

**Università
della
Svizzera
italiana**

Study Tour 2012

London & the Olympic Games



Università della Svizzera Italiana
Master in International Tourism
Master Class 2010/2012

Table of Contents

1. Introduction.....	3
1.1. Schedule	5
2. London as a Destination.....	6
2.1. London: Tourism Students' Perception	6
2.2. Sunday Activity	7
3. Leisure Tourism and the Olympic Games.....	10
3.1. Visit England	10
3.2. Presence Switzerland in London.....	11
3.3. Tate Modern	11
3.4. The National Trust	12
3.5. Transport for London (TFL).....	12
4. Business Travel and the Olympic Games	16
4.1. British Airways	16
4.2. Microsoft	17
4.3. Business Traveller Magazine	18
5. Urban Regeneration and The Olympic Games	21
5.1. Dr. Andrew Smith	21
5.2. Dr. Lynn Minnaert.....	22
5.3. Prof. Paul Cheshire	24
5.4. Prof. Gavin Poynter	25
6. Conclusion	28
Annex 1. Study Tour Evaluation Survey	31

1. Introduction

Volha Davidziuk, Shady Gouda, Federica Trama

Each year the students of Master in International Tourism of Università della Svizzera Italiana are provided with an opportunity to go for a weeklong study tour to a certain tourism destination. The students, accompanied by professor and the assistants of the master, choose a tourism destination based on certain criteria. The tour aims to take students out of the classroom to gain insight into a specific tourism issue and apply obtained knowledge in practice. Through organized meetings with tourism professionals, academics and other representatives of the destination, students have a possibility to observe the "back stage" of the tourism industry and better understand some nuances existing inside.

The assigned topic for the Study tour 2012 was "The influence of Mega Events on Destination Development and Marketing". Considering the topic, London was chosen as a tourism destination due to the city's nomination to host the Olympic Games 2012. Moreover, London is one of the world's leading tourism destinations, and the city can boast of an array of famous tourist attractions. This fact makes London an ideal spot for the study tour thanks to the variety of professionals and experts working within the tourism industry. Experience- and knowledge-sharing were the primary objectives of the organized meetings allowing students to understand how London manages and promotes itself with its given products and services on the wake of Olympic Games.

As soon as the destination was chosen, the class was divided into eight working groups. Each group was responsible for one day that was dedicated to one certain theme: general tourism, business travel, Olympics, culture, transport. One of the remaining groups was in charge of organizing class activities for the first and the last day: the first day activity was a surprise for the rest of the class organized with the aim of getting to know the city and to have a better idea of how long it takes to move around the city using the public transport; the last day was meant to be a relaxing day and so during the morning an excursion to the Olympic Village was organized, while the afternoon was left for students to freely enjoy the destination. Finally, the last group was responsible for logistics, with the task of booking flights, accommodation and transportation at the destination.

The first task for the groups was to search and come up with a list of companies and organizations related to their theme. The second step was the selection of appropriate organizations. This process was led by the assistants of the masters during the meetings with the group leaders. After the selection procedure the lists were shortened and final organizations were chosen. Only after this step the groups started to make contacts with organizations and plan meetings with their representatives.

One of the eight groups was given the task of organizing and planning the logistics of the tour in terms of accommodation and transportation regarding all the activities included during the study tour as well as the arrival and departure process. The manner of transportation to the UK was decided through comparing different departure and arrival airports in Switzerland, Italy and London. Further, quotes from different carriers were acquired and finally the combination of the two that provided the best cost-value ratio for the tour was chosen.

Regarding transportation within and around London, the logistic group made use of London's outstanding public transport system and purchased weekly tickets for all members of the master, enabling the use of both public busses and the tube to reach all locations related to the schedule of the study tour.

The accommodation was decided through comparing different establishments on the Internet, using their own webpage, sites such as TripAdvisor and through direct correspondence with the hotels. The hotel chosen at the end was the Alhambra Hotel next to the King's Cross station. It proved to be the optimal choice in terms of accessibility, cost and service offered.

After a long process of meeting planning, organizing and communicating with chosen companies the schedule was created. The schedule for the week was planned to be an intense one, with meetings in different parts of the city at different times throughout each day. At the end of each day a recap session took place between the professor and the students in order to highlight the crucial issues arisen during the day. During these discussions students had the possibility to exchange their ideas and opinions, and apply theoretical knowledge to the practical cases they got to know during the meetings.

The next chapters will provide description of each day of the study tour in detail, followed by the conclusion where the results and influence of the study tour 2012 on master's students will be summarized.

1.1. Schedule

	Saturday 4.Feb	Sunday 5.Feb	Monday 6.Feb	Tuesday 7.Feb	Wednesday 8.Feb	Thursday 9.Feb	Friday 10.Feb	Saturday 11.Feb	Sunday 12.Feb
	ARRIVAL	GET TO KNOW LONDON	GENERAL TOURISM	BUSINESS TRAVEL	OLYMPICS	CULTURE	TRANSPORT	EXCURSION	DEPART
8.00	06.30 front of USI	Group activity around london	Visit England - Jenny McGee	British Airways Nadia Ferriday					
9.00									
10.00	10.30 dep. from Milano Linate		World Travel and Tourism Council - Eva Dymphna Aimable						
11.00	11.25 arrival in London Gatwick		Presense in Switzerland - Mr Alexander Larcher, Switzerland Tourism - Ms Katja Walser			Visit Tate Modern			
12.00									
13.00				Lunch at the Swiss Embassy		Walk London - Jim Walker			13.50 departure from Hotel
14.00	Arrival at Alhambra Hotel				Microsoft Travel Management -J. Heerstman	Transport for London - Graham Jones	Prof. Paul Cheshire (London School of Economics)		
15.00									
16.00				London and Partners - Mr Kevin McCarthy			National Trust	Business Traveller Journalist (Tom Otley)	
17.00			RECAP	RECAP	RECAP	Dr Lynn Minnaert (University of Surrey)			17.50 dep. London Gatwick
18.00					RECAP	RECAP			
19.00					RECAP				
20.00								20.45 arr. Milano Malpensa	
21.00									
22.00								ca. 22.30 Arrival in Lugano	

2. London as a Destination

Laura Malinverno, Lorenzo Fanetti, Melis Ceyhan, Olga Shevchuk

London is a well-known international destination that attracts yearly about 30 million visitors.¹ It is known worldwide through its main icons, such as the Big Ben, the Tower Bridge and the London Eye. It is also famous for being a multicultural city that accommodates different cultures and people from all around the world. London is well connected to the rest of the world through its five international airports located in different parts of the city.

Tourism is an important economic activity that employs about 348'200 citizens² and its economic benefits are estimated to be £1.2 billion³. However, although tourism has always been an important contributor to the economy of the whole country, only in recent years an organization with the purpose of outlining a tourism strategy was founded (Jenny McGee, Director of Insight & Communication). For these reasons it was important for us experience the city both as tourism students as well as tourists.

2.1. London: Tourism Students' Perception

London is a cosmopolitan city and its citizens come from different parts of the world: this is what makes London a unique destination. During the week, we could learn and experience the multiculturalism of the city by interacting with local people and other visitors, trying different kinds of food and by simply roaming around. Besides this diversity, the British culture is still very present in the capital: people standing in a queue, soccer fans watching the matches in pubs, people staying on the right side of the escalators, crowds waiting to enter the best tea ceremony halls and much more.

London is a hub of various cultural activities: it is almost impossible to run out of places to visit and activities to do. There are many "must see" attractions, but since we had limited time we could only visit some of these during the Sunday activity. The main icons were chosen according to their popularity so that

¹ London.gov.uk, *Londoners*,
<http://www.london.gov.uk/who-runs-london/londoners>

² VisitEngland, *Employment generated by Tourism in Britain*,
http://www.visitbritain.org/Images/Employment%20gatefold%20PDF_tcm29-15224.pdf

³ London Development Agency, *Overview*,
<http://www.lda.gov.uk/projects/visit-london/>

all the first time visitors of the class could experience London as a destination. To move from one meeting to another, the subway system was the main transportation mean used as the hotel was close to the King's Cross Subway Station. Nevertheless, in order to discover and experience the city walking was also part of the week.

Since the main interest of the study tour was the Olympic Games, on Saturday the 11th, the entire class had a guided walking tour to the Olympic Village. Besides the Olympic park, the guide showed other attractions that were on the way so that we could get to know a small part of East London as well. During the previous week, we met with many professionals and academics who had introduced us the concept of East-London's regeneration through the Olympic Games, so we all appreciated being able to visit the place that we heard so much of.

Saturday was also the day that offered us another opportunity to visit the city in a better way: some of the students went to Camden Town where they could explore the area and of course the market and a variety of food. Others preferred to explore other sides of the city still unknown to them such as Portobello Road, Covent Garden, etc. During the evening there was also an occasion to experience the famous nightlife of London, and of course we went to Soho area where we enjoyed visiting some clubs and discos.

To conclude, it was essential to get to know London as destination by professionals as they could give us more insights and explanations. Besides the educational dimension, the personal tourist experience was also considered as an important part of the study tour because only by feeling and observing the city it is possible to get a complete destination framework. Moreover, the study tour was a great opportunity to relate what we learnt in the week with what we had been studying during our master program.

2.2. Sunday Activity

The Concept

On the first day of our study tour in London an activity was created in order to give the students the opportunity to visit the city and at the same time observe other visitors. By participating in this activity students could visit the main attractions of London, learn how to use the public transportation system and also get to know Londoners and tourists. The idea was to make sure that students could visit at least some of the main icons of London without forgetting the purpose of our visit to the city.

The Activity

Students worked in groups of five. Each group was asked to behave like a specific segment and to choose attractions according to their new personality and story. Both, the groups and the segments were casually formed before the starting of the activity. Each segment had to visit five attractions and in order to encourage interaction with other tourists and local people the group had to carry out a specific task. The following table summarizes the activities and tasks.

Segments	Activity: attractions & tasks
<p>Family</p> <p>“A family from Switzerland consisting of parents and 2 kids (7 and 12 years) is visiting London for the first time. They want to do sightseeing for one day before travelling to the Southern coast of England. The children are the biggest fan of Harry Potter, and they hope to meet him!”</p> <p>Rock Band</p> <p>“A band from Basel decides to go to London for a weekend. They want to do sightseeing for one day and are interested in rock music. They hope to find inspiration for writing their next album!”</p> <p>Gay Couple</p> <p>“A gay couple interested in architecture and shopping is in London to visit friends. They don’t know London very well and want to do sightseeing for 1 day. The couple is going to marry soon and wants to take the opportunity to search for elegant wedding clothing.”</p> <p>English Literature Students</p> <p>“A group of students studying English Literature at the University of Zurich are visiting London for the first time. They want to do sightseeing for 1 day. When they are back in Zurich they need to write an assignment about Shakespeare!”</p>	<p>Each group should visit five attractions:</p> <ul style="list-style-type: none"> - Starting point was given - Three to be chosen from the given list - Last attraction was to be chosen by the groups according to their segment <p>The list contained the description of eleven sites:</p> <ul style="list-style-type: none"> - Tower Bridge - Millennium Bridge - Tate Modern - London Eye - Big Ben - House of Parliament - National Gallery and - National Portrait Gallery - Piccadilly Circus - British Museum - Buckingham Palace - Harrods <p>Each group had to carry out tasks so to make a first contact with the city:</p> <ul style="list-style-type: none"> - Interview tourists belonging to the assigned

<p>Retired Couple</p> <p>“A retired couple from the United States are doing a trip through Europe. They are well-educated and both used to work as history teachers. They have been in London a long time before when their kids were still young and they want to do sightseeing for 1 day. They have a weakness for historic sites!”</p> <p>Business Colleagues</p> <p>“After attending a conference in London for 3 days, a few business colleagues from Japan want to do sightseeing for 1 day. They are football fans!”</p>	<p>segment</p> <ul style="list-style-type: none"> - Interview staff who works at the attraction - What the assigned segment would buy at the attractions and why - Estimate the percentage existing of the visitors who could belong to your segment - Ask non tourists what in their opinion you should visit next, and what they would do during a leisure day - Take a picture with your same segment at the segment-specific attraction
--	--

The Results

The groups were asked in the evening to explain how the day developed and what they could observe. Generally all groups agreed that visiting five attractions would be too tiring and that the experience could be better and more interesting if the concentration would be on the quality of the visits than on the number. Moreover, time limit was perceived as a constraint because five attractions were considered too many for a one-day visit. This was also related to the geographic dispersion of the attractions, some groups had to spend lot of time on public transportation to reach the chosen site. Considering this aspect the subway had a crucial role: many groups preferred to use more the underground to move from one attraction to another and during the recap session it was pointed out that also the first time visitors in London choose to move by subway as it is perceived as the fastest way to go from one place to another. It was also mentioned that as the route was designed in advance the experience lost in authenticity because the starting point was already given and there was a limited choice in attractions. Therefore, there was also a constraint of orientation: it was difficult to design a more personalized and appropriate route.

In conclusion, students considered it as challenging to explore London as tourists of a particular segment because they had to play the role assigned without any previous preparation. However, it was possible to interact with local people and staff working at the attractions but it was more difficult to interact with tourists because it was hard to define tourists belonging to a specific segment. The activity was considered to be a good start to get engaged with the city by using transportation and visiting some of the must see attractions. This was also useful for the following meetings because students were already familiar with the city and so they had an understanding of London both as tourism students and as tourists.

3. Leisure Tourism and the Olympic Games

Alena Salauyova, Benjones Bett, Marina Miljkovic, Rizwan Mohammed Shamim

The upcoming Olympic Games 2012 are expected to have a certain impact on the structure and development of the leisure tourism of London as a tourist destination. The following chapter focuses on the issues of destination governance and marketing, cultural development and the transportation sector of the city in interconnection with the foreseen influences of the Olympics.

Meeting partners:

- **Visit England:** Mrs. Jenny McGee, the Head of Strategy and Engagement
- **Presence Switzerland in London:** Mr. Alexander Larcher, the project executive
- **Switzerland Tourism in London:** Ms. Katja Walser, Product and Account Manager
- **Tate Modern:** Mrs. Claire Eva, Marketing Manager
- **National Trust:** Mr. Marcus Gilleard, International Affairs Officer
- **Transport for London (TFL):** Ms. Lucy Corbally, Programme Coordinator Surface Transport Games Team

3.1. Visit England

In order to gain insights into the impacts of the Olympic Games on the leisure tourism in England and vice versa, the group had organized the meeting with **Jenny McGee, the Head of Strategy and Engagement at Visit England**, the national tourist authority for England. The organization, which has been in function since 2009, is responsible for strategic planning for the development of the destination, branding and domestic and international marketing.

The upcoming Olympics is a big opportunity for the National Tourism Organization (NTO) to achieve several strategic objectives. Among them main objectives are the following: to ensure domestic tourism flow increase through projects such as the “Olympic Torch Relay”, to “keep England on the tourism map” and to revitalize the image overseas through the international marketing campaign. It is important to notice though, that the industry does not expect a bigger international and domestic tourism inflow in the year of the Olympics comparing to the previous years. The main challenge is to keep the number of tourists on the same level, while strengthening the competitive position of England as a leisure tourism destination for 2013. The followed discussion on the influence of the Olympics on the collaboration and stakeholders’

engagement was focused on the importance of the private sector engagement throughout all the stages of the preparation and running of the Games. Finally, Jenny McGee highlighted that 2012 Olympic Games are an opportunity for England to demonstrate its best while being in the focus of the international attention during the mega event.

3.2. Presence Switzerland in London

The presentation and the following discussion with **Alexander Larcher, the project executive of Presence Switzerland in London**, was an interesting example of the marketing of Switzerland abroad. The project “The House of Switzerland” of the 2012 Olympics is a marketing tool based on the principle of “bringing Swiss culture” to London. Being aimed at the enhancing of the country visibility during 2012, the project is to be opened a week before the actual opening ceremony. It is expected that the project will get a good recall due to the long tradition of being present at the Olympic Games destinations, central location of the venue next to the London Bridge and traditionally high public presence and media interest. Alexander Larcher and **Katja Walser**, the representatives of the Switzerland Tourism in London, believe that the project will facilitate the promotion of Switzerland internationally; the future surveys will improve Swiss marketing activities and bring better visibility to the British market.

3.3. Tate Modern

The theme of culture was covered during the Study Tour, as culture is a relevant component of leisure tourism. The culture and heritage in London attract a great number of tourists to the destination every year, which makes London to be considered as “*the culture capital of the world*”⁴.

Thanks to the meeting with **Claire Eva, marketing Manager at Tate Modern**, very well-known Art Gallery located in the former Bankside Power Station, the students had the opportunity to learn about the work of marketing department at Tate Modern. The following discussion covered the use of the motivational segmentation to identify the different visitors and their needs and expectations, the effort put in dealing with the social media and the web in order to promote the Gallery, the derivation of positive aspects, and lastly the role of cultural collaboration with tourist boards such as Visit London and Visit Britain aimed at attracting more tourists.

⁴ The INDEPENDENT (2007). London, capital of the world. Retrieved February 29, 2012, from <http://www.independent.co.uk/travel/news-and-advice/london-capital-of-the-world-766661.html>

Tate Modern is a strong brand and one of the major attractions in London that, since its creation in 2000, has grown and evolved and generated a positive word of mouth.

To the question on the variation in number of tourists brought by the Olympic Games in 2012, Claire Eva stated that, in her opinion, the impact of the 2012 mega event will be rather positive on the number of tourists visiting Tate Modern: people might opt for visiting the Tate in their free time from the Olympics.

Tate Modern is one of the cultural organizations that take part in the Olympics through the London 2012 Festival, culmination of the cultural Olympiad.⁵ The latter is a four year initiative which represents the “*largest cultural celebration in the history of modern Olympic and Paralympic Movements*”⁶ and aims at inspiring creativity in the domains of culture and its forms of manifestation. Cultural organizations derive benefits from participating in the Olympic Games because of the use of the logo and the extra publicity.

3.4. The National Trust

During the meeting, arranged with **Marcus Gilleard, International Affairs Officer at National Trust**, students learned about the importance of the preservation of the cultural properties in Great Britain for future cultural uses. Students were highly anticipating some insight on cultural aspects such as discussions on the cultural Olympiad. However, the major part of the discussion was focused on organizational aspects of the Trust and detailed information on their properties across the UK.

3.5. Transport for London (TFL)

The London 2012 Olympic and Paralympic games ultimately pose a transport challenge to the Transport for London and for this reason **TFL** has set up a surface transport Games team to ensure that London hosts great Games whilst it remains open for business, as suggested by Lucy Corbally. The idea was to learn from Transport for London - which is the local government body responsible for most aspects of the transport system in Greater London in England - what kind of challenges are anticipated during the time of the Games. The Games are perceived as Britain’s “largest peacetime logistical exercise” that can be equated to

⁵ Tate (2011). Press Release about Damien Hirst. Retrieved February 29, 2012, from <http://www.tate.org.uk/about/pressoffice/pressreleases/2011/23735.htm>

⁶ Tate (2011). Press Release about Damien Hirst. Retrieved February 29, 2012, from <http://www.tate.org.uk/about/pressoffice/pressreleases/2011/23735.htm>

26 simultaneous world championships. The London Games are expected to draw 9 million Olympic and 2 million Paralympic Games spectators respectively with almost 300,000 athletes, officials, media, other 'Games family members and work force'. This therefore presents a challenge since all spectators need to move to one venue or another during the entire period of the Games and the transport system has to be effectively managed to ensure that traffic hazards do not occur. The London Olympics will take place in the following locations: Wembley Arena (Wembley Stadium), Wimbledon, Central zone (Earls Court, Lord's Cricket ground, Hyde Park, Horse Guards Parade and the Mall), Olympic Park (Olympic Stadium, Aquatic Centre and other Park venues) and the River Zone (North Greenwich Arena, Greenwich Park, the Royal Artillery Barracks and Excel).

Transport for London has created a calendar of activities in order to ensure that London works and moves while the planned events take place. The activities begin in June when the venues, media Centre, the soft opening of the Olympic village and Queen's Diamond jubilee take place and continue to the last day-the 14th of September when the Olympic park closes.

The London 2012 transport strategy thus has four main elements:

1. Invest in public transport capacity, reliability and accessibility
2. Enhance public transport operations
3. Manage the road network effectively for all road users
4. Manage travel demand patterns to keep London moving

According to Lucy Corbally, the resilience of London Transport system is proven to be credible due to the fact that alternatives are nearly always available when problems occur. Good performance of the system during 2011 civil disturbances demonstrated that the network is strong. The modelling of the transport system is conducted every 30 minutes in order to understand and better manage the network during the games.

Transport for London has invested six and half million pounds in improving the infrastructure in readiness for and during the Olympics. The Olympic park is connected to four London underground lines, the DLR (Docks Light Railway), London over ground and a dedicated 'Javelin shuttle services' to St. Pancras International. The rail services (the tube, DLR and London Overground) will run one hour later than usual, the last train leaving central London and key venues around 01:30. Extra train services will be deployed in the late evening to cater for venue 'bump out'. TFL will also employ extra staff and elicit the services of volunteers across London and UK transport system, with additional rail services coupled with flexible ticketing arrangements.

Part of the meeting with TFL included a visit to London Streets Traffic Control Centre (LSTCC), which is responsible for monitoring and managing traffic in London 24/7. This unit will be particularly working on computing and predicting traffic and signal timing for the times during the Olympics and providing live traffic information to media and electronic road side signs during the Olympics.

The Olympic Route Network (ORN) is a fundamental part of London's Host City Contract and is basically a 109 mile road network connecting the main sites and venues for this mega event. For the Para Olympics that will follow, there will be another Route Network, the PRN. The idea of these Routes is to effectively manage the traffic during the Games and cease operation once it is no longer required. As a result of the ORN, athletes, officials, workers and media will be ensured reliable journeys, which is crucial for the success of the London Olympics. This will be done through the adjustment of traffic signal timings, removal of parking bays/pedestrian crossings, the implementation of Games Lanes and so on. One third of the whole ORN is part of the Games Lanes and these are solely for the Games family and for emergency vehicles.

It was demonstrated to students how the intensity and concentration of the predicted traffic with the implementation of the ORN will be conducted on a daily basis. This will include the times beginning right from the start i.e. from the Olympic torch relay to the closing ceremony. As a result of these forecasts, high impact areas have been identified.

In order to minimize the negative impacts on local businesses, students learned how local businesses would be informed about the traffic information well in advance so that deliveries can be planned in advance. And in this regard, TFL is working with suppliers, operators, and freight agencies (including big names like DHL) as well as conducting workshops so as to ensure the smooth operation of local businesses. This means local business can follow the subsequent patterns to adjust to the traffic conditions during the Olympics

- Re-time: for example carry out deliveries outside the busy hours
- Re-route: choose alternate routes
- Reduce: combine deliveries where possible
- Re-mode: using cycling or walking for delivering

Conclusion

The London 2012 Games is an opportunity for Britain in terms of increasing domestic tourism and revitalizing its image overseas. The National Tourism Organization for Britain does not expect an increment of tourist numbers over the previous years; rather their objective is to maintain the same level of visitor numbers. The Olympic Games also provide an opportunity to foreign countries to position and market their tourism products by hosting hospitality events. From the meeting with Claire Eva, students learned that cultural organizations such as museums and galleries will be expected to derive benefits from the 2012 Olympic Games.

Finally, students gained some insight on the transport challenges for the upcoming Olympics and the necessary strategies TFL is putting in place. These strategies are not only designed for the success of the smooth operation of the mega event, but also to take care of the needs of local businesses. The recent publication of traffic information of forecasted high impact areas and hotspots allows TFL to plan ahead as well as meet the needs of all stakeholders during the Olympics.

4. Business Travel and the Olympic Games

Nicole Bischof, Elisabetta Marforio, Stella Patane'

One of the goals of our Study Tour in London was to gain a deeper knowledge on the topic of Business Travel thanks to the experiences shared and the insights gained from some of the professionals from the sector. With this purpose, three different meetings have been organized which complemented in an exhaustive way the knowledge the class already had from the course in Business travel.

The Meeting Partners:

- **British Airways:** Mrs. Nadia Ferriday, Manager London 2012 Colleague Programme at BA, and her team composed by Mrs. Suzanne Toner, Maurice O'Connor and Jessie Matharu
- **Microsoft:** Mrs. Julia Heesterman, Travel Manager at Microsoft and member of the Board of Directors at the Institute of Travel and Meetings
- **BUSINESS TRAVELLER Magazine:** Tom Otley, Editor at Business Traveller and Editorial Director at Air and Business Travel News and his colleague Michelle Mannion, Managing Editor at Business Traveller.

4.1. British Airways

The first meeting of the business day took place in the Waterside building in Harmondsworth, which are the headquarters of British Airways, the main airline company of the United Kingdom. Nadia Ferriday and her team (Suzanne Toner and Maurice O'Connor) welcomed us with a tour of the building which hosts also the British Airways Museum and artefacts. Moreover, the headquarters provide learning programs which are focused on customer service training, languages and global and environmental education.

The main focus of the presentation was sponsorship. The interest of the class was to get information about BA's sponsorship and partnership strategy, the direct involvement of the British Airways in supporting Olympic Games 2012 and the connected desired impacts on BA business and the colleague program.

British Airways is the official airline partner of London 2012 Games and has invested £40m for the sponsorship, which represents the biggest scale they sponsored so far. They have backed the bid for the Olympic Games in 2008 as they recognized the big opportunity in sponsoring them. British Airways is a domestic partner, which means that they are not allowed to be marketed as a sponsor outside the UK. The

sponsorship includes flights for athletes during their training sessions and competitions, a charter for the Torch Relay and a financial contribution. The sponsorship area supports its talents with training programs before the events, as well as volunteering programs. London 2012 represents the biggest sponsorship opportunity in UK which will provide a high brand value to BA. The company aims to reach some main goals such as brand positioning, especially among the young populations, a new audience around the world and demonstrate why they are the leading global airline, enhance pride among customers and employees, set leadership among colleagues achieving something they can be proud of. With the objective of engaging the employees in the program, several volunteering positions during the event as well as free Olympic tickets are offered.

“My 2012” is a colleague program which aims to build pride among the employees, help them to set and achieve specific goals by receiving support from other colleagues, mentors or experts in the area during personal or shared moments. With this objective, several events and team building moments are monthly organized.

Moreover, British Airways set up a competition context with the aim of showcasing the best of British talents during the Olympics. “Great Britons” is a flight bursary for UK residents which aims to encourage and support talents with brilliant ideas for innovation, and which will give them the chance to win career opportunities and personalized mentorship programs. With this scope, BA will provide tickets to the winners to a destination that will help them for future success. The slogan is “WE CAN HELP TALENT TO FLY”.

4.2. Microsoft

The meeting with Julia Heesterman, Travel Manager at Microsoft, helped the class to deeply understand the challenges and duties a Travel Management department has to face on a daily basis as well as the complex internal structure of one of the biggest world multinationals.

Microsoft, the world leading company in a wide range of innovative products and services predominantly related to computing, has a well-developed Travel Management structure which is divided into a Global and a Regional level. At a Global level, Microsoft has an extensive Travel Management Policy which provides a general framework to each region and country and aims to control overall costs. Each company unit has the freedom to adapt the Global Policies to its own needs with the condition that the new ones are more restrictive and control costs in an effective way (these are called local exceptions).

The meeting mainly focused on providing us with an overview of the overall impacts of the latest technological innovations in Travel Management and the challenges usually faced in order encourage Microsoft managers and employees to adapt to more cost effective travel behaviours in order to control the overall travel costs.

Despite the company defines itself to be focused on a cost cutting strategy and on making aware its employees about it, Microsoft Travel Management department seems to have a quite flexible approach which gives priority to the personal needs of its talents, which are believed to be fundamental in stimulating their creativity.

It was very interesting for the class to hear Mrs Heesterman's personal experience in the field and to discover some new aspects of Business Travel such as the increasing trend of virtual trade fairs and the company's internal business travel review system (similar to Tripadvisor.com) where Microsoft travellers have the opportunity to share general suggestions and comments on their business travel experiences. Moreover, it was fascinating to discover that Microsoft London was announced to be the winner of the Business Travel Award for two consecutive years.

This meeting was very interesting because it represented a deepening of our Business Travel course and source of inspiration for further career opportunities thanks to the interesting professional perspective of the topics already studied in class.

4.3. Business Traveller Magazine

The very last meeting of our study tour took place with the representatives of the magazine Business Traveller: Tom Otley, the editor in chief, and his colleague Michelle Mannion, the managing editor. This meeting was one of the most significant of the Business Travel section because it provided us with a deep overview and interesting insights of the sector. The role of the two journalists is to inform rather than give personal opinions or rate facilities.

In the beginning of the meeting they shared their personal experience in the sector: when the magazine was launched, the writers were mostly freelancers with specific knowledge in business travel but over the time, they developed as experts in the field. This was important for us in order to understand the necessity of networking and practical experience in such a complex field.

Besides the Business Traveller magazine, which mostly targets the consuming corporate travellers, Mr Otley and Ms Mannion are also in charge of the publishing of a second magazine called Buying Business Travel which is specifically addressed to travel managers and suppliers. The distribution of the magazines takes place mostly in airline lounges; it is for free and targets mainly a male public. The financial resources for the publication are raised through events and advertisements from the business travel suppliers.

Besides the British edition, there are several other editions such as the ones published for the US, Hungary, Dubai, Poland, Denmark, China and Hong Kong. The main reason for the adaptation to the different markets lies on the disparate interests and languages of the readers as well as the objectives of the advertisers who want to reach specific regional segments. Astonishingly, only the 20-30% of the content is the same in all editions.

The readers of the magazine are mainly interested in the new trends of the sector, therefore the content of the magazine consists principally of all the news in the business travel, travel tips, professional advice on how to save money, new technologies as well as a forum where business travellers can exchange their thoughts and opinions.

Differently from our initial expectations, we had the opportunity to learn that the Olympics will not have a direct impact on the magazine and on the sector in general, as the summer is anyways a calm period for business travellers. At the same time the Games are not expected to have any specific negative effect on business travel in London, as it will still remain one of the top business travel destinations in the world.

With this objective, corporate travel bookers will try to lessen the negative impacts of the Olympics on the sector: business travellers shouldn't stop travelling and the meetings should be moved out of London in order to avoid the logistical problems due to the Games. The magazine Buying Business Travel will focus during the following months on giving practical advice on how to manage in an effective way the business travel sector during the Games period. On the other hand, the magazine identified the positive impact the Games will give on the increase of Incentive Travel and Hospitality programs, which will bring more visitors to London.

Equally, as the other professionals met during our Study Tour, the two journalists identified the infrastructure and the transportation system to be a big challenge during the Olympics.

Conclusion

The meetings with the three companies working in different fields within the business travel sector gave us an overview of its diversity and complexity as well as the effects the Olympic Games 2012 will have on it.

London targets itself as a high profile business travel destination thanks to the sophisticated facilities offered such as, for example, congress centres and high profile business hotels, and is very successful, even though there are several emerging and cheaper destinations in Asia. Still some efforts need to be done in order to ensure the capital the deserved excellence in the sector and to overcome some of the main bottlenecks such as an efficient management of the travel flows.

The Olympic Games won't have big negative effects on Business Travel; a general geographical redistribution as well as an efficient time planning is expected in order to avoid possible discomforts and congestion. As the city of London will be very crowded during the Games time, a decrease of meetings and conferences in the city centre is expected and particularly during the peak times of the mega event. Similarly, an increase of incentive corporate hospitality activities during the event days is forecasted.

As we attended the course in Business Travel during the last semester, these practical insights provided us with a very interesting perspective which complemented the theoretical knowledge we already had and arouse our curiosity and interest around the topic.

5. Urban Regeneration and The Olympic Games

Rima Aryandani, Dzmitry Bazhko, Kittipoj Kittiteerasopon, Fatima Nazari

East London was selected as the location to host Olympic Games 2012. There were some reasons behind this decision. Firstly, the geographical position of East London has made the area unattractive to live in. The area became an industrial zone thanks to the docks and manufactures. This situation consequently made the land cheaper bringing low and middle-income population. Thus, East London has been socially and economically problematic area that was significantly affected by the process of de-industrialization. Traditionally governments have exploited mega events to push massive and multi-dimensional projects agenda in order to rejuvenate the abundant and underdeveloped areas. Therefore, Olympic Games 2012 is considered to be an essential tool for the regeneration of the East London. Will it successfully work for East London urban regeneration? The following four discussions reflect different opinions on this matter.

The meeting partners:

- **Dr Lynn Minnaert**, Lecturer in Tourism and Events, Program Leader BSc Tourism Management , University of Surrey
- **Dr Andrew Smith**, TSE Academic Advisor and Senior Lecturer at the Centre for Tourism, University of Westminster
- **Prof. Paul Cheshire**, Professor of Economic Geography, London School of Economics
- **Prof. Gavin Poynter**, Professor and Chair of London East Research Institute, University of East London

5.1. Dr Andrew Smith

London Olympic Games 2012 as a tool for East London urban regeneration was initially raised as the main issue for the meeting. The crucial question is how London can leverage this event. The preliminary analysis was conducted at the site location where the Olympic infrastructure will be located. The Stratford zone was then selected since it is located in the middle, linking East and West of London under four boroughs governments. The area has already a stadium and other potential infrastructures. Moreover, this zone has been considered as an underdeveloped part of London. London Olympic Games 2012 is therefore expected to regenerate and reindustrialize this poor zone by its repositioning. The modernized venue for the events, entertainment, leisure and commercial zone will be created according to the London Olympic Legacy

Strategy Plan. The area is presupposed to gain the economic benefit and to help detour the congestion of tourists from central London where all the main attractions are congregated. In addition, London Olympic Games 2012 can be the opportunity for the cooperation model from the Development Planning government, London Development Agency and the four Boroughs Authorities. Moreover, the cooperation of public and private sectors regarding the transportation and property matter needs a strong support from politicians and authorities. These are all positive aspects of London Olympic Games 2012 as a mean for the East London's urban gentrification and regeneration as well as the London City's marketing.

However, the controversy regarding this issue was also discussed as the regeneration of the area causes socio-cultural impact, for example the transformation of community's identity from artistic to modern and commercialized. According to Dr Smith it can help to balance the proportion of high and middle class population. Regarding the economic impact, property business will be dominant in the area and the house pricing will be higher. This will bring about substantial investment whereas unintentionally marginalizing the former inhabitants and pressing them out of the area. This is due to the fact that they cannot afford the cost of living especially those who are less educated and less skilled for prospective new labour market. As for the political aspect, the aforementioned opportunity can be, in the way round, the substantial challenge since the chosen area is composed of four boroughs and the political conflicts can be the potential issue in the strategic cooperation for East London urban regeneration.

The meeting was finalized with the suggestion for further studies and researches with the consideration to the positive and negative impacts might happen particularly on the post period of London Olympic Games 2012.

5.2. Dr Lynn Minnaert

The meeting with Dr Minnaert started with an explanation of the challenges that London is facing as the host city of Olympic Games 2012. There are different opinions about the issue. On one side, many people believe that 2012 Olympic Games will give the unique opportunities for the regeneration of London and it will change London forever. On other hand, some scholars have sceptical point of view and believe that hosting the Olympic is a waste of money. This mega event will only be a self-serving commercial circus of real estate developers, construction companies, equipment suppliers and commercial sponsors whose benefits do not necessarily extend to the local communities.

In order to clarify the impact of Olympic Games, Dr Minnaert asked the following question: 'Do the Olympic games have a social responsibility program?' To make the point clear enough, she divided all the social impacts of the mega events into two categories. The first category was about the hard-tangible and infrastructural elements being formed by amenities, cleaning up the city, transport infrastructure improvement and new form of the land use and housing. The second category was about soft-intangible and non-infrastructural matters such as sports participation programmers, skills development, volunteering, and community spirit, local pride and advocacy.

Apart from people included into these two categories, there are also socially excluded groups who express more criticism on the Olympics' cost and are not going to get benefited from this mega event. Scholars believe that these groups are less likely to participate in sports or even less likely to get chance to be engaged in this event as employees or even as volunteers. This matter is linked to the affluence and level of their education and disqualification. These groups are likely to be seen as a 'blot' on the cityscape of London.

Eventually to follow up the topic, Dr Minnaert compared the condition and the main objectives with the final outcomes of seven Olympic Games: 1996 in Atlanta, 1998 in Nagano, 2000 in Sydney, 2002 in Salt Lake city, 2004 in Athens, 2006 in the Turin and Olympic Games 2008 in Beijing, China. She stressed that those Olympic Games that were not supported in political, social and financial terms by the governments, failed. The outcomes of the programs developed for the Olympics were nothing more than commercial success for certain companies.

After the brief presentation of the previous Olympic Games, she explained some particular features of the London Olympic Games as the most green, sustainable and inclusive ever. For the first time ever, huge investment from the government were put into local community development by organizing training and social programs without expectation of return on investment. Also there are other particular features of the London Olympics such as building stadiums that can be set apart and reconstructed to serve during the Olympics and after. This gives the opportunity of selling or renting them out. Dr Minnaert mentioned that the Olympics in London will produce different programs to reduce existing problems in the society, for example employment program for young people in the construction sector, even for the women, as in UK usually there is slight negative view about the weakness and inability of the women in regards with this kind of jobs. Pre-volunteer program for people without any specific qualification and through free training program for different skills will help these people to get chance for a job in the future. Also there are other initiatives aiming to support single mothers and that fact makes this event unique in comparison to previous Olympic Games.

As the final point, Dr Minnaert stressed that the Olympics do not by default seem to benefit socially excluded groups in the host society. Social sustainability should have the same importance for the host communities as Environmental sustainability, which is already implemented during the previous Olympic Games.

5.3. Prof. Paul Cheshire

The Professor has a sceptical point of view concerning the Olympic Games in London in 2012. Prof. Cheshire would have preferred Olympic Games 2012 to take place in Paris or in any other big European city. He stressed that for London and the United Kingdom in general it is a rather politically than economically based-decision to host the Olympics. Before the bidding process was launched the London Mayor, Ken Livingstone, wanted to invest a lot of money into the development of the city. According to Paul Cheshire the investment into the city would be possible only when the Olympic Games are held in London. Generally, Professor agreed that the urban regeneration of the area will take place but there will be many problems with this.

Many examples from the previous Olympic Games (Sydney 2000, Athens 2004) prove that the host cities inherit “white elephants”, the buildings, which were used only during the Olympic time. Prof. Cheshire argued that there is no evidence how the Olympic sites of London will be used after 2012. There are already some solutions for future use of the stadiums, but the plans are not enough to have a clear idea about whether there will be the return on investments. Apart from the Olympic venues, there is a big range of additional infrastructure that will be created. Prof. Cheshire mentioned that Stratford International station is already constructed but is currently not used in full capacity. Another problem of the Olympics in London is public transport. According to the Professor, the situation with the transport network will be terrific.

Second crucial point the Professor raised against hosting the Olympics was the lack of public understanding of how the city works. The consequences of the Olympics will be negative for the population of East London in general. Many Olympics claimed positive social and economic impact but did not succeed. London government claimed for rejuvenation East London, because only by having the promises it is possible to get public support and nominate the city at the Olympic Committee. Professor Cheshire stressed that the most successful Olympic Games took place in the United States: Atlanta and Los-Angeles. There were mostly private investments which mean that the taxpayers were less involved into the Olympics. These two cities used an old sport infrastructure that eliminated the problem of the abundant

sites. The Atlanta Olympics took the financial model established by the 1984 Olympic Games in Los Angeles. The total cost of the games in Atlanta was US\$1.8 billion. Government funds were only used for security, the development of the physical infrastructure including streetscaping, road improvements, Centennial Olympic Park, expansion of airport, improvements in public transportation and redevelopment of public housing projects. The government did not finance or pay for the actual Olympics or the new venues. Professor predicted that social welfare of people in the area of East London would not be changed. The main purpose of the social welfare is to help poor people. The regeneration of the area will increase the prices of the houses which will affect the locals and will have a negative social impact. Poor communities will not be able to live in the areas they used to live. Social segregation will still exist because it is impossible to solve the problem of inequality with a single sports event. The government does not have enough money to spend on the social programs and enhance social regeneration processes. According to the Professor, it is a lot more expensive to launch educational programs than to host the Olympics.

5.4. Prof. Gavin Poynter

Prof. Gavin Poynter from University of East London stated that East London historically used to be poorer than the West because of its location. The area was used for docking and industrial activities especially in the era of industrialization. In 1980s, the de-industrialization hit London; there was a decline in manufacturing industries and many of them had to be closed down. The closing down of the industries had impacts such as unemployment. This era of de-industrialization then brought more deprivation for the area of East London and the docks became the location for immigrants. To face this challenge, the government decided to transform manufacture buildings into housing.

In the modern era, East London is still the place where the poor live. East London is not very attractive, neither for tourism nor for infrastructural development because of the geographical barrier (the valley which is separating East London and West London). To solve this problem, government intervention is needed. This started with the development of Canary Wharf and now its continuing as London is building a mega event project to construct Olympic Park in the area. Both of the interventions are expected to link the East and West of London.

Prof. Poynter summarized the regeneration in East London after the de-industrialization into two phases:

1. Regeneration I (1980s-2000)

The regeneration of the area was the transformation of Canary Wharf into an international hub. The area became an international hub for business tourism by building a city airport in 1990s. This airport records 90% of short hub airport for business.

From sociological point of view, Canary Wharf is a “non-place”, which means two things: first, no roots, and no connection to people living in East London. Most of the people did not work in East London, but it became a major success in business; second, Canary Wharf a place that could be found anywhere in the world.

After the regeneration, the transformation in the East London can be seen by three things:

1. The population in Canary Wharf is growing and the characteristics of East London are changing
2. There is a lot of development in post-industrial services
3. Changing in infrastructure

2. Regeneration II (Olympic Games)

The government of London decided to organize Olympic Games in the area of East London in order to regenerate the area. The budget of £9.3 billion is needed to organize the event and to rebuild the city. The goal is to achieve equality in London. London learnt from success story of Barcelona Olympic Games in 1992, which was focused on infrastructure.

In the end, by organizing Olympic Games, London has already attracted investment from Qatar International and now is targeting the investors from China and Middle East. The key trend to attract the investor in East London is the development of high-end property.

Conclusion

Overall there is no single point of view concerning the success of the rejuvenation of East London by hosting the Olympic Games 2012 in London. The meeting partners believe that the event can bring opportunities to the area especially in terms of development of infrastructure and facilities. The organizers and the governing parties of London ensured that hosting Olympics would have positive social impacts especially in East London. Nevertheless, all the meeting partners have doubts and tend to believe that from

the social perspective this project will not succeed. They also agreed that the Olympic games would not solve the social problems that have been there for a long time.

As for the economic development of the area, it is clear that the area will bring investments especially from foreign companies. In the end the investment will only be beneficial for big players. Olympic “sport heritage” will likely remain underused and here the meeting partners share the opinion of looking at the experience of previous Olympic Games. At the same time the fact that the Olympics are planned to be sustainable will probably give a powerful incentive to future host cities to think more thoroughly on the money invested into the infrastructure.

The post-Olympic period will give a chance to measure efficiency and effectiveness of the Olympics as a tool for the regeneration of East London. Moreover the meetings with the academics from different universities prove that there is much work already done to predict the social, economic and environmental impact the Olympics will have on London. The concern about the urban regeneration through the Olympics and the social value mega events bring will be the primary goal of future researches.

6. Conclusion

Doris Hakkarainen, Daniela Murer, Katerina Pipileva, Chandra Shamsheer Bahadur Singh

The main topic of this study tour to London was to analyse the influence of mega events on the destination development and marketing. The city of London with the upcoming Olympic Games in summer 2012 proved to be an ideal destination for this purpose and the outcome of the study tour is overall very satisfying.

The class managed to organize a full schedule of meetings and they were all planned and implemented well. As we were meeting such different companies from different sectors we got insights into various aspects of the Olympic Games. We heard many different opinions and saw several points of view on the topic of hosting the Olympics in London which helped us in the end to get an overview of the whole situation and build our own opinion.

Our primary expectations about the topic of London hosting the Olympic Games were that the event will probably have a big impact on tourism, especially in the leisure sector. We assumed that London will take big advantages from hosting such a mega event in the sense of improving its worldwide reputation and attracting a lot of visitors. However, as we learnt during our meetings and discussions on the study tour, there are much more factors that are influencing this issue in a positive or also in a negative way.

The leisure industry does not expect a higher tourism flow in the year of the Olympics compared to previous years. However, the Olympic Games are an opportunity for London and England to show the city or the country from its best side as it will be the centre of the whole world's attention. Also Switzerland uses the Olympics as a marketing tool. With the House of Switzerland the country tries to increase its visibility and get international promotion. Further the promotion of culture will be enhanced during the Olympics through the Cultural Olympiad thus also cultural institutions such as the Tate Modern are expecting positive impacts from the Olympic Games. However, it is questionable if hosting the Olympic Games will have significant impacts on the leisure tourism industry at all as tourism flows are not expected to increase and the city of London already has a well-known and positive brand image and a reputation improvement is not particularly necessary.

The transportation in London during the Olympic Games is one of the biggest challenges. Therefore TFL has set up a special team and has worked out a London 2012 transport strategy to ensure that the transportation system will not collapse. The Olympic Route Network helps to guarantee a reliable transportation especially for the participants of the Olympic Games which is crucial for the success of such

a mega event. However, many people have major doubts about the performance in this sector. Although TFL reassures that they are well prepared for any possible problems and challenges, the risk for complications is very high as the transport system in London has already reached its maximum capacity during rush hour without having a mega event in the city. A failure of the transport system during the Olympics would have immense impacts not only on the Games and the reputation but also on the business life in the city in general. Thus a perfect preparation for every possible situation is crucial.

From the perspective of business travel the impacts of the Olympic Games can be diverse. For British Airways, the official airline partner of London 2012, it is a huge opportunity because this sponsorship will give a high brand value to the company. However, Tom Otley from the magazine Business Traveller stated that they do not anticipate direct impacts from the Olympic Games on the magazine or on the sector in general because summer is a quiet season for business travel. The only change expected is that the Olympics will attract more incentive travel. Surely London will lose some business events due to the Olympic Games, however the question is if this loss can be balanced by the business travel that is generated by the event such as media, incentive travel, athletes etc.

One of the biggest and maybe most discussed topics of the study tour is the impact of hosting the Olympic Games on the urban regeneration process in East London. Dr Andrew Smith sees a positive impact on East London's gentrification and regeneration as well as on the marketing of London. However, this does not consider the negative socio-cultural impacts that these processes will have, like for example the transformation of the community's identity in the area. Dr Lynn Minnaert on the other hand focused very much on the social aspect of hosting the Olympic Games and she demanded that the organization of the mega event should include such issues. Prof. Paul Cheshire has the opinion that London is hosting the Olympic Games only for the reason of getting money for investment in the city. He thinks that urban regeneration will take place in East London; however the social segregation will remain, as it is impossible to solve the problem of inequality with one single sports event. Finally, Prof. Gavin Poynter compared the project with the one in Canary Wharf a few years ago which was successful in terms of regenerating the area but it became a non-place with no roots where people do not live and just go for business. Thus all academics agree that hosting the Olympic Games can have a positive impact on the regeneration of East London but it cannot solve the social problems. Therefore it can be disputed whether the motivation of hosting the event and investing huge amounts of money in East London in order to regenerate the area and solve the social problems can be justified. The question is, whose interests are being pursued in the end and who is going to profit from the event.

In the end, looking back at our expectations, we realized that there is much more to hosting such a mega event as the Olympic Games than just a tourism experience. There is a whole city involved in preparing and planning every aspect and every detail of the event in order to make the result a holistic and great experience for everyone involved. Many sectors, such as business travel, have to accept negative impacts on the industry in order to make space and support the big event that has priority. And last but not least, a lot of politics is involved in hosting the Olympics which has a strong and powerful impact on the whole event; however the motivations and reasoning behind this can sometimes be arguable.

In conclusion, the study tour to London was an amazing week full of new information and great experiences. The topic and the location were well chosen and fit well with the interest of the students as well as the actuality of time and the relevance for our course. The students were engaged during all the meetings and the whole trip in general and the feedback shows that everybody is very happy and satisfied with the outcome of the study tour. We will keep our study tour to London in good memory and now we are all anticipating with excitement the Olympic Games 2012 this summer - we are looking forward to seeing what impacts they will actually have in the end.

Annex 1. Study Tour Evaluation Survey

Evaluation of the London 2012 Study Tour



Sara Mariotti-Nesurini

Javiera Villarino

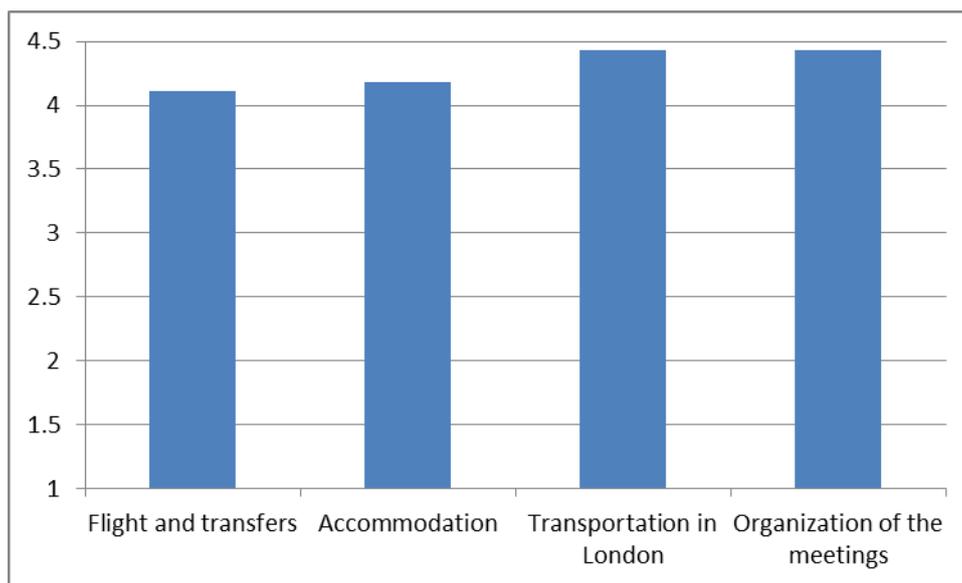
Thomas Willisich

Introduction

In order to evaluate the overall performance of the study tour carried out in London, from the 4th to 12th of February, a survey composed by 8 questions was sent to the class in the end of February and the beginning of March. This survey was answered by 28 respondents, which is the total sample. There are 2 missing answers, which means that 2 out of 30 students were not able to answer by the deadline imposed. The analysis of the aforementioned survey is composed by the explanation of the data, which are also showed by their respective charts, thus giving a holistic comprehension of the results.

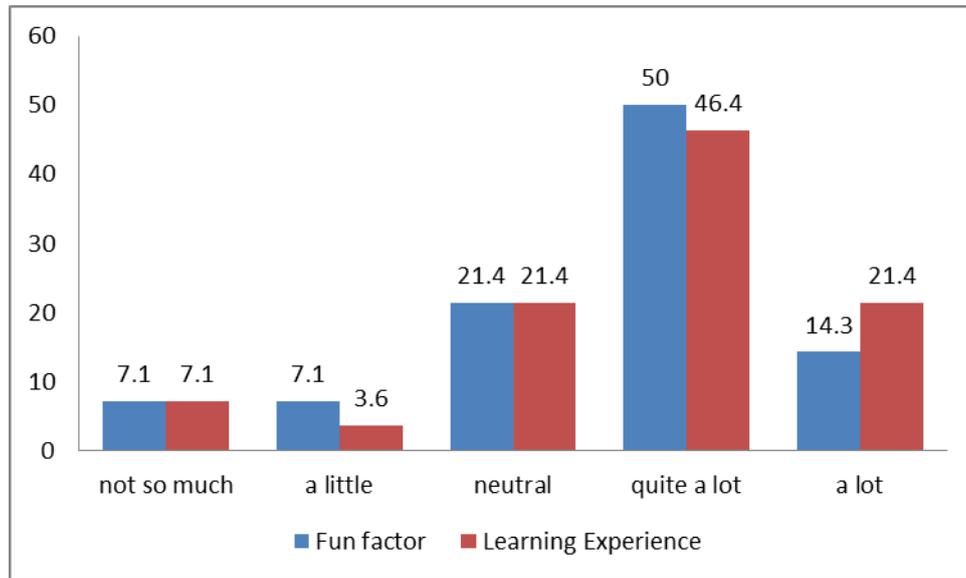
Results Evaluation of the Study Tour

The first chart shows the results regarding the evaluation of the organization of the study tour, according to the question: How would you evaluate the organization of the study tour?



It can be seen that the overall evaluation of the organization of the study tour was positive. Students were more satisfied with the organization of the transportation in London (average value 4.43 out of 5) and with the organization of the meetings (average value 4.43 out of 5), than with the organization of the flight and transfers to the hotel and back (average value 4.11 out of 5) and with the organization of the accommodation (average 4.18 out of 5). All the answers were anyway extremely positive.

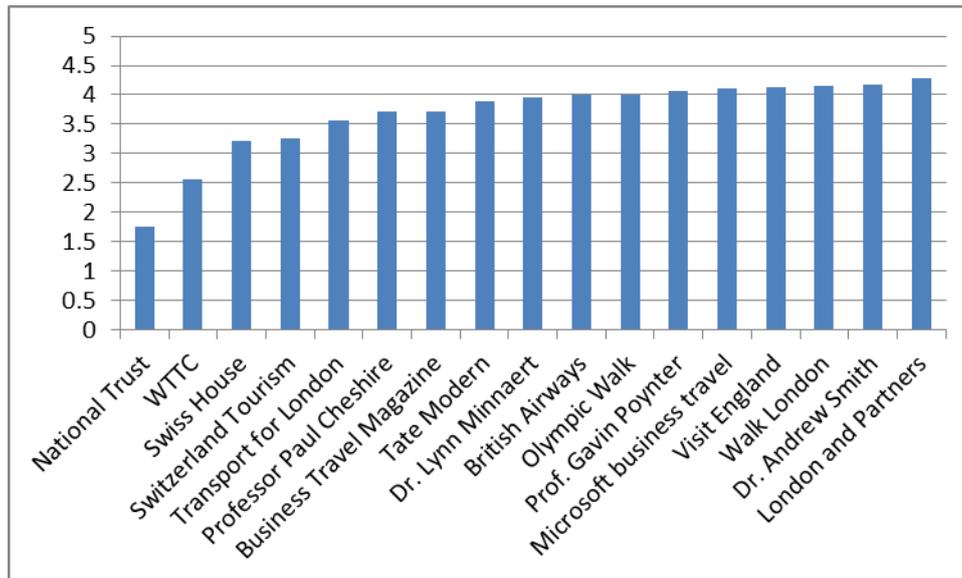
The "Surprise Day"



The most part of the students (68%) were satisfied with the learning experience during the surprise day. Only a small part of the students (7%) answered that they didn't find the day useful and 25% of the students had doubts about the usefulness of the day in term of learning.

The fun factor of the surprise day was positively evaluated. The most part of the students (64%) evaluated the day with a high level of fun and only 7% of the students didn't find the day funny. 29% of the students were sceptical about the fun factor.

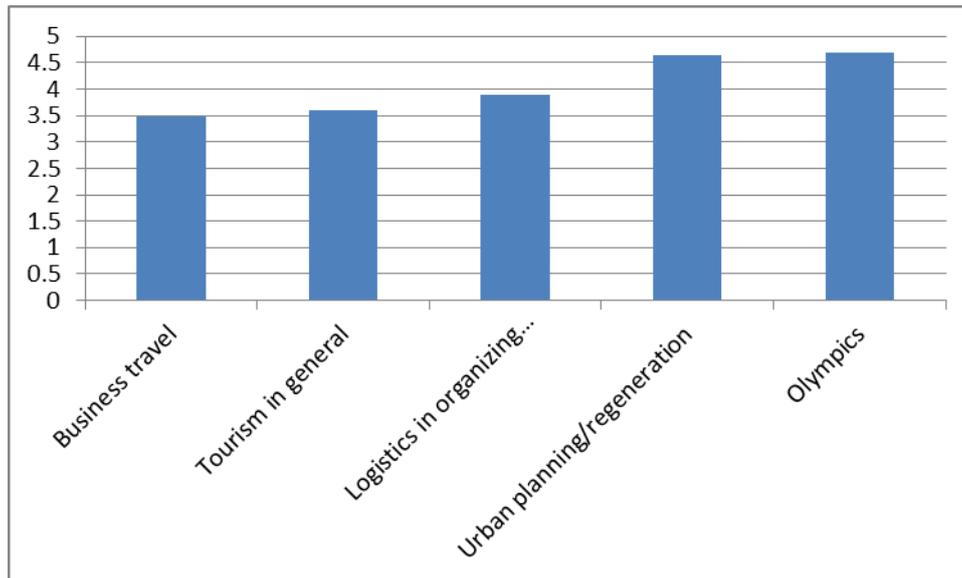
Evaluating the meetings



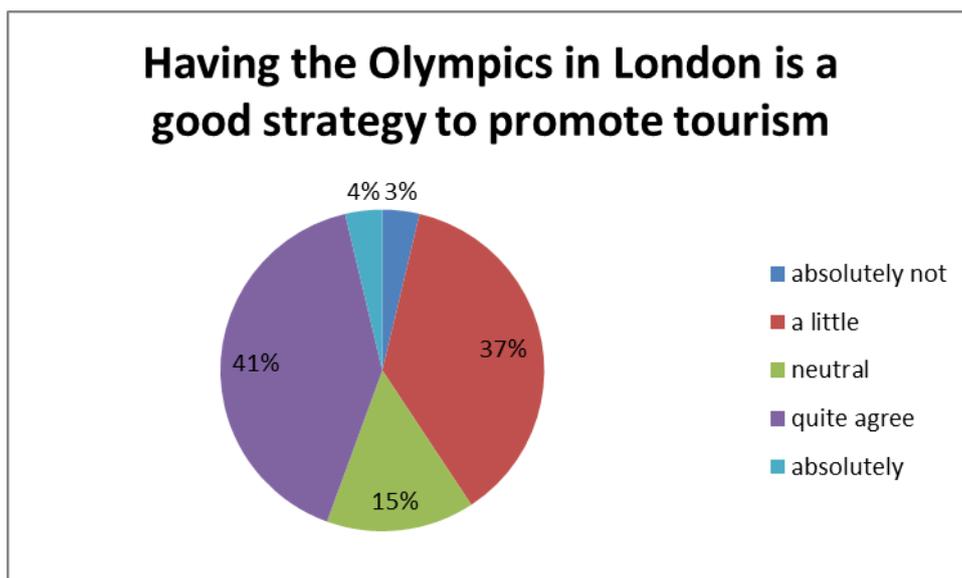
The most part of the meetings were positively evaluated. Students answered that the most part of the meetings was useful to learn more about the Olympics in London. The meetings with British Airways, Olympic Walk, Prof. Gavin Poynter, Microsoft business travel, Visit England, Walk London, Dr Andrew Smith, London and Partners were positively evaluated with an average value between 4 and 4.18 out of 5. Also the meetings with Swiss House, Switzerland Tourism, Transport for London, London School of Economics, Business Travel Magazine, Tate Modern, Dr Lynn Minnaert were quite positively evaluated with an average value between 3.22 and 3.96 out of 5.

According to the students the meeting with London and Partners was the most useful meeting (average value 4.29 out of 5) and the worst meeting was National Trust (average value 1.75 out of 5). This is the only meeting that students didn't find useful. The overall evaluation of the usefulness of the meetings was positive and the students learned a lot thanks to the most part of the meetings.

Learning legacy

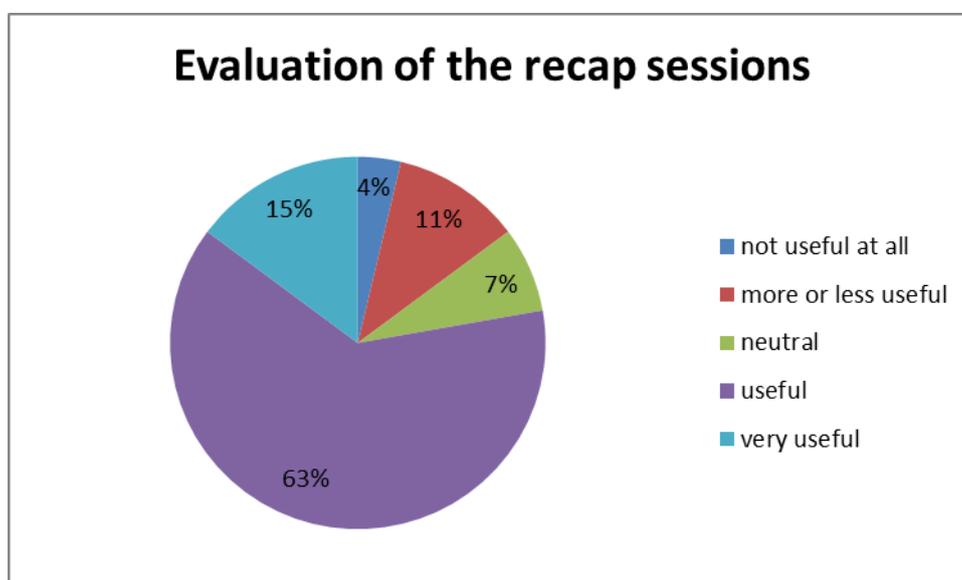


Not surprisingly most students answered that they learned most about the Olympics (average value 4.7 out of 5). A second field where students felt they increased their knowledge was urban planning/regeneration (average value 4.63 out of 5). On a level that was a bit lower, the students answered that they learned about how to organize meetings (3.89), about tourism in general (3.59) and business travel (3.48). Thus for all the topics a clear majority answered to have learned “quite a lot” or even “a lot”. So, it can be concluded that the learning experience regarding the main topic of the study tour “The Olympics” was very successful.



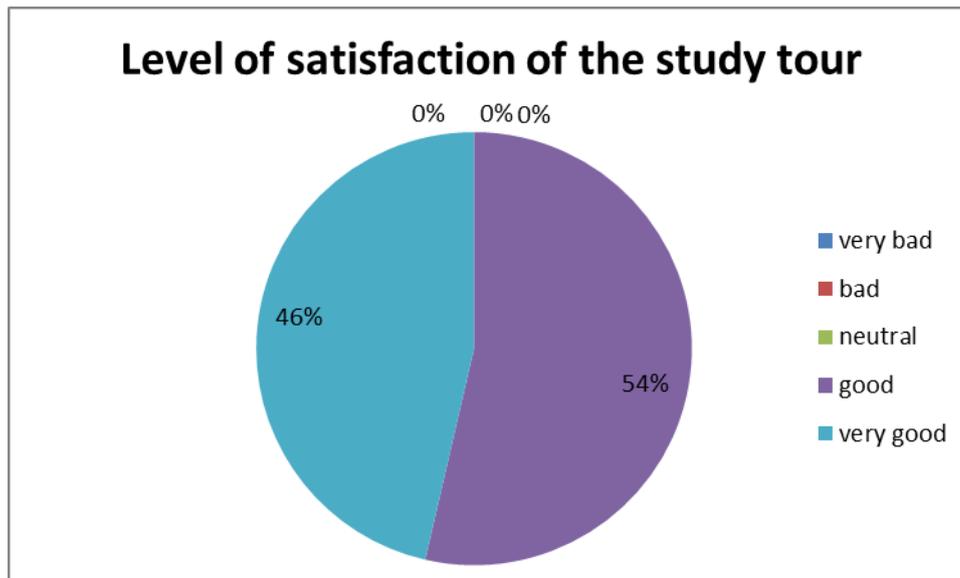
However, even if we can consider as successful the main goal of the study tour, a big controversy throughout the study tour was found, to the answer of the question if the Olympics contributed to the tourism development in London. The results show that this was indeed a controversial question: Only 4% of the students absolutely agree with the statement and on the other hands' side only 3% clearly disagree. The big majority seems to be not so sure about the impact of the Olympics on tourism and indicates to "quite agree" or agree "a little". 15% are undecided. Nevertheless, there is a high number of "quite agree" indicating carefully an optimistic view of the Olympics.

Evaluating the recap sessions



78% of the students found the recap sessions either useful or very useful. This very high number is a clear statement in favor of the recap sessions. Some students commented that the sessions were too long. Only one student thought the sessions were not useful at all but around 18% seem to have doubts about the usefulness which were expressed by answering "more or less useful" or being undecided.

Finally, from a universe of 28 respondents to the question: What is your overall satisfaction with the study tour?, it can be seen in the following chart, that the level of satisfaction for the whole class is pretty good. This means that in general, the people had a good experience during the whole week.



Level of satisfaction and things to be improved

Finally, even if the level of satisfaction of the class was overall good, there are some aspects that can be improved. Related to this, according to the question: What things would you improve, general suggestions?

In general, it can be seen that there is a common view about the duration and the quantity of the meetings. It would have been better to have less meetings in order to “digest” all the information that we had received from the meetings. However, some people suggested of making the study tour shorter but having more meetings per day, which is contrasting to the point just mentioned before.

Regarding to the recaps sessions, it would be better if they are shorter and it would have been better to making them more interactive, mainly for the last recap. It was suggested to making them in general more interactive for everyone and therefore more “helpful or insightful”. And for the last meeting it should have been included some quiz or games and thus involving the whole class.

The other aspects to consider are having more “free time” to relax and getting to know better the destination, as well as including more time for having parties and leisure.