, architecture is not a philosophical utopia or, terrifyingly pragmatic. On the contrary, it is something between the two: a “pragmatic utopian architecture” that takes on the creation of socially, economically, and environmentally perfect places as a practical objective. The meeting took place in the architecture studio with Kai-Uwe Bergman, architect and partner. After an illustrated introduction on the philosophy of the architecture studio, Mr. Bergman showed us some projects referred to tourism such as museums, destinations, hotels. Different projects had a controversial aspect in terms of tourism in the sense that somehow the impacts were not directly taken into consideration, such as the resort and entertainment city in Zira Island.

Nevertheless the main fact that came out of the meeting was the interest in selling the image of Denmark also through architecture as demonstrated from different projects he showed us. A representative example was Shanghai EXPO 2010, where the studio will create a pavilion regarding Denmark where people could cycle and admire the real Little Mermaid, symbol of Copenhagen, surrounded by the real water of the Baltic Sea.

This fact will have without doubts a huge impact in term of tourism for the country, above all if considering the growing tourist Chinese market.

3.3. Design and architecture in Malmö

Malmö's architecture and design follows the Swedish standard with its unique look and inventive yet, practical functionality. In accordance with their functional approach came, one day, the initiative to build a 16km bridge connecting Denmark and Sweden. These two countries agreed to be connected in 1991 across Öresund but after further ratifications and rescheduling, their parliaments chose the bridge design to be finally completed by 1994. On August 14th in 1999, the final section of the Öresund Bridge was put into place by a floating crane known as “Svanen”, and six hours later the Crown Princess Victoria of Sweden and

Crown Prince Frederik of Denmark met on the bridge to solidify the link between the two nations once again, 7,000 years after they were landlocked during the Ice Age. In the summer of 2000, the bridge project opened to traffic. This bridge has established itself to be the world's longest single bridge carrying both road and railway traffic, and during its construction phase the onsite activities were completed in the record time of 2.5 years as a result of the extensive prefabrication and erection of large units. In terms of its composition, the major part of the Öresund Bridge's design took advantage of repeating the construction of identical spans and has a record-breaking cable-stayed span of 490m which is designed to harmonize both structurally and aesthetically with the approach bridges. Before arriving in Malmö via the bridge, we met with Henrik Køster who is the Öresundbron representative, and who also took us to the base under the bridge where we were able to observe the scale of this magnificent visually non-intrusive piece of infrastructure in the middle of the sea. Furthermore, one of the most important positive impacts this bridge has on tourism for both Denmark and Sweden, particularly Malmö, primarily concerns the easier accessibility to each of the locations for tourists as well as a helpful means of commuting for Swedes working in Copenhagen and living in Malmö.

Another key element of architecture in Malmö was the Turning Torso which was designed by the renowned architect, Santiago Calatrava, who is known for the Olympic Stadium he designed in Athens, Greece and the planned subway station at Ground Zero in New York. This famous architect not only was responsible for its exterior architectural composition but, was also the sculptor and engineer for it as well who was forced to change his plan five times before the project was finalized. The twisted building stands at a height of 190m, 54 stories, and a 38-second elevator ride to the top making it the tallest residential building in Scandinavia and the next tallest in Europe. The building is named and inspired originally by a sculpture of a human turning torso which Calatrava incorporated into the extraordinary steel 'spine' twisting at an astonishing 90 degrees, supporting 9 mounds of white aluminum cubes. The interior of each of the 400 square meters floors in the Turning Torso was designed by Samark Arkitektur & Design AB and each of the 147 apartments are privately designed by their proper tenants. Furthermore Malmö is very windy it is known to have many wind storms with severely strong winds which obviously had to be incorporated into the design as well as the building is known to have a slight sway of 30cm at the top during storms with wind force up to 44 meters per second. It has been debated whether or not the Turning Torso is considered an icon because of its bold presence in the city but, definitely acts as a landmark to attract tourists to the south or, 'Copacabana' of Sweden, and represents something Swedish people can surely be proud of. Some of the realizations about the project were its lack of promotion for tourism. Because the building's intention was for residential purposes it was of some opinion to consider some efforts to allow visitors to view the building in a way that would not interfere with the normal function of the apartment building.

Not too far away from the Turning Torso is the infamous housing project, Bo01. (Bo in Swedish means “to dwell” and 01 was the year it was founded as an international European expo.) This small environmentally sustainable neighborhood works as part of a city with about a quarter million inhabitants near the sea and is not only innovative in its construction but also, in the logic of renewable resource use in the housing project. It has won admiration around the world for not only its architectural style but also the ‘organic’ approach that design incorporates into planning and its alternative use of materials and ‘environmentally friendly trappings’. These ‘trappings’ are part of a waste system where bio-waste from all the residences is used to create natural gas and is the source of fuel for all of the buses in Malmö. The rest of their renewable energy source comes from multiple wind turbines in the sea and solar panels on top of the buildings in the neighborhood. The goal when this project was initiated was to redesign the area for residential purposes rather than industrial ones aiming to make sustainability attractive via its design and functionality. The goal of the area is to be an attractive city in 13 years by using wind turbines as main attraction and simply, as elements working with the design of the area. Some conflicting opinions of the neighborhood are demonstrated back and forth about the area being a bit on the expensive side and unrepresentative of Malmö’s diverse population but, there are more residential developments being erected nearby in years to come that are said to be less expensive.

Chapter Conclusion

The experience we had through all these meetings in Stockholm, Copenhagen and Malmö was very enriching for us as students. It confirms our first impression on the uniqueness of architecture and design in the Scandinavian countries. What is unique is the way they make connections between architecture and design and the present life there. We really got the impression that behind all the projects we were presented, there are always distinct connections with their environment. We were not simply presented pleasant pictures of buildings or objects but, they explained the elements truly representing good architecture and design for them. We can say that a common point for these Scandinavian countries is to work constantly for improving quality of life. All the projects are truly matching with their needs as inhabitants of fast growing urban regions. The housing project, Bo01 in Malmö is a good example. This big project reshaped the entire remote quarter of the city’s harbor in a brilliant way. We were all impressed by the way they integrated elements of sustainability in building constructions. Furthermore, when we stopped to make group pictures after visiting Malmö, we met a woman that come to live there and who discussed her impressions about the great changes the project had on this part of the city. She added that since she moved there she benefits from excellent living conditions. For us, now, there is no doubt of the fact that a key success factor of their architecture and design is Sustainability.

We also discovered their success in creating and monitoring these big projects. One key element is how fast they are to implement them. In the case of the Royal Opera in Copenhagen, it is very impressive. They constructed the building only in few years whereas it would have taken much more time to create it in normal circumstances. It was the same for the Oresund Bridge. The last but not the least, the element that we noticed played a large part in characterizing architecture and design, is the creativity they have. During our meeting to the BIG office, they showed us, as previously mentioned, a lot of architectural projects which were very innovative like the building where people can go back home by bicycle taking a special lane for bicycles only. Of course, some may not be in agreement with the idea but still, one must note it is a very creative idea. The most interesting part for us was the controversial discussions we had about these projects like the one on the little mermaid's project or on the Expo 2010 in Shanghai.

Another skill we observed these destinations had was in their communication or display of architecture and design. All the stakeholders in architecture and design we met were available and even pleased to present their projects to us. The enthusiasm of the Oresund Bridge is unforgettable. Even after retirement, our contact continues his job of promoting the Oresund Bridge. We cannot say that communicate frequently and heavily but, more so that they have a good method of targeting communication about their architecture and design which is probably the reason why they have such remarkable international awareness and recognition.

When noting what was mentioned earlier about Design, one can say further that it "is no longer limited to the processing of materials in the intersection between form and function. Increasingly, design is used as a method for addressing complex issues, organizing processes, and optimizing interpersonal relations". It is exactly this complex vision on architecture and design that we extracted from this study tour experience in Stockholm, Copenhagen, and Malmö.

4. BRANDING NORTH AS DESTINATION

Maria Lautenschläger, Gaia Luisi, Giovanni Luatti, Stefania Capellari

4.1. Stockholm



Picture 9: The brand of Stockholm

Stockholm is built across 14 Islands and also for this reason is often called the ***Venice of The North***.

Thanks to a very strong economy, strong traditions in culture and arts, a wide range of entertainment and activities, Stockholm grew to be the ***“Capital of Scandinavia”***. On this assertion Stockholm has built a strong brand with the aim to attract visitors and define a specific tourism product, more competitive than other cities of the area. During the meeting with “Visit Stockholm”, the official tourist board of the city, it clearly appeared that people are working to provide a real tourist ***“North Experience”***. Stockholm is the city of contrast, with water and island, history and innovation, both small town and big city, with short winter days and long, light summer nights – with a dazzling array of impressions. In all this lays the essence of the Unique Selling Proposition of Stockholm and the success of the City as a tourism destination. During the last years the concept has been reinforced and transformed into a strong brand, the brand of Stockholm as ***“Capital of Scandinavia”***.

Target group

Stockholm is positioned at the heart of the Region and also for this reason ***“Capital of Scandinavia”*** is coherent. Stockholm is built on 14 islands connected by 57 bridges and for this reason with many canals and waterways is also called ***“Venice of the North”***. The beautiful buildings, the greenery, the fresh air and the proximity to the water are distinctive traits of this city. Built on islands around one of Europe largest and best-preserved mediaeval city centre, the Swedish capital is superbly positioned, with stunning and extremely varied scenery in every direction. Considering its geographic Stockholm enjoys a very favorable climate. The weather is changeable; a few hours of rain are often followed by sunlight and wind the next day and then new rainfall. The green island of Djurgården is home to some of the city's most popular attractions. Naturally a city built on fourteen islands offers marvelous views over the water. There are many different sightseeing tours to choose from. And if fourteen islands aren't enough, Stockholm offers a wonderful archipelago with 30,000 islands, islet rocks and skerries.

4.1.1. Target group

During the meeting with “Visit Stockholm” has been clear that “**Capital of Scandinavia**” wasn’t just a “Brand” but a strategy useful to create a “Business Region”. Stockholm Visitors Board and Stockholm Business Region has been built as a strategic department act to plan and develop the entire Region, not just as a tourism destination but also market for great investments. This long term strategy allows to create a real “system” among different actors and private and public stakeholders, crucial for a rational and shared development, that justify the name of **Capital of Scandinavia** . Stockholm Visitors Board, is a public and private organization, with the most part of capital from tourist Industry. (about 55%) Has two different divisions: Leisure Travel and Meetings & Convention division, and three other departments to manage: Events, Tourist Services and Press. With 41 employees this organization, just during the last year, is was managing more than 100 tourist projects on the area, 15 exhibition, 20 workshop/events and 3000 agents on farm trips. The tourism Industry in Stockholm represents 9,4 million commercial bed nights and 5 million day visitors according to words of Guri Hojgaard, Director Leisure of Stockholm Visitors Board. Those numbers are very useful to understand the impressive rise of the tourism in Stockholm but also the correct strategy of the organization, focus on creating the right environment preconditions to develop tourism Industry. Behind “Stockholm, capital of Scandinavia” indeed there isn’t just the sum of tourism firms, but a real “system” of different actors and a long term plan with a strategic view. Another important component at this winner strategy is about the image as “European Green Capital” . Sustainability and eco tourism are shaping the “Capital of Scandinavia” and a very attractive image is useful to create an important success case.

4.1.2. Geography as USP

Stockholm is positioned at the heart of the region and also for this reason “**Capital of Scandinavia**” is a coherent slogan. Stockholm is built on 14 islands connected by 57 bridges over many canals and waterways and thus is often called “**Venice of the North**”. The beautiful buildings, the greenery, the fresh air and the proximity to the water are distinctive traits of this city. Built on islands around one of Europe largest and best-preserved mediaeval city centre, the Swedish capital is superbly positioned, with stunning and extremely varied scenery in every direction. Considering its geographic location, Stockholm enjoys a very favorable climate. The weather is changeable; a few hours of rain are often followed by sunlight and wind

the next day and then new rainfall. The green island of Djurgården is home to some of the city's most popular attractions. Naturally a city built on fourteen islands offers marvelous views over the water. There are many different sightseeing tours to choose from. And if fourteen islands aren't enough, Stockholm offers a wonderful archipelago with 30,000 islands and islet rocks.

4.1.3. Strategies

During the meeting with "Visit Stockholm" it was made clear that "**Capital of Scandinavia**" wasn't just a brand but a strategy useful to create a "Business Region". Stockholm Visitors Board and Stockholm Business Region has built a strategic department, that is able to act upon planning and developing the entire region, not just as a tourism destination but also as a market for great investments. This long term strategy allows creating a real "system" among different actors and private and public stakeholders, crucial for a rational and shared development that justifies the name of **Capital of Scandinavia**. Stockholm Visitors Board is a public and private organization, raising the main part of its capital from the tourist industry (about 55%). It has two different divisions: Leisure Travel and Meetings & Convention, and three other departments to manage: Events, Tourist Services and Press. With 41 employees this organization, just during the last year, is managing more than 100 tourist projects on the area, 15 exhibitions, 20 workshops/events and 3000 agents. The tourism industry in Stockholm represents 9.4 million commercial bed nights and 5 million day visitors. Those numbers are very useful to understand the impressive rise of the tourism in Stockholm but also the correct strategy of the organization, focusing on creating the right environment precondition to develop the tourism industry. Behind "Stockholm, capital of Scandinavia" indeed there isn't just the sum of tourism firms, but a real "system" of different actors and a long term plan with a strategic view. Another important component at this winner strategy is about the image as "European Green Capital". Sustainability and eco tourism are shaping the "Capital of Scandinavia" and this very attractive image is useful to create an important success case.

4.1.4. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • “Real north tourist experience” image • Strategically positioned for low cost carrier • Strong Economy • Nice and friendly people • Traditions in culture and arts, exceptional architecture • A large range of entertainment and activities 	<ul style="list-style-type: none"> • Climate-Seasonality • Expensive • Restriction for visa
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business and Meeting segment • The European currency 	<ul style="list-style-type: none"> • Other near destinations as Copenhagen • Contradiction between image and real tourism • Product, in particular referring to “green”

Table 7: SWOT Analysis of Stockholm

4.2. Copenhagen

The DMO of Denmark’s capital, “Wonderful Copenhagen”, works hard to sell the “product Copenhagen” as a livable city known as accessible, skilled and with its own recognizable lifestyle. The DMO’s mission is to create opportunities for industries to work in the tourism field in order to establish new networks and useful cooperation among them.

During our meeting we had the possibility to talk with Ole Kjaer Mansfeldt (the research and development manager) who presented us the competencies of the DMO and the strategies they are pursuing in order to promote Copenhagen, Jacob Saxild (the brand manager) who showed us the creation process of the new brand and Henrik Hansen (the booking manager) who explained the operation and activities of the Visitor Board.

4.2.1. Target group

The biggest part of the visitors is Danish. On the one hand this is positive as it means the capital stays inside the national economy but on the other hand it is also a negative factor, because domestic tourism results in lower profits as the Danish spend less money than their international counterparts. Other good markets are also represented by the USA and Germany.

The financial crisis brought strong consequences in the tourism field and the negative effects started to come out starting from July 2008. Data from 2009 show a negative flow going from -1% to -15% and only 2 months, October and December, presented a positive trend dragged by two main events: the Olympic Committee announcing the nominations for 2016 in October and the COP15 being held in December. Although many hotels have increased their capacities in the past years in order to host more tourists, starting from 2007 the average of sold-rooms evidently decreased unfortunately.

In order to better understand the typologies of tourists visiting nowadays Copenhagen, the city cooperated, together with other 14 Northern cities at the project “Experience design in city tourism”. Thanks to the interviews with more than 5,000 tourists it was possible to draw a new image of tourists which are defined as unique (everyone feels to be different from the other tourists), explorative, and very focused on their attitudes, opinions and interests. The results are valid for all the destinations investigated, but, even if they are generic, they can help in better understanding, who the tourists are. The following table presents these results in form of demographics and experience segments.

Demographic segments	Psychographic segments	Experience segments
Young (18-25 years, no kids)	Local tourists (party, have fun, meet locals)	Controlled entertainment
Couples (26-40 years, no kids)	Modern tourists (see modern places, attractions)	Uncontrolled entertainment
Families (26-50 years, with kids)	Relaxed tourists (relax, be together)	Controlling exploring
“Second Youth” (+51 years, no kids)	Historical tourists (city history, historical museums)	Uncontrolled exploring

Table 8: Demographic and experience segments of Copenhagen

Tourists are individual and explorative; they often ask for recommendations and before choosing the travel destination they find out information through the internet, guidebooks and brochures. The most pursued “attractions” by the typical tourist are the atmosphere, architecture and design, history and relaxation. To explore the city and history, famous attractions, new and different places as well as historical museums count as the most important touristic motivations to come to Copenhagen.

4.2.2. “Open” as USP

Since Stockholm named itself as the “Capital of Scandinavia”, Copenhagen needed to differentiate itself and focus on something that characterizes the city as part of Scandinavia but also as capital of Denmark. Copenhagen is universally known as a friendly, welcoming and open-minded city; always open to new ideas, new business, new opportunities and new arrivals but also to innovation, diversity, dialogue and connections.

For all these reasons Wonderful Copenhagen and Copenhagen Capacity joined forces with many region’s businesses and organizations to develop a common brand for the Danish capital with the aim to embrace all the good values and characteristics of Copenhagen into a single, shared vision, a single logo and a precise message. The result is “Copenhagen - Open for You”.



Picture 10: the brand of Copenhagen

The new brand expresses the vision that Copenhagen would be regarded as the most “open” capital in the world. “Open” is not only a peculiarity of the local people (considered friendly and relaxed), the society (known as safe, democratic and tolerant), the business environment (indicated as flexible and organized), and of the city itself (characterized by creativity, clean environment, cultural richness and sustainability) but is a description of what visitors will experience and a real vision towards which the DMO and the local government will work.

The new brand is supported by the major actors of the public sector and the private businesses such as: Microsoft, City and Port Development, BIG (Architecture Office), Confederation of Danish Industries, University of Copenhagen, VisitDenmark and the City of Copenhagen.

The logo can be used by everyone who becomes a member of the “Brand Copenhagen” association and it can be easily tailored to individual campaigns, so that everybody can come up with their own version of “Copenhagen – Open for You”. It is so flexible that it can be adapted to all kinds of fields and sectors, from

business to culture, from sport to shopping, from sustainability to transportation, from events to social campaigns. Above all that, on the website www.opencopenhagen.com there is also the possibility for everyone to create his or her own personalized logo utilizing the “Open” framework.

Among the most important members registered right now are: Microsoft, Scandic Hotels, SAS Denmark, University of Copenhagen, Copenhagen-Malmö Port, Confederation of Danish Industries, Realkredit Denmark, Øresundsbron, Carlsberg, Region Hovedstaden Wonderful Copenhagen and Copenhagen Capacity. Becoming a member brings a lot of positive externalities for the actors such as entering in a large network, showing corporate responsibility and improving the company’s visibility.

The first major events where the new brand has been presented were the 2009 Nordic Food Festival, the Cop15 - the 2009 United Nations Climate Change Conference (cOPENhagen – open for hope) - and the 2010 Fashion Week. The next occasion that will permit to show and spread the brand worldwide is the World Exhibition 2010 in Shanghai.

4.2.3. Strategies

“Wonderful Copenhagen” presented the Danish capital as a ‘Meeting City’, a ‘Cruise City’ and a ‘Connected City’. In fact, Copenhagen lies in the top 10 world classification for attracting business events and it is a leading turn around port in Northern Europe for cruise ships. The attractiveness of the city, together with the alliance with Baltic Cruise, facilitated an increase of 400% in the last ten years in this, not huge, but very profitable market on which the city wants to focus on in future. Further on, Copenhagen hosts the leading airport in Scandinavia, with fast and cheap connections to the city centre and a new low-coast airport terminal is under construction. Very important is also the 28-mio route development program for flights in order to increase the airport’s importance on the international network map.

The strategies the local DMO wants to follow in the near future are directed to:

- Double meetings and conventions: MeetDenmark invested 2 million Euro in a 3-years period; there is an attempt to reinvest in Copenhagen as a congress city and to create a new branding strategy.
- Attract big events such as Outgames; the Fashion Week; the Cooking Festival.
- New connections thanks to an improvement in the metro system, a new cruise terminal, air routes development and the realization of a low cost terminal.

One more strategy adopted by the municipality aims at Copenhagen becoming an Eco-Metropolis before 2015, which entails being the centre of world climate policy, the best city for cycling and a clean and healthy major city.

As we learned from the visit to the Secretariat of Bicycles, cycling is a very important mean of transportation for the people living and working in Copenhagen: 33% of people go work and move by bike because it is the easiest and fastest way of transportation and is also convenient and helps in exercising. “Recreational” cycling can attract tourists and using the cycling culture as a brand is another possible way to sell the city through a fundamental peculiarity characterizing it.

For this reason, also the Visitors Board entered the business and started organizing bike tours. It is beyond doubt an untraditional way of sightseeing and an authentic experience which is particularly addressed to cruise tourists. As Mr. Henrik Hansen explained us, the tours proposed are very expensive, but tourists find more important the uniqueness of the product than the price.

4.2.4. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Uniqueness and originality • Incentive to the commitment of the local community • Creation of a network between tourism sector and industries • Support of major public and private actors • Availability for everyone • Flexibility (can be easily tailored by every user) 	<ul style="list-style-type: none"> • It's still a young brand and needs time (years?) to become known amongst the people
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New concept that has good chances of development • Future big events (ex. Expo2010 in Shanghai) may contribute to brand's spreading • New technologies as a useful and direct way to make the brand known 	<ul style="list-style-type: none"> • Possibility of misuse of the word “open” • Creation of similar or more appealing brands by other cities • Presence of very famous brands which are well positioned in the consumers' mind

Table 9: Swot analysis of Copenhagen branding campaign

4.3. Skåne

“Tourism in Skåne” is the marketing company for promoting tourism in Skåne, the southernmost province of Sweden. The company contributes to increasing growth in the region. The primary task of Tourism in Skåne is to increase the number of visitors to Skåne and to develop the region as a tourist destination.

Tourism in Skåne is together with *Event in Skåne* and *Invest in Skåne* part of the publicly owned marketing group *Business Region Skåne*, which is owned by Region Skåne regional board (85%) and the municipalities of Skåne (15%). Tourism in Skåne's CEO is Pia Jönsson-Rajgård, the office is based on the fifth floor of Stortorget 9, Malmö.¹¹ Here, on the 12th February 2010, we met Lena Andersson, the Europe Area Manager. The objective of our meeting was supposed to be as follows:

- Who/what is Skåne.com?
- Overview of Skåne destination management
- How Skåne is generating (strategies and strength, weakness, opportunities and threats) its aggregate supply to tourists.
- Concrete differences/difficulties in managing a region as a destination, comparing to the destination management of a city
- The choice of Malmö as base. Is it a strategic one? Why?

In the following chapter all these questions will be analyzed.

4.3.1. Target group and USP

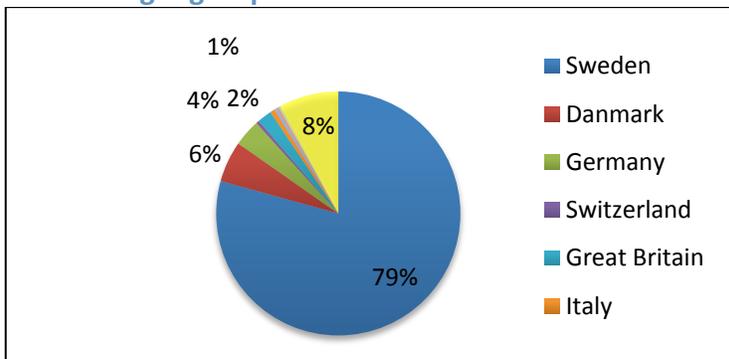


Diagram 12: 2009 Bed nights in Skåne in hotels, hostels and holiday villages, including country of origin and percentage change from 2008, Source <http://www.Skåne.com/cmarter/cmarter.asp?doc=3276>

The graph shows the different nationalities of visitors to Skåne. It is clear that the main trend is national tourism, followed by Scandinavian visitors. Lena Andersson explained that this is due to the peculiarity of Skåne's landscape, which represents the mildest easy to reach climate area of Sweden. Therefore Skåne was always identified as a family holiday destination. As Skåne is surrounded by water on three sides (by the

¹¹ www.skane.com

Kattegatt Sea, the Öresund sound and the Baltic Sea) the province has a maritime climate, especially along the South and East coasts. The winters are mild (few days of snow), but the summers are not warmer than in the rest of Southern Sweden. This generates a constant seasonal (mainly summer) flow of visitors.

Nowadays the situation is considered to be changing thanks to the change in accessibility to the area. Skåne is now the gateway to the rest of Europe, and the investments made in road and rail networks are a way of living up to that title. Skåne indeed has three airports (Malmö/Sturup, Kristianstad/Everöd and Helsingborg/Ängelholm) for domestic and international passenger flights. Copenhagen's airport, Kastrup, lies 10 km from the border to Skåne and is a hub for the infrastructure in the Öresund Region, both for tourists and for international trade.

Moreover, there has been a steady increase in the number of vehicles and travelers since the Öresund Bridge was opened in summer 2000 up until 2008. Approximately 3 million vehicles crossed the bridge in 2001. By 2008 the figure had more than doubled to 7 million vehicles (an average of almost 20,000 vehicles per 24-hour period). Some 26 million people travelled using the Öresund Bridge in 2008. Fifteen million used some form of vehicle (41,000 per day) and 11 million travelled by train (30,000 per day). The increase is partly explained by a significant rise in the number of people commuting. In November 2000, some 2,500 people were commuting via the bridge. By 2008 that figure had risen to approximately 20,000. Furthermore, some 2,000 people commute daily between Helsingborg and Helsingør.

Tourism in Skåne explained that this mobility trend is increasing, but first of all it is not just strictly connected to the increase in tourism demand, and secondly they have the need to spread the visitors demand all year round. So, intending to combine these two factors, Tourism in Skåne is oriented to develop an aggregate supply in terms of Business Tourism. The Following chapter will explain it more in details.

4.3.2. Branding Strategies

Tourism in Skåne is just the last part of a long process of promoting the region. From the beginning of the 1990s, they have changed their name (as public organization) and base many times. In 2003 they became "Tourism Skåne", with Malmö as the strategic base for their offices.

In 2001 they started a cooperation with SAS and WoCo investing around 120 Million SEK. For Skåne this was a very strategic partnership, but because of the worldwide financial crisis they had to stop this project for 2010. Thanks to this cooperation, Skåne was opened to an international market of visitors, in which Italian tourists are the highest increasing segment, so that they decided to open a structured networking channel with them.

During the interview with the Europe Area Manager of Tourism in Skåne emerged that they actually don't do so much in terms of business tourism, even if they said it is their goal. Business Tourism here seems like automatically developed, thanks to the increasing importance of Skåne as a strategic hub. The public organization is not working in this way in terms of tourism or hospitality in a specific manner. What was clearer was instead a tendency to attract international visitors to Skåne, focusing on the beauty and uniqueness of the landscape.

4.3.3. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Uniqueness of landscape (mild for national tourists, sun light for international tourists) • Huge support from public actors (85% from the region, 15% small communities) • Strategic location • Base for huge firms 	<ul style="list-style-type: none"> • No focused brand strategy: what do they really want? • Seasonality
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Business Tourism • International Visitors 	<ul style="list-style-type: none"> • Natural disasters • Since it is connected to leisure tourism, by the moment: currency floatation

Table 10: SWOT Analysis of Skåne

4.4. Branding the North

How to sell the North was the central question we wanted to answer when we went on the study tour to Stockholm, Copenhagen and Malmö. There are many different aspects influencing the selling of a destination, but undoubtedly marketing has a great impact on its success. A discipline that is used by many DMOs within the marketing field nowadays is branding the destination in order to increase its visibility and recognition in the tourists' minds. Especially for destinations that on the first sight might not be as attractive or not known for their attractions it is a useful tool to increase prospective tourists' awareness about their existence. Due to its unfavorable climate conditions and a lack of first-class attractions the North can be considered as such a type of destination. Hence, one of our major topics on the study tour was to find out how these cities use Branding in order to support their marketing activities.

4.4.1. Comparison

As Stockholm and Copenhagen are both cities, targeting a similar group of visitors, while Skåne is a region that has a completely different target group, we decided to only compare the Branding of Stockholm and Copenhagen with each other in this part.

Both cities are mainly targeting close-by markets on the European continent, attracting them with arrivals of low-cost airlines and hence tourists that mainly come for short city breaks. Also the cruise segment makes up a big part of the cities' tourist groups. The difference here is though, that Copenhagen is a major turnaround port in the Baltic Sea and therefore attempts to attract tourists to stay in the city for a few overnights before or after their cruise trip, while Stockholm is merely a port of call and therefore has the tourist flows in the city only during daytime and no overnight stays. This immensely affects Stockholm's carrying capacity in a negative way. Another important segment for both cities is business and congress tourism with investments made in order to increase capacities and attractiveness. Thus, we can conclude that both, Stockholm and Copenhagen, are targeting the same tourists, which leaves them in competition with each other.

But which of their strategies seems to be more promising in attracting these tourists? Stockholm is relying on its geography and beauty as a USP, while Copenhagen emphasizes its atmosphere and flair as being international and open-minded to everybody and everything. In order to transmit these values to the tourist, Stockholm's slogan "Capital of Scandinavia" not only means to announce its importance and size in the region, but also that it is the most attractive city there. It is built on a system of actors, which support the claim by providing a wide tourism network. Also Copenhagen's brand of "OPEN" is aimed at transmitting their USP to possible visitors with strategies developed for three different segments, namely business tourists, cruise tourists and tourists that pass through the city due to its position as a transport hub in the region. The strategies focus on investing in these segments to enlarge and improve the facilities Copenhagen offers its tourists. One more strategy, which both cities pursue simultaneously, concerns the sustainability trend that is becoming more and more important all over the world. Stockholm was announced to be the "European Green Capital" in 2010, whereas Copenhagen intends to become an Eco-Metropolis within the following years. Hereby Copenhagen sets more emphasis on becoming a major playing field in the international climate policy while also being a sustainable city, but Stockholm's position arises out of the sustainable environment the city offers its inhabitants and visitors. As can be seen, not only the target market but even the strategies of the cities are similar, which results in the only major distinction

between them being their branding itself. Like we said before, Stockholm's branding solely focuses on its size and importance while Copenhagen's branding represents an atmosphere and image of the city.

Chapter Conclusion

Both of the cities just relatively recently developed their branding strategies, which means that these brands are not anchored in the people's minds yet. Moreover, both brands don't revert on a unique feature of the city, which makes them fairly exchangeable until that moment when tourists immediately connect this brand with the city. To achieve this recognition usually takes years though and leaves the cities for now with the danger of brand imitation by another city. Nevertheless, Copenhagen's OPEN brand is more reasoned than Stockholm's branding, as it was researched thoroughly and grounded on a survey between visitors. The type of people coming to Copenhagen and the reasons for their visits as well as the way they spend their time there represents openness and this is because these people are attracted by the atmosphere that pervades in the city. Thus, the branding that was chosen as a conclusion of this research very well represents the image of Copenhagen. Therefore, tourists will encounter exactly that image when visiting the city as they expected to find. Tourists that have been satisfied with a visit to a destination in such a way will return to it again when they are looking for a similar experience. To say the same about Stockholm is more difficult, because its branding as the Capital of Scandinavia makes it hard for tourists to transfer this brand into a certain image before their arrival. This is due to the wide range of possibilities for being a capital, which can lead to a very diversified image in people's minds. This in turn can lead to a dissatisfaction of the tourists once they are in Stockholm and come across a different experience than anticipated. Once having had an unsatisfied experience, they might never return or recommend the destination to others.

CONCLUSION

Maya Idriss, Natalia Tretyakevich, Francesco Battaini, Greg Papadopoulos, Laura Brenna

The main objective of the study tour to Scandinavian cities of Stockholm, Copenhagen and Malmo was to answer the question How to sell the North. Obviously, there is no a universal strategy, but we tried to investigate the theme from different points of view, which gave us several perspectives from which we could study the destinations. The topic surely was impossible to fully explore in short period of the study tour but we tried to pay attention to each of the key elements influencing the development of tourism in Sweden and Denmark, such as transportation and accessibility, accommodation and infrastructure, architecture and design, urban planning, in the meanwhile paying attention to the modern technological trends and sustainability issues.

Stockholm is Scandinavia's financial center and leading cultural city. As a metropolitan region, Stockholm has tremendous appeal as both a tourist and business destination. The city is home to a rich cultural life and an extensive selection of international events, restaurants and shopping opportunities. Thanks to a very strong economy, favorable geographical position, a strong tradition in culture and arts, a large range of entertainment and activities, Stockholm grew to be the "Capital of Scandinavia". On this assertion Stockholm has built a strong brand with the aim to attract visitors and define a specific tourism product, more competitive than other cities of the area. With two airports and some important low cost carriers Stockholm is the destination for visitors from Southern Europe in search of short city breaks and "northern atmosphere".

Copenhagen is universally known as a friendly, welcoming and open-minded city; always open to new ideas, new business, new opportunities and new arrivals but also to innovation, diversity, dialogue and connections. The new brand expresses the vision that Copenhagen would be regarded as the most "open" capital in the world. One of the most distinctive elements of Copenhagen is its position of being the main cruise port in Scandinavia. The city is often held up internationally as a model bicycle-friendly city. This can be explained by the fact that bicycle is a usual and natural Copenhageners' means of transportation; moreover cycling is considered to be one of the key parameters for urban planning. At the same time, Copenhagen is a leading city in the environmental field: Copenhageners are among the most environmentally conscious citizens in the whole world.

Stockholm is relying on its geography and beauty as a USP, while Copenhagen emphasizes its atmosphere and flair as being international and open-minded to everybody and everything. A clear tendency in the tourism sector nowadays is characterized by the fact that Scandinavian Countries are witnessing the

emergence of new categories of leisure tourists who are visiting this region, but the capitals of Sweden and Denmark are trying to position themselves as the European destinations for business tourism.

With regards to accessibility we can say that this issue plays a great role in the recent development of tourism in Scandinavia. Wide presence of low-cost carriers on the market contributes a lot to the increase of tourists' arrivals in Stockholm and Copenhagen. Moreover, the system of public transportation in Sweden and Denmark is one of the most advanced in the whole Europe. The transport system in both Northern capitals is based on the concept of being environmental friendly, safe and modern.

Both ports, the one of Stockholm and the one of Copenhagen, are of great importance for the cities and the region in general. The port of Copenhagen is in regard to the cruise industry bigger, more important for the area and hosts more cruise turnover guests, while the capacities of the port of Stockholm are presently increasing and the harbor is becoming more influential in the Baltic Sea.

Accommodation facilities are for sure an important issue in the tourism of a destination. We had a unique opportunity to observe it in the study tour. While the majority of the hotels in big cities focus on business travellers as their main target market, there also exists a segment of leisure hotels which in most cases are distributed all over the counties' territories. In this sector big attention is paid to issues of sustainability and ecological friendliness. The brightest example is the chain of Scandic hotels that is world known for being "green" and environmentally responsible.

Architecture and design can be named as a trademark for the Scandinavian countries. There is no doubt that Denmark and Sweden are two major countries in Europe where Architecture and Design flourished during the last century. The countries' objective is to take advantage of this fact with regards to the tourism industry and to use it as a 'unique buying reason' for visitors. Both Swedish and Danish design is renown all over the world, both in the upscale market and for the everyday fashion trends. Stockholm and Copenhagen's design and architecture features are uniqueness, simplicity but at the same time creativity, use of quality materials and functionalism, openness and fast reaction to changes in the environment. In our opinion design and architecture too could play a great role in answering the question about the selling of the North.

Both cities are mainly targeting close-by markets on the European continent, attracting them with arrivals of low-cost airlines and hence tourists that mainly come for short city breaks. Also the cruise segment makes up a big part of the cities' tourist groups. Another important segment for both cities is business and congress tourism with investments made in order to increase capacities and attractiveness. Thus, we can

conclude that both, Stockholm and Copenhagen, are targeting the same tourists, which leaves them in competition with each other.

Generally speaking, Scandinavian tourism stakeholders try to attract large numbers of tourists. Deep analysis of the tourism industry made it possible to discover several features and characteristics which were completely different between Sweden and Denmark. Some of the main differences we found actually concerned the tourism industry, such as the promotion abroad, the branding of the city, the perception and need of tourists, the way tourism activities are organized, the tourism supply.

As a matter of fact we realized that there exist considerable differences in the way both countries perceive the tourism sector. In Stockholm we could understand that the presence of tourists is not needed for the economy of the city, tourists are an additional aspects. We could witness the situation which is characterized by the lack of internal communication between the stakeholders that obviously influences the final result.

In the case of Copenhagen we clearly understood the focus given to the tourists markets. Tourism is perceived as an important sector of the economy, and for this reason there is an implementation of strong branding strategies, diverse tourist services and infrastructures.

Thus, even though two Scandinavian capitals have lots of similarities in the way they develop their tourism sectors, still some features remain unique for each destination. That goes without saying that both destinations have a very high tourism potential. At the condition of the proper use of their resources, applying correct strategies and constantly developing, both cities will occupy their stable niche at the European tourism market.

In sum, what is the meaning of the Nordic concept? Someone can answer that it is related to the nature, another one can considered it as related to a particular atmosphere; a person can state that it denotes private and individual characters instead of public and collectives one. So, the overall idea of Nordic is a mental state, a psychological perception, rather than an objective quality to consider in a methodical touristic analysis. What is really relevant under a touristic perspective are the Scandinavian character and all the contexts, environments and cuttings behind, which we have partially discovered with our challenging experience.

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Study Tour
Stockholm 2010
Reflective Appendix
“Maya’s Report”

by Maya Idriss

Executive Summary

This report was a fruit of a personal initiative along with the much appreciated collaboration of my colleagues. It is based on a questionnaire distributed to all participants in the study tour, post return to Lugano. Confidentiality was considered except for the last question of the questionnaire which asked for a personal concise advice to Master Students in International Tourism who will follow our footsteps. Those advices were put on a table next each participant name. Also, the report sheds more insight through statistics and identifying culmination and pit experiences: All infiltrating to seep through and enrich. When needed, I introduced a personal analysis. The study tour participants were composed of 30 students and 3 academic staff accompanying the students; 32 out of 33 responded to the questionnaire which was composed of 2 parts each of 4 questions, given that all students responded. The first part was direct by offering a choice between 2 answers whereas the second part was open questions.

Introduction

I learned in academic books how tourists tend to choose the destinations that resemble their personalities. But, I did not expect it could be also a vice versa mechanism, i.e the friendliness of our destination enhancing the friendliness degree felt among our group. That, was a beautiful surprise to personally experience credit to our study tour trip. “Art of Differentiation” was a self imposed title theme of our journey.

Art of Differentiation

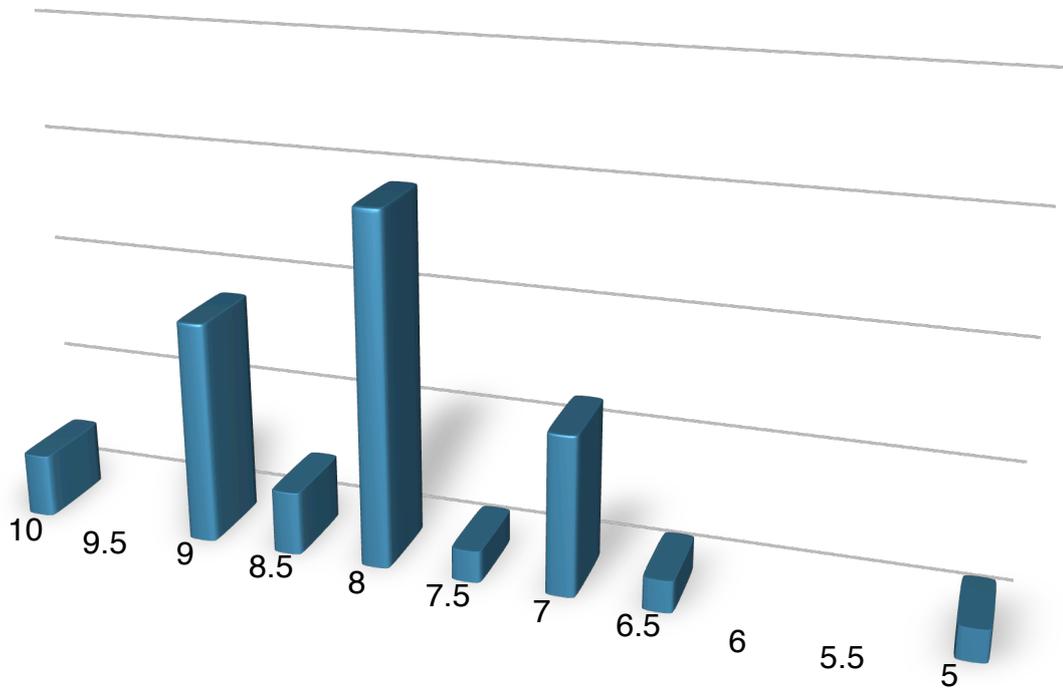
Through our study tour, **the art of differentiation** was the main focus: How to prioritize **UBR** (Unique Buying Reasons) versus USP (Unique Selling Propositions); How to prioritize **story telling** that pushes forward the branding over standard marketing; How to prioritize the **turnaround passenger** in the cruise industry over the other regular ones in that industry; How to prioritize **life seeing** over sight seeing i.e tourists wanting to feel like locals; All that seen through the lenses of “**Play for life**”. We learned the necessity to **transform challenges** into opportunities through changing mindsets. The terminology “**back casting**”, i.e knowing the goal and tracing back your way, was used. **Decoupling CO2 and GDP** on the Nordic scene; using the political notion of **energy security** through an **integrated image**, all that was explored under the environmental theme. We stretched our mind in finding answers to how to monetize a **cycling culture** that enhances branding. Our attention was also drawn on the **big events visibility** potentials and how that could be channeled into the stream of branding; though highlighting the necessity of **flexibility in that branding**. Being environmentally and socially conscious, spoken of under the framework of **CSR** (Corporate Social Responsibility), were seen as indicators that enhanced the perceived quality of a destination. Finally, how to measure a destination success through measuring **recommendations** post trip and assessments of **perceived atmosphere**, was also discussed.

In our recaps, the necessity not to treat tourists as one block but rather different segments of tourists, was focused on. We also tried to evaluate a destination through **different lenses**: Innovation, friendliness, accessibility, service quality, sustainability, design and geographical uniqueness.

Facts, Charts, Figures and Photos:

First part of the questionnaire related results:

* Rating the study tour by students:

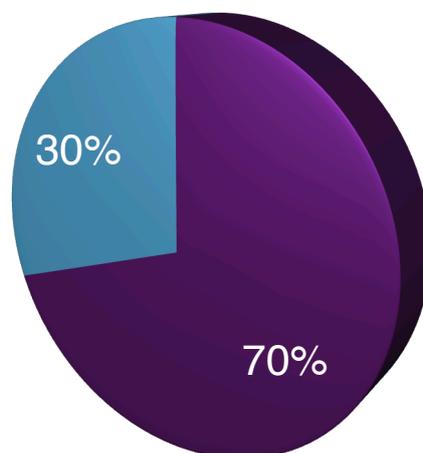


Given that 11 out of 30 rated the study tour as 8 (around 37%); the mean average is also 8

* Rating by academic staff, 2 extreme notes were given 9 and 3 resulting in a mean average of 6.

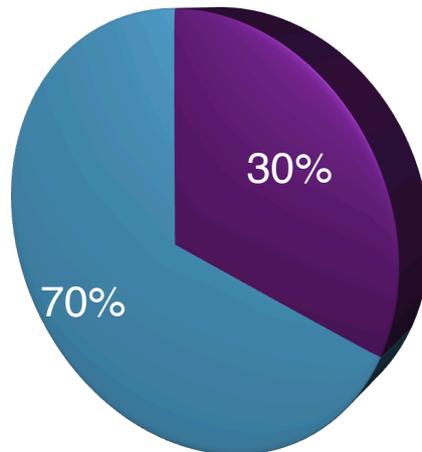


* **70%** of Students preferred **Stockholm** over **Copenhagen**



* Whereas academic staffers both agreed on Stockholm as their destination of preference.

* **70%** of Students saw **Copenhagen** winning the “touristic” race v.s **Stockholm**



*Whereas the academic staffers both agreed on Stockholm as winner of that race.



* All students except two chose “Uniqueness” over “International Atmosphere”. From the 2 exceptions spoken of, one chose “International Atmosphere”, the other chose both qualities.

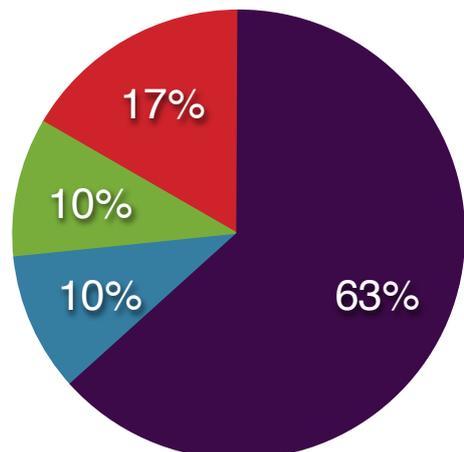
* Both academic staffers chose “Uniqueness” though one of them highlighted that she would prefer a destination credit to its “Uniqueness” quality but would prefer to live in a destination due its “International Atmosphere”.



Second part of the questionnaire related results:

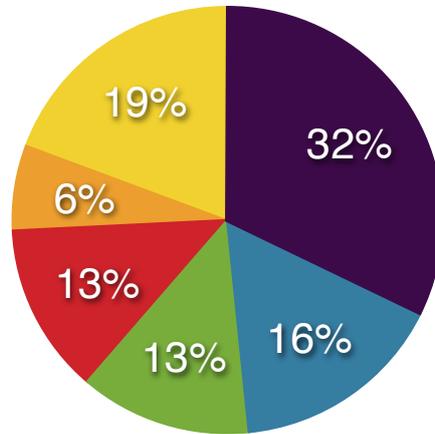
* 19 students out of the 30 agreed on the meeting with “Wonderful Copenhagen” was their peek experience as tourism specialists (That was the most rated for). In the second place with 3 votes each are on one side the meeting with Congress Center representative who spoke also about the attached hotel (Radisson blue management) and on the other side play role (the stimulating initiative of academic staff member Claudia Scholz).

- Meeting with Wonderful Copenhagen
- Play Role
- Congress Center and attached hotel meeting
- (5 others one vote each)



* For the result of peak experience as tourist, students and staffers were considered as one group of 32.

- Under Bridge on the Way to Malmo
- Opera Stage Walking
- Boat Trip Stockholm
- Malmo Beach
- Ice Bar
- Others (6, each one vote)



It means the journey of Malmo (i.e combining “Under Bridge on the Way to Malmo” and “Malmo Beach”) constitutes 48% of peak experiences.

MALMO BEACH



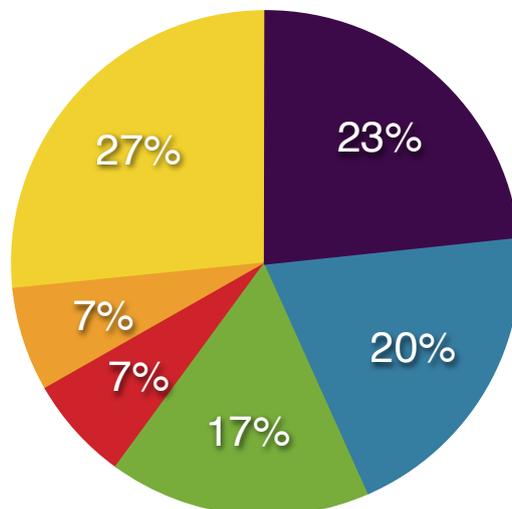
UNDER THE BRIDGE on the way to MALMO BEACH



Note: It seems, at first instance, absurd that such moments are the most cherished. That taught me as a student of tourism, making your guest happy is achievable through little details such as collective enjoyment and interaction within a free landscape, natural and unique more than any “Calatrava building”. Yet, the irony remains in Calatrava achievement being the bait to lure tourists.

* For the results of bottom experience as tourism specialists, the students chose the meeting with Stockholm tourism board as the worst.

- Stockholm Tourism Board
- Port Stockholm Representatives
- Big Group Architects
- Lathi Presentation
- Design Hotel
- Others (each one vote)

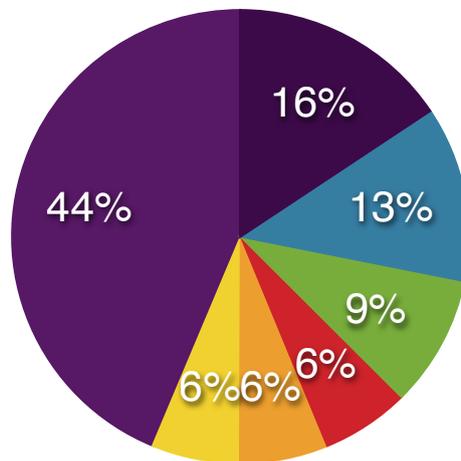


* The staffers agreed on Mr. Lathi presentation being the worst.



*As for the bottom experience as tourists, students and staffers were dealt with as one group of 32. It was noticeable that 5 out of those 32, chose “none” referring that they did not have a bottom experience as tourists.

- None
- Cab inn
- Cold weather
- Excessive walking
- Disappointing touristic experience in general
- Dead city center in Copenhagen on Sunday
- Others (group of one vote complaints)



Note: To enhance the touristic experience, we remarked that more collective touristic escapades that would be initiated by the administration, would be much appreciated.



*As for the third question of the second part on “what surprised you during the study tour”, answers varied. Though one recurrent theme was the friendliness of both the destination and the group. Maybe that is connected to what was said in the introduction of this report i.e how the personality of a destination affects its visitors. Further more, multiple voices said that winter could be the right season for the Nordic destination given the unique ambience that engulfed our experience. Finally, there was also a highlighted surprise about missing links between different stakeholders: lack of communication among them, despite that both destinations visited are among highly developed countries.



Tables of Personal Advices:

Student Name	Passing on Advice to MIT Students % Study Tour
Natalia Tretyakevich	“Even if you don't like the destination, the study tour will be great anyway. Get prepared properly before, get well-informed on the tourism development in the region and believe, it's gonna be an unforgettable experience in terms of both-education and fun!”
Laura Moreni	“Be prepared to walk a lot and to study a lot it's a study tour not a trip”
Julicha Berton	“Prepare more before leaving and take it as a great experience to really understand the sense of our master”
Sara Fedele	“Start in advance in getting information. Elect yourself the group leader and be sure everybody in the group recognize him / her as group leader. Select a topic you are really interested in. Coordination and communication in the group are key factors for the success of the meetings”
Marianna de Pietro	“Not to underestimate the importance of the study tour. Prepare yourself a lot in advance for the meetings. Discuss in class the class' interest: what you want to discover, try to coordinate the meetings”
Marion Garnero	“Be prepared and really don't forget when you get in contact with the people you want to meet to ask them what you want to learn from them and what they will tell you. Don't be afraid of disturbing people if they accept to meet you they should tell you that”
Gregory Papadopoulos	“Plan everything ahead: focus, accomodations, meetings, themes. From the 'tourist' side I recommend researching places to eat / making reservations ahead of time as well as sites you want to see in your little free time”
Barbara Condorelli	“You should realize in advance that this is really a way to see in practice what you just learn from slides, articles and books”
Stefano Da Col	"Ask lots of information first, 1-2 months before departure, especially on what the 'board' (Maggi etc) wants from this experience, in order to be better prepared"
Maya Idriss	“Enjoy more through active participation in meetings and recaps. Learn that constructive objecting is healthy for it reflects diversity. Welcome surprises as part of the adventure. Approach the study tour with a hunger to assimilate and an eye to spot discrepancies”
Laura Santambrogio	“Be ready that it will be a great experience just if you will accept the busy time smiling without complaining”
Giovanni Luatti	“Better definition of the study tour objectives”

Student Name	Passing on Advice to MIT Students % Study Tour
Florie Salamin	“Come up with a plan, with hypothesis, with questions you want to answer in the different meetings as well as what exactly to ask to the different stakeholder in the emails, etc. Try your best to get good meetings because you can learn a lot by meeting people from the field!”
Maria Lautenschlager	“From a study tour it is to be expected to get a good insight into the ‘real life’ of working in tourism and to see how things learnt during the studies can be applied to work later on. However, this opportunity can best be appreciated when you are prepared for the study tour, i.e that you need to have some knowledge about the destination already before you go there. Get some information about general tourism, figures, trends, segments, etc. That is very helpful to understand the meetings better and make best use out of it.”
Miriam Stefania	“Don't be sad about the choice of destination you are going to: You will have a great experience anyway. Before leaving, feel this is your trip and the results will depend on you!”
Yulia Petrushik	“Make sure the groups are well organized, try to get more relevant contacts; leave space in the schedule for visiting sights and some at least minimal tourist experience as there will be no time to do that; be ready for long recap sessions. Expect interactive and fruitful discussions, presentations, Q&A, applying the theoretical concepts you learned during lectures, meeting lots of professional and competent people, prepare for a fun study process in general, you will learn a lot from this experience.”
Stefania Capellari	“Maybe it's better to get a little bit informed in advance on the destination you're going to visit. Try to know in advance the arguments the local guests will deal with, so will be possible to better focus on tourism issues.”
Laura Brenna	“You would expect to be ready to get actively involved in the different aspects of the big tourism world through meetings, exchanges of opinions, direct contacts with the local tourism experts.”
Giacomo Grossi	“The study tour is maybe the best experience of the Master also in terms of learning... Study hard before, don't underestimate the tour (it is basic part of the program) and accept professor's suggestion in terms of destination choice... It is not holiday, it is job, so the more interesting is the destination the more you can learn!”
Alberto Scappini	“Don't underestimate the importance of preparing written questions and having all the information concerned before each meeting”
Christine Kaufmann	“Choose your meetings well, prepare and relate them to the topic of the study tour”

Student Name	Passing on Advice to MIT Students % Study Tour
Julie Dogny	“Before going there prepare exactly what is your goal, having a good question in head. The meeting and interviews should help to answer to a global question. Maybe they should put the course of methodology during the 3rd semester and prepare together a research more organised and precise to have a common goal for the study tour, in order to know more or less why we organise each meetings and with what kind of expectations and having a list of point that should be covered during each meeting in order to end with a complete report. Be professional and organised, in advance!”
Gaia Luisi	“You are not going to learn really something new, but rather understand that what you learned can be implemented, and how or how not (When you’ll look for accommodation, don’t look just at the location, but to the space of the room…)”
Jure Siric	“Expect that you will have to spent most of your time on study part during this trip. Start to prepare yourself much more before the trip, you will learn more if you know better people who you are meeting with (you will be able to take more out of them)”
Jinsu Jacob	“My advice would be to do an indepth analysis of the country your going to visit. Prepare questions, arrange meetings in a way telling the speakers that this is what you are looking forward to hear about in the meeting or to know more about a particular topic etc.”
Serena Savarise	“It will be an intense learning practical experience. Try to be more prepared on what you are going to learn, do research, discussion, before leaving. In this way, you could direct the experience.”
Desiree Martinez	“First, it is not what you expect, and make sure to plan it very well and prepare the speakers very well as well because it will change the content / usefulness of what they have to say for the class trip.”
Francesco Battaini	“Do address all the attention on the final destination of the study tour; there's high chances it will be a deeply interesting experience besides the place of visit and it is definetely the best experience of the whole master.”
Nor Azlina Abdul Aziz	“You have to understand each meeting’s content (agenda) and to be prepared mentally and physically for the study tour”
Sabina Brack	“Prepare better for the destinations and different types of meetings”

Academic Staff accompanying students	Passing on Advice to MIT Students % Study Tour
Claudia Scholz	"Study the destination before, read the reports by the tourism board, study the organizations you meet with different angles not only via their promotional material."
Judit Zoltan	"Not depending on the destination, the study tour is the best part of the curriculum. More preparation would enhance the experience."
Ricco Maggi	(No response)



Conclusion

This report was initiated to enhance the benefit of the study tour by having a clear idea on what to expect before getting on the adrenaline rushing ride of MIT study tour. I, kindly request who follow our path, to pass on the favor by creating your own questionnaire to shed even more light for next MIT generation.

I believe in accumulated knowledge, where documentation is an essential factor. I hope I succeeded in practicing what I believe.

At the end, I would like to re-highlight, my personal appreciation to students and staffers for their gracious involvement in answering my questionnaire.

