



Explore
Madrid -
Enjoy
Madrid
Study Tour
2011

Master class
2009/2011

Università
della
Svizzera
italiana

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Introduction

Gregory Byrnes, Drilona Gega, Bettina Natterer & Cristina Ressia

Before the final semester of the program, the students of the Masters in International Tourism are given the opportunity to take part in a weeklong study tour. The study tour gives the students the ability to take what they have learned inside the classroom and to put it into practice. The tour is a chance for students to express their knowledge and innovative capabilities while analyzing specific components of a geographic area through organized meetings with tourism professionals from the destination.

The topic of the study tour that was presented to the students by the professors was “city tourism”. Madrid was chosen for the study tour due to its importance as a European capital, its gateway position to Europe, and the relevance of Madrid’s business tourism (which was an unexplored topic in the courses’ program). Moreover, Spain’s capital is a transportation hub, business tourism is highly developed, and it offers a great value for money to the foreign visitors. All of these factors rendered Madrid as a city destination, allowing students to study how the city manages and promotes itself with its given products and services. A particular interest was how Madrid can sell itself to tourists without a significant icon.

As soon as the destination was chosen, the class was split up into eight working groups. Each group was responsible for one day that would categorize the tour in an organized fashion. The groups were accountable for a given theme centred on the city of Madrid and the concept of city tourism. After a series of proposals, the major topics that surfaced were; culture and lifestyle, MICE tourism, transportation as well as the interpreting the role that DMO’s played in representing a city like Madrid. Additionally, one group was responsible for organizing a meeting with the United Nations World Tourism Organisation which is a specialized agency leading in international organization of the entire field of tourism. One group was in charge of planning a day in the city of Toledo, to give the students a chance to go on an excursion away from Madrid, by exploring a city of true cultural heritage. Finally, one group was responsible for logistics, with the task of reserving flights, accommodation and transportation during the stay in Madrid. The different meetings gave the class a chance to experience a variety of aspects and actors and their role in city tourism and the destination Madrid.

In order to immediately immerse ourselves in experiencing and understanding the city, several guided tours were prepared for the students on the first day. In particular, students were divided in nine groups of four different categories of sightseeing tours: walking tours, Segway tour, bike tours and lastly, bus tours. The aim of such excursions was to first be familiarized with the city, secondly to individually experience the touristic product of the city, and lastly, to study the behaviour of other tourists in the city of Madrid.

The students had finally scheduled meetings from both public and private sectors ranging from five star commercial hotels to a small business owner who operated a successful bookshop and cooking class. The schedule for the week was planned to be a rigorous one, with various meetings in all parts of the city at different times throughout each day. At the end of each day a recap session took place between the professors and the students in order to highlight the crucial factors in understanding the concepts around the given theme for that day. The next chapters will describe each day in detail with an ultimate conclusion in what the master`s class took away from the study tour of 2011.

Schedule of the week:

| | Saturday 5/02 | Sunday 6/02 | Monday 7/02 | Tuesday 8/02 | Wednesday 9/02 | Thursday 10/02 | Friday 11/02 | Saturday 12/02 | Sunday 13/02 |
|-------|---------------------------------|----------------|---|---------------------------------------|--------------------------------|--|---|-------------------|------------------------------------|
| THEME | Arrival | | <i>DMO of Madrid as a City Destination</i> | MICE | WTO | <i>Culture and Lifestyle</i> | Toledo | | Depart. |
| 8:00 | | | | | Patronato de Turismo de Madrid | Dance Classes Madrid: Flamenco school | 7:50 Train to Toledo | | 08:00 Departure Hotel - Airport |
| 9:00 | Front of USI | | | | | 8:30-9:30 Consorcio Transportes Madrid CRTM | Prof. Urena, University of Castilla-La Mancha | | |
| 10:00 | | | Empresa Municipal Promoción de Madrid | Intercontinental Hotels&Resorts | | "La tortura no es cultura": anti-bullfighting movement | | | 10:30 Flight Madrid-Malpensa |
| 11:00 | | | | | UNWTO | | 11:30 El Consorcio de Toledo | | |
| 12:00 | 12:30 Departure Flight Malpensa | | | Hotel Auditorium | | A Punto gastronomic centre | | | 12:35 Arrival at Malpensa - Lugano |
| 13:00 | | | Governing Area for Urbanism and Housing of the Municipality of Madrid | Centro de Congresos Principe Filipe | | | | | |
| 14:00 | | | | 13:30 Palacios de congresos de Madrid | 16:30-17:30 Meeting Turespana | | Adolfo Toledo (Lunch) | | |
| 15:00 | Arrival at Madrid Airport | | | | | | | | |
| 16:00 | | | Creatur DMC | Cititavel DMC, Gr_1 | | 16:30 Casa Patas:tablaó flamenco | 16:00 Stroll through Toledo | | |
| 17:00 | | | | Cititavel DMC, Gr_2 | | | Train back to Madrid: 17:25; arrival in Madrid: 17:58 | | |
| 18:00 | | | | | 18.30 WYD | | | | |
| 19:00 | RECAP | RECAP | RECAP | RECAP | RECAP | RECAP | RECAP | RECAP | RECAP |
| 20:00 | | | | | | | | | |
| 21:00 | | | | 21.30 Match @ Santiago | | | | | |
| 22:00 | | | | Bernabeu | | | | | |
| 23:00 | | | | | | | | | |

Destination Management of Madrid

Mengmeng Li, Pia Hasky, Simona Tettamanti & Claudia Wipf

In order to gain insight into the destination management of Madrid and Spain, three public tourist organizations were visited: the *Empresa Municipal Promoción de Madrid*, the *Patronato de Turismo de Madrid (Madrid Tourist Board)* and *Turespana*. All meetings were composed of a presentation and a question and answer session.

Meeting partners:

Empresa Municipal Promoción de Madrid: *Mr. Raul Garcia*, Market Development Director

Madrid Tourist Board: *Mr. David Martín Valles*, Assistant General Manager

Mrs. Marta Macías Bou, Tourist Products Chief

Mrs. Cecilia Demmer Colmenares, Responsible of the Loyalty Programs

Mrs. Fátima Merino Alcántar, Tourist Information Coordinator

Turespana: *Mr. Enrique Ruiz de Lera*, Deputy Director General for Promotion and Commercialization of Tourism in the Exterior

Empresa Municipal Promoción de Madrid & Madrid Tourist Board

The *Empresa Municipal Promoción de Madrid* is in charge of the promotion of the City of Madrid at national and international level. It defines the marketing strategy of the city, is responsible for the development and promotion of the city's image and designs and implements various advertising campaigns. Its structure also includes the Madrid Convention Bureau (MCB), an organization that promotes business tourism including MICE travel. The *Patronato de Turismo de Madrid* is the tourism board of the city of Madrid and is responsible for the reception of tourists in Madrid.

In general the marketing of the *Empresa Municipal Promoción de Madrid* aims at positioning Madrid as a

Info box 1: New York City Campaign

One event that illustrates how the cooperation between the Empresa Municipal and NYC & Company is implemented, took place in October 2010: To celebrate the 100th anniversary of the Gran Vía, (Madrid's main boulevard) the famous NY Broadway was renamed after it for one day.



Source:

<http://www.theepochtimes.com/n2/content/view/44216/>

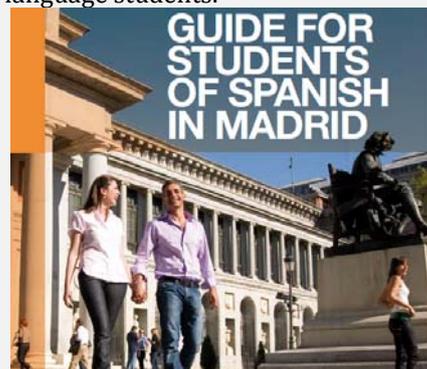
The event itself attracted media attention but even more coverage was created by the fact that the balloons used for promotion were released to the air at the end of the day. This resulted in reports and news about 'unidentified flying objects' over NYC, giving the campaign unexpected but certainly appreciated visibility.

cosmopolitan, trendy city. It emphasizes and tries to sell the lifestyle or “way of life” of the city, which includes gastronomy, shopping, as well as different experiences in the various neighborhoods. One reason for this approach might be the fact that the city has no icon that can be promoted. In order to establish and communicate this image, the *Empresa Municipal Promoción de Madrid*, for example, advertises more and more in high-end fashion magazines. Besides, it has reduced its presence in trade fairs (due to low return) and rather tries to do on-spot marketing and staff training of sales people in the target markets. The class was also interested in the way target segments are defined and addressed. With regards to this, it was interesting to hear that Madrid tries to target long-haul markets such as the Japanese, the Southern American or the US market. In this context, the collaboration with the New York City DMO (NYC & Company), which should promote travel between the two destinations, was highlighted. Within the framework of this partnership, advertisement spaces have been exchanged and various street marketing activities and special events in the city center of New York have been conducted (see Info box 1). The collaboration was rated as a big success due to the high visibility of the promotional events. Furthermore, and equally important, a high amount of data was collected from potential visitors with the help of contests and games that were arranged in the context of the activities. The example of the collaboration illustrated very well the need to measure the impacts of a marketing strategy in order to evaluate its effectiveness and efficiency and to justify the allocation of financial resources out of a tight budget.

During the presentation at the *Patronato de Turismo de Madrid* the class was interested in getting to know how visitors, once attracted to the city, are hosted and which products of the city are they being offered. Three main topics were addressed: The communication and design of tourist products, tourist loyalty and tourist information management. Having visitors who always come better informed and creating quality tourist products always represent a challenge. The Tourist Board uses Product Club, a product development partnership between the public and private sector aiming at developing new products or implementing improvements to existing ones for a very specific market segment. These segments include Language Tourists, GLBT and Luxury

Info box 2: Language Tourism Product Club

The language tourism product club developed from the need of a coordinated promotion of language tourism in Madrid, previously done by private language institutes, and students’ need of better information about activities in Madrid. The language product club includes the Madrid tourist board and private stakeholders such as language institutes. It promotes Madrid as a destination for language tourism and collects and provides information to language students.



<http://www.esmadrid.com/en/porta.do?TR=A&IDR=1&identificador=536>

Tourists. Whereas products for these target groups have already been established, new products for family tourism are currently under development. The tourist loyalty program aims at maximizing the tourist experience in order to generate future returning visitors. Several loyalty programs were mentioned, e.g. “Discover Madrid” or “Remember Madrid”. Not only is the public sector involved in the loyalty programs but also the private sector, such as hotels. Concerning the tourist information management, the Madrid Tourist Board is in charge of tourist information centers and guided tours. In the last years, the Tourist Information centers have steadily increased in size and number. Several quality control standards were set up and statistical data about visitors in Madrid is collected. Finally, the Madrid Tourist Board also tries to position the city as an accessible tourist destination, by offering adapted guided tours and collaborating with associations for the disabled.

Whereas the *Empresa Municipal* and the *Patronato de Turismo* are operating on city level to promote Madrid, *Turespana* is the administrative unit of the central government responsible for promoting Spain abroad as a tourism destination.

Turespana

The meeting started with an explanation about how the touristic market has changed in the last years and how important it is to constantly adapt to change. We acknowledged an increase in

Info box 3: Marketing Campaign “I need Spain!”

The new international marketing campaign for Spain *I NEED SPAIN* wants to promote Spanish lifestyle and uniqueness.

4 TV spots have been launched to 4 different target groups (Friends; Seniors; Asia; and Families) considering their preferences and interests.

The campaign *I NEED SPAIN* is customer oriented, is personalized and it has been created because Spain suits to everyone’s need, therefore everyone needs Spain.



<http://www.youtube.com/watch?v=pxMm849e0AO>

independent travelling and a shift towards internet as a powerful tool to find information and to book flight tickets. The first part was concluded with the statement: “competition is fast, is hard, so BE SMART”. The next topic we were approached was Spain’s slogan; it changed during the years and today the new trend is : consumer orientation and turning Spain into a leader in promotion. ‘I NEED SPAIN’ is the slogan which has been launched recently together with videos addressing different targets groups such as families, seniors and visitors from Asia. For every group there is a specific video that reflects the characteristics of that target group and the potential interests they might have in Spain. (See info box 3).

During the presentation it was explained how sport and social media can also be a successful, moving and catching tool for promotion. Examples from the sports industry were the promotional spots linked together with

Formula1, the basketball team or the Spanish National football team. Regarding social media , the organization has opened Facebook and Twitter accounts and also an *Iphone* application.

The last topic was *European Passion*. Spain is collaborating with France and Italy to reach long-haul destinations such as Brazil and India and to promote them saving time, energy and money.

Conclusion

During the three meetings and in the corresponding recap-sessions, some main points of discussion stood out. Some of them were the way in which different target markets were identified and the creation of promotional strategies for those markets. Furthermore, it was interesting to see how Madrid tries to promote lifestyle as a unique selling point. However, lifestyle is something intangible. How to define the lifestyle? And what is lifestyle for different segments, such as families, business travelers or luxury tourists? Madrid has to give the answer to these questions during the process of implementation. Another continuous topic was the creation of an image for the city. In this context, it has to be noticed that image creation depends on many various stakeholders inside and outside the tourism industry, including hotels, tour operators and residents. In this respect, the concept of 'Product Clubs' is very appealing, nevertheless cooperation between stakeholders remains a challenge, and the implementation of the concept still needs to be improved.

MICE Tourism in Madrid: leader in growth

Sara De Francesco, Nikica Jankovic, Marina Schmid & Lucia Violi

One of our intentions of the study tour to Madrid was to examine and to evaluate the circumstances of MICE tourism. Thanks to the meetings we planned, we had the opportunity to face with several professionals in this field.

Meeting partners :

Hotels: Intercontinental Hotel: *Mr. Marco Mellado Rey*, International sales manager

Hotel Auditorium: *Ms. Alicia Valdenebro*, Conventions and congress manager

DMCs: Cititravel DMC: *Ms. Pascale Wegmann*, Director Madrid office

Mr. Michael Dressler, Sub director Madrid office

Creatur DMC: *Mr. Robert Lee*, Director of Sales

Events: World Youth Day: *Mr. Yago de la Cierva*, Executive director of the local organizing committee

Congress Centre: Palacios de Congresos: *Mr. Carlos Hernandez*, Director

MICE Hotels: Qualified, Elegant and Professional

Our first meeting took place in one of the most relevant global hotel brands, located in more than 60 countries around the world, namely InterContinental, where we joined *Mr. Marcos Mellado Rey*. The hotel brand was founded with the purpose to assist local developers in the design, construction and management of individual hotels, in busy centres of international destinations, as in our specific case Madrid. What we learnt from this “luxury experience” has been the application of the ethical code for 5 star hotels. This interesting procedure concerns international pharmaceutical companies, which according to certain standards cannot stay in a 5 star but only in 4 stars hotels. Therefore, as underlined by *Mr. Mellado Rey*, for a 5 star hotel as InterContinental, pharmaceutical companies are unfortunately not a huge business anymore. Furthermore, we reinforced our impression about the behaviour of MICE tourists: busy people, with high expectations and lovers of fast check-in, with, when possible, less interaction with the staff.

The next meeting was hold in Hotel Auditorium, with *Ms. Alicia Valdenebro*, who emphasized several times that, the hotel can boast the largest convention and congress centre in Europe. Two interesting topics arose during the meeting: the location as a USP and the way to take advantage from weaknesses. In fact, this hotel is located outside the city centre, in close proximity to the airport. As

underlined by Ms. Valdenebro, the foremost clients are passengers whose flights have been delayed or cancelled. As reported by our speaker, one significant recent example has been the eruption of the Vulcan in Iceland 2010, where lots of flights have been cancelled. Thanks to its strategic position, the hotel results to be the closest and comfortable accommodation in the nearness of the airport. Usually the attitude of these passengers is to just stay in the hotel without going outside and in the city centre of Madrid, since inside the hotel they can find whatever they need and want. Therefore, thanks to this meeting, we realized how the hotel can become the destination, offering integral services for tourists and business companies and how every issue can be transformed into a business.

DMC

Being destination management companies, both Cititravel DMC and Creatur, are professional service companies, who design and execute events, meetings as well as conferences around the city of Madrid. As the business idea of such an incoming agency is relatively easy to reproduce by competitors, rivalry is very high in this professional area. In order to stay competitive, DMCs have to be very creative and come with extensive local knowledge and expertise in order to be present and close to the client.

DMCs are companies that provide a service of event organization and consequently it would be plausible to assume that it is the event itself what enables them to differentiate from competition. However, nowadays, DMCs hardly organize a whole event but rather focus on parts of it - such as catering or transportation. In fact, what our meeting partners find to be determining for the success of an event is the destination where it takes place. Expressed in other words; it is the destination which sells the events they create. Spain is perceived as being a leader in this context because of the following factors : offering the best value for money, having a unique lifestyle, being very accessible and having exceptional climate all year long.

Events

Mr. Yago de la Cierva welcomed us at the headquarters of the WYD. The huge event taking place in August 2011 expects to receive about 1.5 Million visitors. Despite its religious nature, the happening is not only initiated and supported by the church, but also financed by the national and regional government. Companies endorsing the WYD are rewarded with tax abatements. Two main collaborators of the event are Iberia and Viajes Corte Inglés, which support participants with the organization and execution of their journeys. Besides this, 2000 volunteers from all over the world help implementing this big happening; most of them work from home and assist in communicating the occurrence on different social media channels.

Congress center

The Palacio de Congresos is a public company playing in the field of Congress. It was the first company in Spain who introduced and promoted the idea of MICE tourism in 1989. This is a very good example of a successful public business; in fact the whole infrastructure is booked until 2015. *Mr. Hernandez*, the Director of this company, explained to the class the importance of this sector by making a comparison with other countries. In fact, according to ICAS (International Congress Association) statistics, Spain, in 2009, was the third Country with the highest number of meetings per year and the city of Madrid was placed in the 10th position compared to other European cities.

Conclusion

The variety of companies with diverse operating systems we had the opportunity to meet, have given us the chance to better understand the MICE business sector. Moreover, we have recognized its ever-growing importance and possibilities for evolution and growth. These meetings have made us identify the diversity of factors involved in the planning and development of such kinds of events. The users of MICE tourism services are perceived to be extremely detail-oriented and demanding, while the events itself require significant planning and work. In addition the city itself has been considered the ultimate reason of organizing MICE events in it, and the accent is on those able to fulfil diverse expectations. The strongest outlooks being on accessibility, quality of transportation, cleanliness and security, but most importantly the city has to be a cosmopolitan metropolis with a resilient and rich culture.

Cultural program

Castellani Luca, Guerreschi Chiara Maria, Sorokolit Olena & Talawanich Suwadee

Culture is a significant aspect of a nation's treasure and an essential driver of tourism. Spanish culture is rich in traditions and customs and is especially visible in Madrid, the capital of the country. During the study tour, students had the opportunity of getting closer to the most popular Spanish cultural attractions such as Flamenco , bullfighting and gastronomy in order to learn how the Spaniards manage these attractions, preserve their authenticity, and develop their sustainability and touristic potential.

Meeting partners :

Casa Patas: *Mr. Guerrero and Mr. Francisco Abellan Ripoll, Managers*

AIL Madrid: *Mr. Chris Haworth, School Director*

“La tortura no es cultura”: *Mrs. Marta Esteban, Representative of the association*

Centro Cultural del Gusto: *Mrs. Roberta Bruno, Owner*

Casa Patas

For many years, Casa Patas has been recognized as one of the most authentic flamenco places in Madrid. It stands for the restaurant and its tablao, but the organization has also a foundation, with the main goal of safeguarding, transmitting and promoting flamenco. Managed as a corporate business it includes several kinds of activities, namely bar, restaurant and flamenco shows. Its clients can be divided in two groups: the first 50% are the foreigners while the rest are the Spaniards. In terms of competitiveness, Casa Patas tries to stay in a competitive position by changing programs and performing groups every week, and keeping a competitive price among its rivals. Concerning the impact of tourism on flamenco, Casa Patas believes that tourism simplifies flamenco: the producers have to perform this complex show in a more understandable and interesting way to tourists. Flamenco is an example of intangible world heritage and Casa Patas definitely uses the UNESCO label to promote its business and to demonstrate that doing this business is not necessary to destroy the authenticity of flamenco. Regarding the governmental support, since Madrid's flamenco does not get any support from the government which is different from Andalusia's flamenco, it is important to maintain its quality on a high level for the purpose of satisfying the main financial source : the clients.

AIL Madrid

AIL Madrid is a Spanish language school accredited by Instituto Cervantes, offering a combined product mainly to attract the foreign public. The combination primarily consists of the superior language education and cultural activities program. Spanish language courses are taken for a wide variety of reasons: simply for personal interest, for work, or diverse academic purposes. The average age of the students is 23 years old and they mostly come from Europe, United States and Asia. The preferable duration of the courses is 3-4 weeks. Among the variety of the cultural activities, the school offers the flamenco dance classes. The main goal of the language school is to give the students a chance to get closer to the Spanish culture. The online campaign of AIL Madrid is an important part of its marketing strategy. Its official site is written in 15 languages, providing comprehensive information about the school and its activities. Furthermore, cooperating with a public institution as Madrid Tourism Board and 12 different dance schools of Madrid gives an additional opportunity to promote the AIL school.

La tortura no es cultura

“La tortura no es cultura” is an animal protection association which organizes protests against bullfighting in Madrid. On March 28, 2010 the largest anti-bullfighting demonstration in history was organized, supported by global animal protection organizations with an attendance of over 15,000 people and worldwide media coverage. The event was created to react to the intention of the Chair of the Community of Madrid Esperanza Aguirre to declare bullfighting as an asset of cultural interest. Their primary purpose was to demonstrate that the ferocity, with which the bulls are killed during these events, cannot be considered as culture. The veterinary of the association showed to the class crude images with injured, bleeding and dying bulls in order to prove the brutality of this cultural event. This was an effective strategy since the explicit images may strongly influence and alter the personal attitude and perception about bullfighting. Furthermore, they also reported several surveys, completed through Internet and directly on site, underlining that the majority of Madrid citizens are against this spectacle. The statistics also demonstrate the disagreement of tax distribution to support bullfighting as shown in 62% of the citizens complaining about this issue. Finally, regarding the linkage between tourism and bullfighting, according to the association, the presence or absence of this event does not affect the number of tourist arrivals. For example, in the Spanish city of Barcelona and the entire region of Cataluña, bullfighting was suspended and tourism was not damaged.

A Punto, Centro Cultural del Gusto

A Punto is a bookshop, which organizes different activities for tourists and locals interested in the gastronomy. A Punto is run by 4 partners: 2 gastronomic journalists, 1 book seller and 1 marketing manager, who are collaborating with cooks and sommeliers in order to develop cultural activities linked to the world of literature and gastronomy. The service of A Punto is composed of a bookshop containing more than 6,000 cooking books, cooking classes and gastronomic tours around Madrid and Spain, where the participants are guided through local markets in order to discover the gastronomic offer. To ensure the highest attendance of their activities, the A Punto's partners conduct an online marketing campaign and cooperate with the main gastronomic organizations and media. Additionally, "Turismo de Madrid" and "Turespana" collaborate while establishing strong relations with tour operators and travel agencies. Thanks to the efficient marketing strategy and to the innovative product, A Punto attracts visitors from all over the world. The average age of the visitors is 50 years old and they represent generally wealthy, business-minded people, who are looking for the high quality services. Among the visitors, 30% are Spanish, while the rest is coming from other countries, especially from Canada and Australia.

Conclusion

According to these meetings, some important points should be highlighted regarding the cultural aspect of Madrid. The first point is the positive effect of tourism on the cultural product. Casa Patas perceives tourism as a factor, which financially supports flamenco. Thanks to tourism, flamenco is alive and performed in more comprehensible and interesting way. While continuing with the meeting of "La tortura no es cultura", the second main point is the difficulty of eliminating bullfighting from tourist perceptions as it has been the main element of Spanish culture for such a long time. The last significant point is the success of combined products, which has being demonstrated by AIL Madrid, where due to the combination of language courses and dance classes, the school has more clients and lets them get closer to Spanish culture and lifestyle. Finally, A Punto succeeds due to its efficient marketing strategy and diverse products, namely the bookshop, cooking courses, and workshops that truly attracts visitors from all over the world.

Transport

Corina Ganera, Sergio Roth & Yawen Gao

In order to have a better knowledge about the public transport system of Madrid, our class had a meeting with Consorcio Transportes Madrid CRTM. The aim was to find out the strategies concerning city tourists in Madrid and also general issues and future planning of public transportation in Madrid by CRTM. Another topic, highly related to the public transport, is the urban planning. The meeting with the Governing Area for Urbanism and Housing of Municipality of Madrid referred mainly to 2 ongoing projects: Madrid Rio and Prado-Recoletos.

Meeting partners:

Governing Area for Urbanism and Housing of the Municipality of Madrid :

Mr. Emilio Martinez Vidal, Subdirector General de Información y Participación de Proyectos Singulares

Consorcio Transportes Madrid CRTM (Public Transportation) :

Mr. Carlos Cristóbal-Pinto, Head of Studies and Planning Department

Madrid's accessibility and territorial structure

There are three main ways of accessing Madrid : by plane, by car and by train. Madrid-Barajas is the main airport of Madrid. It is one of the major airports in Europe and serves especially as a gate to South- and Latin-American. With approx. 50 mil. passengers a year, it is the most important gate for international tourists to the region of Madrid. In order to be prepared for the future, Terminal 4, a highly modern terminal, has been recently opened. There is a significant number of ring roads in and around Madrid that ensure the accessibility of the city by car. In the beginning of the motorway-times the M-30 has been built as a circle around the city-center. It was to keep the main traffic out of the city and keep the congestion low. However, over time the city grew beyond the boundaries of the M-30 and a new ring road, the M-40, had to be built. Recently another ring, the M-50, has been constructed further out of the city.

As for the railway system, there have been huge investments in the near past in order to build highspeed-trains that connect all of Spain. In 1992 the first segment between Madrid and Sevilla has been opened and ever since the system has been enlarged. Also important to mention is, that this hyper-modern train system could only be built due to huge financial support of the European union.

Public Transport System in Madrid and New Technologies

Madrid is a modern and dynamic city with a truly integrated public transport system. The Ministry of Public Works is in charge of *renfe-cercanias* (suburban railway). Moreover, the Regional Transport Consortium (CRTM) is supported by Madrid regional government and municipal administrations part of the consortium and it is responsible for metro, light rail, public bus inside the city and to other municipalities and private bus operators. The public transport system of Madrid is a complex inter-modal system. It contains two large subsystems. In the urban area of the city, there are around 200 EMT city bus routes, 13 underground lines, 1 light rail line and 30 suburban train station. Whereas in metropolitan area of the region, it owns 100 city bus routes, over 300 suburban lines, 4 underground lines and 3 light rail lines. A series of large interchanges that surround the central area of the city of Madrid connect the urban area and metropolitan area together.¹

Many of new technologies have been tried for Madrid public transport to improve the quality of the service. Such as new contactless card reading technology as a method for payment, Sube-T card for subway network and also i-TRA project, which might contribute to the emergency systems for suburban bus nocturnal lines.

The Madrid Río and Recoletos-Prado projects

The Madrid Río project originated when the section of the M-30 ring road running parallel to the Manzanares River was moved underground. Its aim is the development and urban design of the released public land and the integration of the area into the city as a whole. The project will also include proposals for the improvement of the socio-economic conditions in this area of Madrid.

The Recoletos-Prado project aims to revitalize the area in the direction from North to South from Plaza de Colon to the Glorieta de Carlos V and until Plaza des Embajadores for the South–West direction. With around 5 million visitors a year, this area has one of the highest museum concentrations in the whole Europe. The plan aims at the creation of more pedestrian space, the decentralization of traffic, the increase of public transports and the regulation of parking.

Even though both projects are primarily aiming at the citizens of Madrid², tourists can also get important benefits from sports, leisure and cultural facilities. However, it is questionable whether the Madrid Rio project really solves the pollution problem in the area and if the locals are really satisfied with these changes (e.g. no more free parking spaces). Moreover, the Recoletos Prado project might

¹ Madrid 2008-2009 A World Reference, Consorcio Regional de Transportes de Madrid, 2009

²[http://www.madrid.es/UnidadWeb/Contenidos/Colecciones/TemaUrbanismo/ProgramaOperativoUrbanismoVivienda2007_2011/Ficheros/Ingles/04_area_de_proyectos_singulares\(ingles\).pdf](http://www.madrid.es/UnidadWeb/Contenidos/Colecciones/TemaUrbanismo/ProgramaOperativoUrbanismoVivienda2007_2011/Ficheros/Ingles/04_area_de_proyectos_singulares(ingles).pdf)

also generate extra traffic congestions, so it is debatable whether such an investment will bring the estimated extra-value to the people of Madrid.

Conclusion

Madrid has a long history of investments in order to keep its transport systems up-to-date. This leads to a very modern and multifaceted transport system that grants an easy access to the city as well as many ways of easily moving around once a person is in the city. An example for this is the metro-system of Madrid, which at the time is the third largest in the world after London and New York. As learned from the meetings, Madrid is planning to keep up those investments in the future to further increase the quality of life in the city, by e.g. further enlarging the metro system as well as building interchange-stations on the borders of the city where people can easily change their car for a bus or a metro-train. With this measure, the city aims at reducing the traffic that enters the city. This will help to make the city center more attractive for the people that live there as well as it will certainly have a positive impact on the tourism industry.

It can safely be said that Madrid is a leading city when it comes to public transport and that the long investments have paid off, as can be seen nowadays, when visiting the city.

UNWTO

Adukaite Asta, Gembol Ktimene & Putpim Ashareeya

Meeting partners :

Principal Media Officer of the UNWTO: *Mr. Marcelo Risi*

Market Trends Programme: *Mr. Michel Julian*

Statistics and Tourism Satellite Account Programme: *Ms. Clara van der Pol*

ST-EP Programme: *Mr. Marcel Leijzer*

The Master in International Tourism class had the privilege of meeting with the UNWTO (The United Nations World Tourism Organization) which represents the highest level of advocacy for tourism worldwide. Due to state sovereignty (hence no international government), the UNWTO has a pivotal role in helping its member states shape tourism policy by sharing knowledge of best practices. The opportunity was especially precious in that the leaders at the UNWTO have a high opportunity cost of time of any meetings during the week. The class had a chance to hear four different presentations from the UNWTO experts. The presentations ranged from an overall communications and image improvement strategy for tourism to detailed notes on the TSA (Tourism Satellite Account) and Barometer to a small case study from Africa.

Four presentations by UNWTO experts

The meeting started with the presentation on UNWTO communication outreach and media relations, conducted by economist and **Principal Media Officer of the UNWTO, Mr. Marcelo Risi**. He highlighted the importance and main challenges of communication in the UNWTO related issues and activities as well as in tourism field in general. According to the speaker one of the main challenges is that tourism is still perceived as a lower rank activity and receives deficient political acknowledgment. The UNWTO puts efforts to position tourism as a social phenomenon, leading economic activity, wealth creator and MDG (Millennium Development Goals) achiever.

The tourism trends and marketing strategies were presented by economist **Mr. Michel Julian**, representative of the **Market Trends Programme**. The presentation was divided into three parts, namely market trends, competitiveness, and marketing strategies. The market trends part covered the current development and characteristics of tourism market. The examples presented were UNWTO World Tourism Barometer, which monitors the short-term evaluation of worldwide tourism and Tourism 2020, which evaluates and updates the long term forecast. Additionally, UNWTO has

introduced Tourism 2030 - a road map that extends the scope of Tourism 2020. It is a qualitative forecast for the world and by (sub) region that quantifies the relationship between tourism development and economic growth. The second part of the presentation dealt with the competitiveness. UNWTO tries to measure the definition of travel and tourism competitiveness in order to construct the index. It aims to understand the factors and policies that make it attractive to develop the travel and tourism sector in different countries. Lastly, marketing strategies were briefly presented at the end of the presentation. Mr. Julian introduced the strategic marketing planning and the importance of marketing strategies in tourism development. UNWTO has published a number of reports on marketing and promotion such as a handbook tourism forecasting methodologies. What we learned from the tourism trend and marketing strategies program was the effort the UNWTO puts in estimating the market trends. Tourism 2030, even though in an ongoing process, aims to see the actual trend in comparison with the one estimated in Tourism 2020 in order to see what has gone right or wrong in the prediction in order to come up with an improved predicted market trend.

The third presentation at the headquarters of the UNWTO was given by economist **Ms. Clara van der Pol**, expert and representative of **Statistics and Tourism Satellite Account Programme**. She attempted to explain a complex methodology in an approachable way, namely how to measure tourism activities precisely and consistently using the National Accounts. The class got a chance to flip through the book containing all 10 tables needed to obtain the Tourism Direct GDP. The speaker also made an overview about other existing satellite accounts (environment, health, unpaid household activity), noting that the TSA is the only one approved by UN Statistical Commission as an international recommendation. The official looked beyond national TSAs, making hypothesis about international, national, sub-national TSAs as territorial perspective is very significant and relevant to tourism. Furthermore, an example of new tracking technologies was presented as one of the solutions to statistical hurdles at sub-national level. At the end of the presentation the speaker invited the students to become volunteers of a survey conducted by the TSA Programme.

Lastly, the Sustainable Tourism to End Poverty program was presented by **Mr. Marcel Leijzer**, geographer and **ST-EP Programme** Manager. ST-EP programs occur in 5 continents currently and 31 countries currently, with nearly half occurring in Africa, which is also the continent most behind (retrograde, in fact) in reaching its Millenium Goal targets. The speaker presented 7 mechanisms employed through the ST-EP program for enabling less developed countries and impoverished communities through tourism activities:

- 1) Employment in tourism, achieved through training
- 2) Pro-poor supply chain, through local procurement

- 3) Direct sales to tourists by the poor in the informal economy through disintermediation
- 4) Establishment of SMTEs, facilitated by websites
- 5) Benefiting the poor through tourism taxes
- 6) Donations to the poor through organizations and individual tourists
- 7) Lobby for and attain funding for infrastructure projects that support tourism-related industries.

Leijzer emphasized how sustainable tourism and participatory approaches can help increase human agency of the poor. His case study focused on the role of women in the tourism related sector in an African village with a tourist flow. The village women engaged in handicrafts made from welded plastic beads. The practice of burning the baubles released a toxic fume into the environs, adversely impacting respiratory health of the artisans, onlookers and family. The revenue from these handmade products, however, was significant enough for the practice to continue; ST-EP's intervention involved constructing protective head and body-wear devices that reduce the ingestion of harmful gasses from the plastic burning. Although this allows village women to continue benefiting from sales of jewellery to tourists, its environmental sustainability may fall under question. Due to time constraints this criticism was not explored further.

The goals of the ST-EP program are closely aligned to that of the UN itself; in particular, MDG1, concerning eradicating poverty by 2015, and MDG3, around the advancement of gender equality. Tourism is an effective tool for the above due to:

- 1) The tourism multiplier
- 2) Creation of local human capital through skills training
- 3) Diversifying economic bases through the tourism-related sector and
- 4) Creating a favourable balance of trade through tourism exports.

For many LDCs, there is little opportunity cost due to poor infrastructure, so tourism, as a labour-intensive service, is an excellent choice for creating jobs. Paired with the last decade of developments in micro-loans, tourism is also helping to empower women, as the sector is more labour intensive for females.

Two questions were posed for Leijzer from the class members:

- 1) How can sustainable tourism for poverty alleviation gain a place in the ICT4D agenda, where it is currently excluded and stigmatized?
- 2) How are impacts of these interventions measured?

The first question was addressed by emphatically agreeing that initiatives like ST-EP belong on the ICT4D agenda. Mr. Risi interjected that his speaking points could be applied in this context, but the author of this document is sceptical that this rhetoric will be accepted in the ICT4D field without more specific evidence from the field. The second question was not entirely answered, but this actually presents itself as an opportunity for further exploration.

Conclusion

Although much of the material presented by four UNWTO experts was indeed a review due to limited time, it was a useful synthesis of our two academic years at a high level. Advocacy is important because each member of our class who steps into the professional world in the tourism sector will need to speak to tourism's benefits while maintaining a critical perspective on sustainability.

Toledo

Angelsen Marie Kristin, Gaggé Ivano & Lill Vera

Toledo is one of the UNESCO World Heritage cities (inscribed in 1986) in Spain, it is located 70 km South of Madrid and is easily reached today by the high-speed train from Madrid. It is also the capital of the Castilla-La Mancha region and has a population of approx. 80 000. The historic city centre is the main attraction for tourists, with its cultural and monumental heritage due to its history as a former capital of Spain and a place where Muslims, Jews and Christians coexisted.

Each year Toledo is visited by more than 2 million tourists (2007). However, less than half of them stay overnight. Thus, they do not contribute significantly to the local economy. This represents according to esmadrid.com a concern for the city. The reason for our visit to Toledo was to get an insight in the flow of excursionists, the urban planning of Toledo and how the heritage within the city is preserved.

Meeting partners :

Universidad de Castilla-LaMancha: *Prof. José Maria Ureña, City and Regional Plannig*

Consorcio de Toledo: *Mrs. Soledad Sánchez-Chiquito de la Rosa, Director*

Grupo Adolfo: *Mr. Javier Mundos, co-owner*

Urban Planning

In order to find out more about the urban planning process, high-speed trains and its influence on tourism flows from Madrid to Toledo, we have met with Prof. Ureña.

First of all, the professor explained to us that the city of Toledo combines four different functions as a city: sub regional, capital, long-distance suburb and Tourist City. The first function is sub regional: the city consists of the historical city and the villages around it. During the 1960s, the plan to de-concentrate Toledo existed so that industrial areas and a big residential neighbourhood were created.

Another function is the city being the capital of the community Castilla-La Mancha and capital of the province of Toledo. Thus all the public offices can be found in Toledo. Being a long-distance suburb of Madrid, commuting plays an important role. There are around 1.5 million passengers every year commuting from Toledo to Madrid and vice versa, whereas the amount coming from Madrid and going to Madrid is almost balanced because of the role of the regional government and the visitors

coming from Madrid to Toledo. The last function that the city represents is the tourist city which covers the historic part of the city. Visitors usually move only in the historic part of the city, not in the more recent area and thus only know one fifth of the city of Toledo.

Toledo is UNESCO World Heritage. This poses certain constraints on Toledo talking about recent interventions. According to Prof. Urena, although interventions are well designed, there is always a lot of discussion about their implementation. An example for an intervention is the architecture of the escalator leading up to the city.

Since 2005, Toledo is connected with Madrid via high-speed train. However, concerning tourism development, this did not significantly increase the number of visitors. One of the reasons is that the station at Toledo is a dead end station and that the city used to be accessible already before the inauguration of the high-speed connection. Before, excursionists and tourists used to come "organized" in groups by bus. This number is decreasing currently and an increasing share arrives by high-speed train individually. The case of Toledo was compared with Cordoba: here, the high-speed train had a more significant influence. Since the high-speed line passes through Cordoba on the way to Sevilla and Malaga, an increasing share of excursionists can be observed. This is because it was not easily accessible before the high-speed train. According to Prof. Ureña it was a wrong decision to have two high-speed train lines (one to Lisbon and another one to Sevilla) each 10 km from the city of Toledo, because none of them is useful for the city. However, there is also a counter-argument: if these high speed lines passed through Toledo, the train would have to reduce its speed after a small number of kilometres. This would make the connection slow and inefficient. Comparing Toledo with the situation of Venice, the excursionists` issue does not seem to be that dramatic. The historical centre is inhabited by around 8000 people, mostly students. Furthermore, most hotels and offices of the regional administration are found in the city centre. Besides, Toledo's economic activity is diversified and does not solely depend on tourism. A new tourism offer is weddings and other events in the houses in the hilly surrounding of Toledo.

Preserving Cultural Heritage, El Consorcio de Toledo

The interest for this organization was originated by the curiosity to observe how the *Consorcio de Toledo* preserves and promotes the city's heritage, mainly to their citizens. It developed the "Rutas del Patrimonio Desconocido" ("Routes of the unknown heritage"), which represents an alternative of the cultural tourism offer of the city.

Main objectives are: revitalization of the city, keep Toledo's inhabitants in town and create some

profit by renting the sites it manages. The organization worked hard to change the attitude of citizens, which were not enthusiastic to share with visitors their valuable properties. Even harder was to enter in their houses and conduct archaeological excavations, in order to put on stage such heritage. The *Consortio* does not charge for their services, namely guided tours and control of visitors. Today, thirteen locations are on stage and they are visited by 80 000 visitors per year. Main target are the town's population and Spaniards in general. Foreign visitors are growing even though advertisement was never done; they mostly come from USA, France and Italy. The *Consortio* collaborates with privates for guided tours, but there is a general lack of partnership with the private sector, which can enhance the value and incomes of this heritage. Outcomes of this meeting are, first of all, an interesting way to revalue a city and use heritage in order to keep citizens in the city centre; moreover, how to find balance between tourism and inhabitants, and improve their interaction.

Food and Wine Tourism, the example of Grupo Adolfo

Food-and-wine tourism is one of the most growing phenomena in the Spanish tourism industry. "*Grupo Adolfo*" is one of the protagonists in Toledo, regarding this field. It owns restaurants, a shop, a cooking school and vineyards. After lunch at Adolfo Restaurant, a conversation with Javier Munoz, took place.

The main goal of the company is to create passion and interest towards gastronomy by offering high quality standards. From generation to generation, the group keeps its philosophy and tries to transmit its passion for food and wine. "*Grupo Adolfo*" collaborates with other high ranked restaurants of Castilla-La Mancha, in order to better promote the regional wine-and-food offer and obtain relevance in the Spanish market.

Conclusion

The visit to Toledo gave us an insight how the development of high speed trains can have different consequences for the specific region. Regarding Toledo, the number of visitors did not change but the tourist behaviour arriving in the city altered significantly from organized tours by bus to more individual travels by high-speed train. In comparison, Cordoba, got an increase in excursionists due to the high-speed train, a reason for this might be because the high-speed train goes through the city and is not a dead end as in Toledo.

Over the last 50 years the city of Toledo has expanded in several directions and the historic centre represents only one small area of the whole city. However, most tourists and excursionists only visit

this area. Having the tourists flow concentrated on one specific area in the city raises some challenges such as the development of the area into a tourist city which would lose its attractiveness over time. In order to avoid this evolution, the initiative of *El Consorcio de Toledo* plays an important role. *El Consorcio* preserves the heritage and culture of the place by involving the local community. Communicating and showing the inhabitants of Toledo the value of their own archaeological heritage made it possible for the population to identify more with the city they live in. Furthermore, this initiative represents an additional offer for tourists, making the tourism offer in Toledo more diversified, not only focusing on the main attractions but also on a more hidden heritage.

The visit of the "*Grupo Adolfo*" confirmed that the region of Castilla-La Mancha tries to position itself in the Spanish food-and-wine circuit. Offering fine food and wine based on a family long tradition, represents the USP of the company. Moreover, we observe how important strategic alliances and co-operations among key actors are, when aiming to build-up or reinforce wine-and-food regions. In fact, without such collaborations, Castilla-La Mancha would not be capable to provide such a valuable and effective gastronomic offer.

Conclusion

Tudor Georgescu, Sarah Rhein, Kathrin Saner & Claudia Zuffi

The main objective of this study tour was to analyse the destination of Madrid and understand its role in city and urban tourism. Moreover, we had the chance to bridge the gap between theory and practice. Madrid was expected to be an interesting choice due to its many unique characteristics, for example its leading role in city tourism and its co-existence with Barcelona, which makes Madrid only seldom the first choice for tourists when going to Spain.

Madrid has been proven to be the perfect destination to analyze various forms of tourism. Due to the wide variety of tourism suppliers in the destination, various aspects of a destination could have been observed, namely cultural tourism, MICE tourism, urban tourism, transport sector, and tourism for study purposes. The study tour was further enhanced by the fact that international players in the tourism field are located in Madrid. This gave us the possibility to interact with professionals from the UNWTO, the destination offices of Spain and Madrid, an urban planning department and responsible persons from the public transport sector.

To gain a deeper insight into the Destination Management we had meetings with the *Empresa Municipal Promoción de Madrid*, the *Madrid Tourist Board* and *Turespana*. During those meetings, we learned how they identify target markets and how their promotional strategies were developed. Noticeable, the main promotional strategies of all the associations include the promotion of the lifestyle in Madrid, which is seen as a unique selling point. Another main concern was the creation of an image for a city, or more specific for Madrid. The study tour revealed that the city of Madrid is lacking an icon. In conversation with the professional persons of contact it became obvious that the process of image creation is dependent on a variety of stakeholders inside and outside the tourism industry (e.g. hotels, tour operators, residents) and that cooperation and coordination between all these different stakeholders is challenging.

The study tour gave us also the possibility to analyze the MICE tourism, which is becoming a more and more important value driver for every tourism destination. It was possible to arrange meetings with professionals of the following companies; the *InterContinental Hotel*, the *Hotel Auditorium*, *Cititravel DMC*, *Creatur*, the committee of the *World Youth Day* and the *Palacio de Congresos de Madrid*. During these meetings we learned how diverse this sector of the tourism industry is and

which aspects are taken into consideration for the planning and developing of the different events. The receivers of the MICE tourism services are perceived as being very detail-oriented whereas the events require a particular multi-dimensional planning and performance.

The analysis of the cultural sector was important due to the fact that it represents the nation's treasure and is one of the most important motivations to travel to Madrid. *Casa Patas*, one of the most authentic flamenco places in Madrid, showed how an UNESCO label could also help to boost a cultural offer and the importance of having a diversified audience, consisting of both tourists as well as locals. *AIL Madrid*, a Spanish language school stressed the importance of a good online market strategy. The animal protection association *La tortura no es cultura* highlighted the crucial role and responsibility of players in the tourism field, when it comes to promoting activities like bullfighting, which might be profitable but also morally questionable. The gastronomic bookshop *A Punto* impressed with its novel concept of combining the expert knowledge of a journalist, book seller and marketing specialist in order to create a unique place that offers a wide range of cook books, cooking classes and accompanied trips to local food markets.

An important criteria for the destination selection of tourists is the transportation system in a city. Therefore, a visit to the *Regional Transport Consortium* was important, in order to understand how the management of such a complex network of public transportation, as it is today in Madrid, can be managed successfully. This visit manifested the importance of constant monitoring and implementation of new technologies in order to provide a state of the art public transportation system. Strategies for revitalization of an area might become crucial, in order to guide tourists also outside the main tourists attraction. Successful approaches of such measures were showed with the Madrid Rio and Recoletos-Prado projects.

The meeting at *UNWTO* was divided in four separate presentations. The presentations covered subjects from communications and image improvement strategy for tourism to detailed notes on the TSA and small case studies in Africa. The main learning outcomes of this meeting were a repetition about the parts a tourism satellite account is made of and strategies to use tourism as a generator of income and prosperity for developing countries.

The visit to Toledo – a UNESCO World Heritage city- allowed us to get an insight of a city that is a clear example of an excursionist destination. The walking-presentation done by Prof. Ureña, allowed us to get an insight about the urban planning of Toledo and how the heritage of the city is preserved. The visit to *El Consorcio of Toledo* touched the actual and interesting topic of heritage preservation.

We learned that by involving the local population these valuable properties could be preserved and transformed into tourism attractions.

Overall, we learned how one city can satisfy diverse needs of tourists, and attract therefore a large variety of target groups. Such a strategy will be necessary for every city in the future, in order to stay competitive in the increasing fight for tourism share.

As described above, we learned a series of important lessons about how to successfully act in the tourism field, which we should not forget once entering the professional work environment

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