Study Tour Report 2013
- Lisbon & Porto -

2\textsuperscript{nd} to 10\textsuperscript{th} of February 2013

Master in International Tourism 2011-2013
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1 Introduction

By Annina Menzi, Elnara Mehdiyeva

Each class of the master program of ‘International Tourism’ at the Università della Svizzera Italiana has the privilege to go on a weeklong study tour before the last semester starts. The study tour aims at illustrating the learned theory and knowledge during the master program with the praxis of certain destinations. As the tourism industry is composed of different actors, the tour as well has its focus on gaining insights from the different point of views through various meetings with tourism professionals, academics and other representatives of the destination. Through this academic travel the students experience the interrelations of different tourism actors, including conflicts, contradictions and synergies within a destination.

In 2013, the study tour led our class to Lisbon and Porto in Portugal. Both cities are regarded among the top 10 destinations of Europe in the last years. Lisbon got the rank number eight of European Travellers’ Choice of 2012 and just one year later it was second in the ranking of the European Best Destinations (the same organization as European Travellers’ Choice) in 2013.1 Porto is considered as an upcoming destination and was rated number 1 of the European Travellers’ Choice in 2012.2 The main aims of our study tour were to find out how tourism industry in Portugal operates and progresses, which kind of problems it is influenced by, and to detect the impact of local people to the tourism in Portugal. A specific focus was on the cities main assets and how they should be promoted in order to gain a sustainable competitive advantage against other destinations. In a touristic perspective Lisbon and Porto are two completely different destinations, with different threats and opportunities. Lisbon for example is challenged by its large and still growing hotel capacities, which isn’t aligned with the amount of inbound tourists. Especially the hostel sector is booming and attracts more and more budget travellers. Porto on the other hand, has an incredible asset, the port wine. As it will be explained more in detail afterwards, the linkage of port wine and the city should be improved in order to differentiate the destination even more from its competitors.

We stayed from Saturday till Thursday in Lisbon and went then by train to Porto for three days. Seven groups were formed in November 2012, of which six groups were responsible for the content of a specific day and of which one group was responsible for the logistics as transportation and accommodation. The themes of the days were in a chronological order: the destination (DMO), the hospitality, the attractions and the transportation of Lisbon and the destination (DMO) the cityscape and the transportation of Porto. It became

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1 europeanbestdestinations.org, n.a.
2 europeanconsumerschoice.org, 2012
apparent during the preparation time, that the task of organizing meetings with professionals only via phone calls and email correspondence involved some challenges as determining the exact meeting content, transportation problems and time management.

In the following, the meeting program will be explained in detail. In the next chapters in this report all the covered day themes of the academic travel will be described in order to give an impression what the class gained on knowledge thanks to the study tour of 2013.

1.1 Study Tour Program

<table>
<thead>
<tr>
<th>Day</th>
<th>Theme/Group</th>
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<td>Day 1: Saturday</td>
<td>Logistics/Organization</td>
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<tr>
<td>2nd Feb Lisbon</td>
<td>Reka Taskai</td>
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<td></td>
<td>Luca Giordani</td>
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<td>Day 2: Sunday</td>
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<td>3rd Feb Lisbon</td>
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<td>Day 3: Monday</td>
<td>Destination / DMO</td>
<td>a) Department of Planning &amp; Urban Renewal of the City of Lisbon</td>
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<td>4th Feb Lisbon</td>
<td>Annina Menzi (Leader)</td>
<td>Mr. Paulo Pais (<em>Director of Department</em>)</td>
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<td></td>
<td>Odile Roulet</td>
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<td></td>
<td>Hristina Petrova</td>
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<td></td>
<td>Valeria Macaluso</td>
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<td></td>
<td>b) Tourism of Lisbon (DMO)</td>
<td>Ms. Rita Almeida</td>
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<td></td>
<td>c) Estoril Higher Institute for</td>
<td>Mr. Vitor Ambrosio (<em>Senior Lecturer</em>)</td>
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<td></td>
<td>Tourism &amp; Hotel Studies (ESHTE),</td>
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<td>Department of Tourism Planning</td>
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<td></td>
<td>Mr. Vitor Ambrosio</td>
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<td>d) Grupo Rui Horta</td>
<td>Mr. Rui Horta (<em>CEO</em>)</td>
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<td>Day 4: Tuesday</td>
<td>Hospitality</td>
<td>a) Escola de Economia e Gestão, Universidade do Minho</td>
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<tr>
<td>5th Feb Lisbon</td>
<td>Annina Reimann (Leader)</td>
<td><em>Economic Impact of UEFA Euro 2004 in Portugal</em></td>
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<td></td>
<td>Yihang Wang</td>
<td>Mr. J. Cadima Ribeiro</td>
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<td></td>
<td>Rachel Quinlan</td>
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<td>Gayane Baveyan</td>
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<td>b) Fado Researcher</td>
<td>Mr. Rui Vieira Nery</td>
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<td></td>
<td>c) Cinco Lounge</td>
<td>Mr. Dave Palethorpe (<em>Founder</em>)</td>
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### Day 5: Wednesday 6th Feb Lisbon

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<tr>
<th>Attractions</th>
<th>a) UNESCO</th>
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<tbody>
<tr>
<td>Theresa Schieder</td>
<td>Ms. Clara Cabral (Comissão Nacional da UNESCO)</td>
</tr>
<tr>
<td>Sara Saghır</td>
<td>Ms. Manuela Galhardo (Comissão Nacional da UNESCO)</td>
</tr>
<tr>
<td>Elmira Gazizova</td>
<td>Ms. Teresa Alçada (Turismo de Portugal)</td>
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<tr>
<td>Elnara Mehdiyeva</td>
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<tr>
<th>Transportation</th>
<th>a) EMEL (Empresa Publica Municipal de Mobilidade e Estacionamento de Lisboa)</th>
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<tbody>
<tr>
<td>Katerina Shekerinska</td>
<td>Mr. Oscar Rodrigues (Strategic Planning and Innovation Project Manager)</td>
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<tr>
<td>Laura Pelizzari</td>
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<td>Eva Vroegop</td>
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<td>Sil Alden</td>
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### Day 6: Thursday 7th Feb Lisbon

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<tr>
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<tbody>
<tr>
<td>Ms. Catarina Dias</td>
<td>Mrs. António Silva (Director CarrisTur)</td>
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<td>Ms. Susana Fonseca</td>
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<td>Mr. Nuno Goncalves</td>
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<td>Ms. Marta Laborinho</td>
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### Day 7: Friday 8th Feb Porto

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<tr>
<th>Destination / DMO</th>
<th>a) Porto and Northern Portugal Tourism Board (DMO)</th>
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<tbody>
<tr>
<td>Carolin Dietlmeier</td>
<td>Ms. Isaura Marques and Ms. Andrea Santos (Product Managers)</td>
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<td>Thereza Mugobi</td>
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<tr>
<td>Liis Männamaa</td>
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<td>Elnara Huseynova</td>
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<th>Destination / DMO</th>
<th>b) University of Braga</th>
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<tr>
<td>Prof. Nuno Fazenda</td>
<td>(expert in tourism planning &amp; development)</td>
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<td>Day 8: Saturday 9th Feb Porto</td>
<td>Cityscape &amp; Transport</td>
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<td>Caroline Sturm (Leader)</td>
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<td>Pauliina Beretta</td>
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<td>Mr. Manuel Montenegro (Faculty of Architecture of University of Porto)</td>
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<td>b) Casa da Musica <em>(Guided Tour)</em></td>
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<td>Day 9: Sunday 10th Feb Porto</td>
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<td></td>
<td>Mr. Alvaro Oliveira Leite <em>(Marketing Aviation Manager)</em></td>
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2 Introducing Lisbon as a destination

Carolin Dietlmeier, Laura Pelizzari, Annina Reimann

Portugal, as tourism destination, has a lot to offer to its visitors, in terms of activities, gastronomy, wine and culture as well. Indeed, when it comes to culture, Portugal has 14 sites inscribed to the UNESCO World Heritage List, which is an impressive number of sites for a small country as Portugal is. Furthermore, Portugal is a crucial air hub for Europe and particularly Lisbon’s International Airport ‘Aeroporto de Portela’ is the gate to Europe for incoming flights from the U.S. and Latin America according to the national airline TAP Portugal and the DMO of Lisbon. However, figures from Eurostat show that London Heathrow has the highest share of international passengers including U.S. passengers and is on the first rank regarding passengers handled monthly whereas Lisbon is ranked on position 23. Additionally, Suau-Sanche and Burghouwt (2012) stated in their paper that Madrid’s airport ‘Madrid-Brajas’ is the key hub for air traffic between Europe and Latin America. Therefore, we can question if Lisbon is really a crucial hub for Europe regarding incoming flight from oversea since the share of intra EU passenger is double.

Lisbon is the capital city of Portugal and has a special charm with its contrasts of historical influences and modern lifestyle. This combination is also popular by tourists as Lisbon is ranked on the 64th position out of the top 100 worldwide city destinations in 2011 based on the arrivals. Moreover, Portugal’s capital city was second in the ranking of the European Best Destinations in 2013.

An important date for Lisbon was November 1755 when the city was hit by a severe earthquake, which destroyed 85% of the city. After the event, the Prime Minister of that time ‘Sebastião José de Carvalho’ and the first ‘Marquês de Pombal’ started to re-build the city according to the new urban principle of that time. Nowadays, the residents are still very grateful to the ‘Marquês de Pombal’ for his reconstruction and its statue is one of the famous attractions in Lisbon.

Portugal’s capital has a particular territorial layout. The city is located on the estuary of the river Tago and the two big bridges connect both sites namely ‘Ponte 25 de Abril’ and ‘Ponte Vasco da Gama’. The latter one was

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3 Tap Portugal Press Releases (n.a.)
5 Eurostat (2011)
6 Eurostat (2012)
7 Eurostat (2010)
8 Euromonitor (2013)
9 europeanbestdestinations.org (n.a.)
only inaugurated during the EXPO ‘98\textsuperscript{11}. Lisbon is built on seven hills, which bears a great similarity with the city of San Francisco. Therefore also the transportation system had to be adapted to its features, specifically, the public transport based on metro, trams and funiculars.

Lisbon is structured in five neighborhoods and each of them offers a big variety of attractions and is therefore of importance for tourism. ‘Bairro Alto’ is the district where the nightlife is going on and where many restaurants are located. ‘Belem’ is famous for the Monastery of the Hieronymites and Tower of Belém, which are inscribed in the UNESCO list. In addition, the downtown of Lisbon, ‘Baixa’, with its popular cafes and great buildings of neoclassical design (since everything have had to be rebuilt after the earthquake in 1755), has been inserted in the UNESCO tentative list in 2004\textsuperscript{12}. While ‘Alfama’ is well known for Fado music and its imposing castle, the former EXPO area (Parque das Nações) hosts modern architecture, shopping malls and a busy business life\textsuperscript{13}.

Considering the touristic situation of Portugal, graph 1 below shows the nights spent in hotel establishments (hotels, pensions and others) in Portugal from 2000 until 2011. The upwards trend from the turn of the century was significantly interrupted by the financial crisis starting in 2008 which resulted into a slump in overnight in 2009, followed by an as quick recovery as the suddenly decline\textsuperscript{14}.

As apparent from graph 2 the economic situation is also mirrored in the occupancy rate, average room rate and revenue per average room (RevPar) in the city of Lisbon\textsuperscript{15}.

\begin{footnotesize}
\begin{enumerate}
\item bridge-info.org (n.a.)
\item UNESCO, “World Heritage List”, last update 2012
\item Go Lisbon. Bairro Alto & Chiado. (n.a.)
\end{enumerate}
\end{footnotesize}
In order to be introduced to the city of Lisbon and to get a sense of place, the Sunday activity was the perfect occasion to explore crucial points of the city, crucial in terms of city planning, tourism, and architecture.

2.1 Sunday activity

2.1.1 The concept and the task

When arriving at a new destination it is important to get a sense of place. To this end, on Sunday morning, the class gathered to explore the city of Lisbon by looking at it through the eyes of tourists and tourism students likewise. We were divided into four groups of 6 or 7 members and provided with guidelines and tasks to follow
while discovering the main attractions of the city: All groups should pass at the same five attraction points in downtown Lisbon but in a varying order, exploring that way different tourist itineraries and experiences. The tour started at the hotel and ended for everyone at the castle San Jorge. Other attractions were the ‘Elevador de Santa Justa’, the famous cable car n°28, the Cathedral Santa Maria Maior or Sé and the ‘Avenida Liberdade’ (see maps below). The area covered hence the neighbourhoods from the ‘Avenida Liberdade’ down to ‘Baixa’, as well as a part of ‘Alfama’ and ‘Mouraria’. For each of the stops we were required to find out the name of the attraction depicted on the photo, in-depth information on its construction, dates or figures, as well as to visit two other local or touristic attraction points in the surrounding area. While fulfilling the tasks we were asked to connect our tourist experience to concepts studied over the course of our master program.

Map 1: Itinerary of cable car line n°28 (in red). Source: wikipedia.com

Map 2: Attraction points
Additionally, two rules of the activity were that we do not use transport means unless it is indicated in the tasks and that we are not allowed to use electronic devices to answer the questions. On the contrary, we were encouraged to ask locals and passers-by for information. The fact that after five hours we needed to meet at the Castle San Jorge, presented a time constraint especially for those groups who did not start with the northern most attraction point close to the starting point of the hotel.

2.1.2 The results

After all groups arrived by the castle San Jorge, we were asked to share and explain our experiences, observations and thoughts during the task considering the concepts we learnt in the different classes.

To start with the **historic yellow cable car n°28**, we all agreed that a ride with one of them is a must for every tourist. The squealing, shaking and jiggling of these vehicles that are more than 100 years old makes certainly an authentic tourist experience in Lisbon. However, we saw some conflicts between the tram as tourist attraction and the tram as mean of transport for locals. Even now in the low season, the trams are always packed with tourists and the locals have probably no chance to ride it to get from one point to another especially in high season. The tram is an indicator for the coexistence of transport and tourism. As a service it caters both tourists and residents and is therefore affected by strong seasonal fluctuations due to varying tourism demand. Clearly visible is also that its capacity was originally planned for the local population, not for tourist transportation so that the tram’s capacity is reached in the high season. Transport planners might need to consider how both locals’ demand for a public transport mode and tourists’ demand for a touristic travel mode can be met at all times of the year. Considering the topography of the city with its seven hills combined with the trams, we saw some similarities between Lisbon and San Francisco and concluded that the Portuguese capital could as well be called the ‘European San Francisco’.

The discussion of the **Cathedral Sé** was led by the comparison between the cathedral and the nearby church ‘Santo Antonio’. We realised that the church is mostly frequented by locals, who address Saint Anthony as the patron of the lost and found, whereas the cathedral is more crowded with tourists. One reason for that is for sure the relative importance and size of the Cathedral compared to the church. But its favourable position in the architectural outlay when approaching the building plays probably also a role: Walking or driving up the road the Cathedral Sé is not only clearly visible but towers literally right in front; a number of stairs that elevate
the impressive building emphasizes this impression. The large square on its right side opens the view to the slanting hillside. As a result the open space favours the effect of the building’s appearance. On the contrary, the church on the left hand side can be easily overseen. It is rather hidden by the surrounding buildings and has only a small space in front.

‘Marquês de Pombal’ and the ‘Avenida Liberdade’ were another place we had to visit. M. Pombal is a very important personality for Lisbon since he rebuilt the city after the earthquake in 1755. A big statue of him is positioned on the northern end of the ‘Avenida’ which passes over into a stretch of a green park. The park offers a fantastic view over the ‘Avenida’ towards the city centre and the river and is a great orientation point for tourists. The ‘Avenida Liberdade’ is often called the Portuguese Champs-Élysées and so a comparison with the original one in Paris was obvious. Looking at them more closely we concluded however, that there are some features that distinguish the two streets: In Lisbon, besides the large main road, two little streets are running on each side and there are less trees. Champs-Élysées in Paris on the other hand, starts with the Arche de Triomphe, which is still comparable with the Marquês de Pombal, but it ends clearly with the Louvre whereas the Portuguese Champs-Élysées goes over to the city centre with no dedicated end of the ‘Avenida’. As the Arche de Triomphe also the statue of Marquês de Pombal is a nodal point at which several large roads meet. Today, another common characteristic of both streets is the presence of luxury shops with well-known brands as well as the Hard Rock Café, which have altogether the potential to attract shopping tourists from all over the world. Be it for functional or esthetical reasons – intentionally copying urban or architectural design from other countries of the world has been common practice throughout the centuries. Often imitations of existing built architecture shall remind us of historical or contemporary ties to the place of the original model. Quite understandably, the original model does not always welcome being copied, as for example in the case of the Cathedral St. Peter in the Vatican and its modern imitation in fascist architecture style in the Roman quarter EUR. As for the Portuguese Champs-Élysées however, no such disagreements are known.

Lastly, we discussed if the Elevador de Santa Justa was build as a tourist attraction or for functional reasons. On the given position that seems rather squeezed in between other high buildings we assumed that the lift was constructed to transport things from the city centre to the upper part of the city. However, nowadays the elevator is primarily a tourist attraction that offers a great view over the centre of Lisbon. Its role as a transport mode is by contrast only a marginal one. Hence, there is no hint for any conflicts between tourists and locals
like it was mentioned before in the case of the tram. Again, we can notice a similarity to Parisian architectural highlight that belongs to the most important tourism attractions in the World. In fact, the little known builder of the lift was a scholar of Gustave Eiffel and his Portuguese steel construct was inspired by his teacher’s ideas. We can assume that the mere name of the famous teaching architect Eiffel contributed to the elevator’s fame as a tourist attraction, although not being directly involved in its construction. In this way a sort of “Eiffel brand” was created which raised the value of the attraction and visitor’s willingness to pay that from the supplier’s point of view allows for value based pricing.

Additionally, every group had the task to search for two other attractions nearby the visited places. Since almost every group suggested different ones in walking distance we concluded that downtown Lisbon offers a rich variety of monuments and other points worth visiting. One attraction cited was the MUDE, Museum for design and fashion along the cable car route. The multilingual welcome signs seemed to address an international audience. But despite its prominent position and the free entry, it was not frequented by many visitors. We assumed that it cannot compete with the worldwide best museums of this kind and thus remains still a rather unknown tourist attraction in Lisbon. Other favourite attractions were the ‘Cafeteria National’ where we could taste the local pastry called ‘Pastéis de Belém’ and a small food market where tourists encountered also residents to taste port wine and purchase other local culinary products. According to Pine and Gilmore’s model of the four realms of experience, especially this last attraction would be on the continuum of active participation and immersion. By not just strolling over the market and watching the colourful hustle and bustle (passive participation/absorption) but through engaging and negotiating with the vendors while trying their products, the tourists are involved in the production of their experience. Moreover the locals engaging on the market gave evidence that it was not a staged but an authentic attraction point.

In conclusion, the task fulfilled the aim of discovering the main tourist attractions in the heart of the city by foot in order to get a sense of the place and to experience the landmark of Lisbon as tourist as well as a tourism student. All attractions were within walking distance and made it possible to experience the city slowly and with all its challenges such as the different hills tourists have to climb up. Moreover, the seven hills of Lisbon offer beautiful viewing platforms, which help tourists to orientate and to enjoy the city from above. In addition, the activity was very helpful to get familiar with city regarding the organisation of the meetings.

Concerning the concepts we learnt in class, we saw how electronic devices are an omnipresent tool not only in the stay there and get there phase of the holiday. However, exploring a city without any technical gadgets opens completely new perspectives and facilitates connecting to locals which likewise fosters an authentic experience. The encounter though, is not always smooth in places where the function of a transport service
differs for tourists, who want to have an authentic experience, and locals, who use the cable car solely for transportation purposes. Here capacity management would need to adapt to the needs of both groups. How the architectural layout can guide the tourists deliberately and thus favours some attractions over others, was shown with the Cathedral Sé compared to the Church Santo Antonio. Architecture is also a universal language, not protected from being copied. The signature of Parisian influence was visible at two points in town and contributes to the value of the attractions. Especially the Elevador is assumed to owe its fame to the architectural similarity with the Eiffel tower through which it gains a kind of brand value. Finally we witnessed how tourists can increase the value of their own holiday by engaging into the production of their tourist experience during a culinary visit of the authentic market.
3 Turismo de Lisboa: Marketing Strategy

By Sil Alden, Odile Roulet, Sara Saghir

3.1 Introduction

Destination management is the art of transforming a location from a separate, disjointed collective of businesses and attractions within physical proximity under an umbrella which is marketable as a whole. Turismo de Lisboa handles not only the city of Lisbon, but the surrounding area in an attempt to better draw tourists to the wealth of tourism opportunities available in the region. Our meeting with Ms. Almeida gave us an overview of the structure and history of the DMO, as well as insight to the goals of the organisation.

3.2 Historical Background

The Destination Management Organisation (DMO) of Lisbon is called Turismo de Lisboa. The association is a combination of municipal and tourism-related private sector companies. Created in 1997, Turismo de Lisboa aimed to take advantage of the international visibility from Expo 98 as a promotional tool for Lisbon's tourism possibilities, and use the short-term attention to springboard a long-term visibility for tourists.

3.2.1 The First Marketing Plan (1999-2002)

The first marketing plan was designed for the first three years after Expo 98. They placed focus on Lisbon as a human-scale capital, which offered contrasts between tradition and modernity, providing an integrated, comprehensive resort. Two variables were used for segmentation – the activities potential visitors would undertake in Lisbon and origin source markets. It was determined to target the market segments of city breakers and business travellers with an emphasis on those of Spanish, French, Italian, German, and British origins.

The DMO qualified this marketing plan as successful, as the revenue per available room (RevPAR) and the number of both overnights and available hotel rooms increased over this three-year period, as showed on Figure 1016. It is certain that overall favourable economic conditions within Europe during the late 1990s contributed heavily to the positive results seen.

3.2.2 The Second Marketing Plan (2001-2005)

In 2001, Turismo de Lisboa expanded to encompass the region of Lisbon and established a new marketing plan. The concept of the ‘integrated resort’, as defined in 1997, was developed and emphasis was given to longer stays. The DMO believed Lisbon and its surrounding areas had many cultural attractions and natural resources to offer, therefore the goal was to lengthen tourist stays in the region. To meet these objectives, new market segments were defined by the interest and motivation variables and the origin variable. Consequently tourists enjoying golf, sun and sea, cruises, religion and touring were targeted, along with new source markets: Holland, Belgium, Scandinavia, the United States and Brazil.

3.2.3 2003 and the New Branding Strategy

2003 was marked by a dramatic decline in the number of overnights and the RevPAR. The RevPAR was 60€ in 2001, by 2003 it decreased to 50€. Consequently, the DMO strategy, which had no long-term vision and comprised instead of many one-off marketing actions, can be described as ineffective.

In response to the poor results, the Portuguese government designated Turismo de Lisboa responsible for promoting the region internationally. A mutual decision was reached by Turismo de Lisboa and the Portuguese Institute for Tourism to develop an action plan and a definition for the public financing of those activities. The previous marketing strategies were maintained, but new branding and communication policies were set in 2004 in conjunction with Turismo de Portugal.

The DMO of Lisbon wanted to spread a new image to the world, aligned with the national image. The new
slogan was ‘A very personal experience’. This choice in strategy was successful. Indeed the number of overnights and hotel rooms, as well as the RevPAR, increased somewhat steadily between 2003 and 2007, as demonstrated in Figure 12\textsuperscript{17}. It should, however, be noted that the excellent economic conditions of the period, as exemplified by the average annual GDP growth rates presented in Figure 13\textsuperscript{18}, must surely have played a major role in the success of the campaign.

![Graph showing revenue per available room, bednights and hotel rooms of Lisbon from 2003-2007]

**Table: Average annual GDP growth**

<table>
<thead>
<tr>
<th>Country</th>
<th>Average annual GDP growth between 2003 and 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>4.02%</td>
</tr>
<tr>
<td>France</td>
<td>2%</td>
</tr>
<tr>
<td>Germany</td>
<td>1.7%</td>
</tr>
<tr>
<td>Italy</td>
<td>1.3%</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>2.36%</td>
</tr>
<tr>
<td>Portugal</td>
<td>1.06%</td>
</tr>
<tr>
<td>Spain</td>
<td>3.53%</td>
</tr>
<tr>
<td>The UK</td>
<td>3.14%</td>
</tr>
<tr>
<td>The USA</td>
<td>2.76%</td>
</tr>
</tbody>
</table>

**Figure 13: Average annual GDP growth of Portugal and its main source markets between 2003 and 2007**


\textsuperscript{18} The World Bank. *GDP growth.* (n.a.)
3.2.4 The Third Marketing Plan (2007-2010)

A new marketing plan was developed in 2006 for the 2007-2010 period. It included the concept of tourism macro and micro centralities. Marketing efforts were to focus on key areas of Lisbon and its region, for example, Estoril and Sintra as macro centralities and Baixa, Belém, Parque das Nações and the Tagus River as micro centralities. Figure 14 shows a slow decrease in the number of available hotel rooms and overnights from 2007 to 2009 and then a slow recovery through 2011. At the same time, the RevPAR fell sharply between 2007 and 2009 but increased again from then on. Turismo de Lisboa deemed these results encouraging and promising, even though the economic context and the financial forecasts are gloomy.

3.3 The Strategic Plan for Turismo de Lisboa (2011-2014)

The third part of the presentation highlighted the strategic plan 2011-2014. The value proposition of the plan was based mainly on the value of Lisbon as an oceanic capital shaped by the river. This was perceived as a singular distinction with high tourism value, paired with self-discovery of the city. In this context, they presented the following values as crucial elements:

- Capital city: Emphasis on internal and external accessibility through the development of facilities and infrastructure.
- Attractiveness: Increase urban quality and price-value affordability
- Sensations: Take advantage of warm climate to focus on open air and landscape activities.
- Sophistication and modernity: Highlight the city's multicultural aspects with the introduction of trendy

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features and modernity to the city including shopping, activities, and modern events.

- Human scale: Focal point and a competitive advantage of Lisbon, this links tourism satisfaction to warm welcome and positive local interactions.

- Unique history and authenticity: Significant due to the long history of Lisbon, combined with the typical culture and traditions, which characterise the region.

- Diversity of experiences: A variety of tourism opportunities are developed which take into consideration the region's diverse resources to meet the needs of perspective tourists.

A strategic approach to products was emphasized, which divided the products provided into two categories. The first underlined strategic products (city breaks, M.I.C.E., touring), the second stressed priority products (golf, sea cruises) and the third category was comprised of complementary products (wine, gastronomy, wellness, religion, and sports). The second category in particular was met with a good deal of scepticism on our part, stemming from the belief that their concepts were not particularly well thought out.

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The following approach was dedicated to source markets. Spain is the main strategic grown market for Lisbon, where Brazil has high potential as a strategic niche market. For the priority markets, Germany, France, Italy, UK/Ireland are targeted grown markets while the USA, Scandinavian countries, Holland and Belgium are markets with medium-high potential. Secondary markets focused on emerging economies, including Poland, Hungary and the Czech Republic in addition to Russia, which was characterized as a market with high potential.
in this context. For their 2011-2014 plan, a number of strategic operational programs were prepared and presented as follows:

- Program 1: The rebirth of meeting point in a capital square: terreiro do paço
- Program 2: Belém, the cultural icon of the capital city: a museum district
- Program 3: A new stage for the meeting industry
- Program 4: Lisbon, a destination for families
- Program 5: Reinforcing the relationship with the river and the ocean.
- Program 6: One city for tourism, one city for all
- Program 7: Connecting Lisbon
- Program 8: Customer experience, a very personal experience
- Program 9: Lisboa, a new approach to the brand
- Program 10: The promotion of Lisbon

Ultimately, the last part of the presentation was devoted to the presentation of different members of Turismo de Lisboa - a group that contains around 586 members, including the tourism sector. The conclusion focused on various activities Turismo de Lisboa operates to increase the visibility of the destination on the international map, including participation in international trade, partnerships with tour operators, Fam and Press trips, online campaigns and partnerships with airports and airlines.

3.4 Conclusions

As an organisation, Turismo de Lisboa has grown a great deal since 1997, including many positive steps towards identifying and exploiting key segments of the market. From difficult beginnings where the marketing plans and campaigns were not given time to come to fruition, the DMO has changed their tactics and is now working with longer-term ideas. We as a group were not entirely convinced by the value proposition, which included seven points of interest, or their use of market segments to determine the best way to bring new tourists to Portugal and Lisbon. Moreover, with no fewer than ten programs presented above, their attempts at strategy are rather dispersed and unpersuasive on the whole. In spite of this, it is clear from the numbers in Figures 10, 12, and 14 that Lisbon is a growing tourism destination. If the buoyant economic situation of the 2000s was favourable in promotion of these results, Turismo de Lisboa has also played an important role in marketing the Portuguese capital, and will in all likelihood be able to continue increasing the overall value of the region.
4 Hospitality and Attractions of Lisbon

By Rachel Quinlan, Elmira Gazizova, Thereza Mugobi

One of the goals of the study tour in Lisbon was to gain an understanding on the topic Lisbon’s hospitality and attractions. The choice of covering Lisbon’s attractions topic was due to the reason that Lisbon is well known as one of the oldest European capitals famous for its long and glorious history of the explorations and the Age of Discoveries, an eclectic architecture and the traditional Fado music. But some of its best features are in the everyday life, spectacular hilltop vistas and a pleasant year round destination.

The reason of covering hospitality, as a topic was to gain knowledge and benefit from hospitality management expertise combined with an international vision. With this purpose, eight different meetings were organized to gain insight from professionalism of these sectors. The teams also established several meetings with different representatives, tour guides, architects, and officials in order to understand what makes the city of Lisbon so attractive and culturally diverse for generations. Among these meetings some of them comprehensively complemented the knowledge we gained from our coursework in International Tourism.

4.1 UEFA Euro 2004

Our first meeting of the day began with a presentation from Jose Antonio Cadima Riberio who is a professor at Escola de Economia e Gestao. This meeting was particularly chosen in order to learn about mega events and their impact on a destination. The purpose of the presentation was to present his work on the economic impact that the UEFA Euro 2004 had on two of specific cities in Portugal, which were Braga and Guimaraes. More specifically his work aimed to distinguish the short-term additional revenue brought into the region by the foreign sport event spectators.

Ultimately the end result was that the overall investment was higher than the Return on Investment itself. However, the overall image of those who came to Portugal for the UEFA Euro 2004 was higher, which in the long run could outweigh the loss of the return of investment.

4.2 Fado Researcher

Our second meeting with Fado Researcher Professor Rui Vieira Nery began with a brief intro to what Fado sounds like and an introduction to the Fado’s place in Portuguese history. Fado originated in Lisbon, Portugal the early 19th century inspired by African-Brazilian sung dance. At first it was sung and played in the poor neighborhoods of Lisbon and eventually was enjoyed by all social classes, which has led to the desire for Fado to become a national symbol for the country of Portugal. Then Professor Nery discussed his involvement in the
inscription of Fado on UNESCO’s Intangible Cultural Heritage of Humanities list. In 2011 Fado was inscribed and now remains a staple in Portugal’s culture.

One particular topic we discussed with Professor Nery was the possible commoditization of Fado in the future, possibly due to its ability to attract many tourists, who can experience it from the live performances of Fado in various places of Lisbon city. We also learned that Fado culture should be strengthened among the young generations and bring the strong feeling of pride for Portuguese people.

Over all we were convinced that Fado tradition is rejuvenating and as long as Fado is constantly defining itself (as it has), the risk of commoditization can be seen as lower.

4.3 Cinco Lounge

Third, we met with Dave Palenthorpe who started his hospitality career at a very young age, gaining 14 years of experience before opening the Cinco Lounge in Lisbon. The overall concept of the Cinco Lounge is to provide local and international guests with premium cocktails with the freshest ingredients in a relaxed and friendly environment. We discussed his high ratings on TripAdvisor and what he thinks attributes to those reviews. He said he aims to treat everyone that walks into the Cinco Lounge as a welcomed guest and makes sure he approaches all guests as equals, because a simple smile and conversation with a guest can turn a possible bad day into a good day.

We also discussed his other company, which is called Black Pepper & Basel. Black Pepper & Basil cooperates with 5 star hotels for example and teaches them how to make the “perfect” cocktail. Overall his strategy can be seen as cooperating with other bars and lounges in a very different market, which has the potential to bring those customers via word of mouth to the Cinco Lounge after their hotel bars, have closed.

Later one our Master students brought this point to the discussion trying to estimate the economic rationale of this strategy as well as the idea of Cinco brand extension through this form of cooperation. Although the Cinco Lounge is not the traditional Lisbon bar, it brings a fresh environment and menu to the city’s nightlife.

4.4 Hotel Pestana Palace

Our last meeting related to Hospitality took place at the Hotel Pestana Palace, which is renowned for it’s 19 century Palace located in the residential neighborhood of Belem. Rather than a meeting we had a guided tour of the hotel grounds. We began in the old Palace where we viewed a master suite. We were then able to compare the quarters in the Palace to the newly added on section, which catered to the more economical guest.
A recurring topic throughout the study tour in Lisbon is the notion of the over capacity of 4 and 5 star hotels in Lisbon and the competitive advantage of the hostels that were intensively built and introduced to the Hospitality market of Lisbon over the past years.

During our guided tour we got the impression that the occupancy rate at the Hotel Pestana Palace was rather low for that period of time. We assumed that it could be related to the current economic crisis that Portugal is challenged with as well as the seasonality factor.

4.5 UNESCO

The first meeting related to the topic ‘Attractions’ was together with representatives of UNESCO of Portugal and ‘Turismo de Portugal’ and it took place in the Ministry of Foreign Affairs. Students were briefly introduced to UNESCO mission and activities. Portugal signed the convention on Sept 30, 1980, and it currently has 14 sites registered as WHS among which 13 sites are cultural and 1 is the natural one.

Thanks to the meeting with Clara Cabral, Margarida Alcada and Manuela Galhardo, - the students had an opportunity to learn about the interconnected relationship between ‘Turismo de Portugal’ and UNESCO Portugal, have an insight about the intercultural dialogue between Portugal and several countries like India, Brazil, Africa, which have Portuguese origins, and understand the importance of heritage and authenticity as tools to promote country efficiently and successfully. In addition, certain projects were introduced in order to have a better understanding of UNESCO presence in tourism promotion of Portugal. For instance, ‘WHPO’ project that aims at creating a network of sites which were explored by Portuguese discoverers; ‘World Heritage+Sustainable Programme’ which is related to aligning the World Heritage sites of Portugal and establishing certain itineraries that will allow tourists to have a comprehensive experience about the heritage of this country, and, ‘Clean Forests Programme’ that connects visitors with sites.

UNESCO meeting was all of importance since it gave us a unique opportunity to link the practical example to theoretical knowledge about the importance of preserving UNESCO heritage sites,- which we extensively obtained within the Master courses in Cultural History of Tourism and Heritage Interpretation.

4.6 Alfama Tour and Fado Museum

After the comprehensive discussion with Fado researcher the day before students could have some visionary experience in Fado Museum itself, which was opened to the public in 1998 and currently is located in one of the most famous districts of Lisbon, Alfama. During our short visit and guided tour, organized by Rita Matos Oliveira, class had an opportunity to get familiar with great collection of Fado masterpieces like famous posters, original music scores, national instruments, and traditional performing clothes, which were all
belonging to personalities, who wrote and vastly contributed to the history of Fado. Moreover, class’ experience was enhanced by the extensive multimedia services that allowed us to listen to the most famous Fado songs and learn about the past of this genre, which became a national pride for Portugal and its citizens.

Part of the meeting included the walking tour in Alfama district, which is, no doubt, a “must see” attraction of Lisbon. Alfama became one of the most visited city spots and most picturesque viewpoints due to its location and history, which was shaped by the Arabic influence, Moorish power and survival after the earthquake in 1755. The tour was kindly provided by professional tourist guide Cristina Braumann, who mainly works with daily cruise ship holidaymakers that want to experience Lisbon at glance. Knowing the importance of the district on the history of Lisbon, Master students were thrilled to live the real Alfama experience, feel the past of the place through extensive observations and guide’s critical comments, and have certain tourism related discussions on site. Instead, our tour guide rather in quick and conventional manner walked us through the main street of Alfama, and briefly talked about the past, showed present conditions and introduced the perspectives regarding the future of the district. We were shortly informed that several projects are under the implementation like participation of Alfama residents in tourism activities; mitigation of negative impacts from cruise ship holidaymakers; increase of investments for preserving the heritage, art and traditions of this district.

Upon some critical discussions during the recap sessions, Master students commonly agreed that time constraint, superficial guided touring and the lack of critical reflections during the observation were major drawbacks in overall Alfama experience, which was supposed to become the highlight of the Attraction day.

4.7 Cultural Center of Belem (CCB)

Belem District of Lisbon is fully dedicated to the glorious time of Portuguese explorers and the Ages of Discovery, which made Portugal one of the strongest countries in the whole continent during the 15th and until the 17th centuries. During detour class could observe at glance the monuments like the Belem Tower, Jerónimos Monastery as well as the Tropical Garden.

Our main focus was on Cultural Center of Belem, the largest building with cultural facilities in Portugal. Short walk around the CCB with contemporary art lecturer and freelancer Carlos Carrilho was afterwards followed by the presentation about the history of Belem attractions and Portuguese Age of Discoveries. Class’ knowledge of Lisbon was enriched by the interesting facts about the impact of Portugal on World History, importance of Vasco da Gamma and Ferdinand Magellan discoveries and traditions that shaped cultural heritage of explored countries like Angola, Brazil, and Mozambique.
According to Mr. Carrilho, ‘travelling to Portugal helps to understand the World, which, as a result helps understanding yourself’. The idea of Portugal being an important tourist destination was highlighted throughout the whole meeting.

4.8 EXPO

Final meeting and tour with contemporary architect João Pinto Rodrigues at EXPO site has significantly contributed to Attractions day in Lisbon. In 1992 Portugal won competition against Toronto to host World Exhibition. The whole Eastern part of Lisbon, which was previously uninhabited, had transformed into the contemporary architecture with innovative vision that allowed organizing EXPO in Lisbon in 1998.

The Ocean EXPO theme had attracted 15 million visitors, which generated new wave of tourism, facilitated the modification of neighborhood and became a successful role model of developing the riverfront area. After the Expo, the new urban district was dubbed Parque das Nações (Park of Nations) and it is regarded as one of the largest urban redevelopment projects in Europe. Mr. Rodrigues pointed out that nowadays EXPO site remains to be underused; however, initially architecture was designed in a way that it could fit the significant number of the residents and international visitors into the space.

From the meeting students learned about the importance of mega event such as World Fair on urban regeneration and its significance on tourism flows. Besides, class could gain a better insight to contemporary architecture of Lisbon and actual challenges that EXPO site and surrounding area are currently facing.
5 Transportation in Lisbon

By Liis Männamaa, Eva Vroegop, Yihang Wang

Among the aims of our Study Tour was to gain a deeper knowledge of transportation. The four meetings organized to meet this aim complemented the class’ comprehensive theoretical knowledge acquired during the course in Economics of Transport and Mobility, thanks to the willingness of these professionals to share their practical experiences and valuable insights, as well as their contribution to the open and constructive discussions that concluded each meeting.

5.1 EMEL

The aim of Mr. Rodrigues’ presentation was to give the students an overview of the company and to further explain how the parking system in Lisbon is managed, as well as the daily problems the company has to take care of, and to introduce solutions for improving the situation with new products and innovations.

Entirely city-owned but with an independent management, EMEL was founded in 1994 due to the urgent need to solve the illegal parking problem. Later on, EMEL became a mobility company to find solutions to other mobility problems, thus widening their scope – “we are more than just parking”, Mr. Rodrigues claimed. For instance, in historic neighborhoods EMEL solved the car invasion problems in resident backyards due to illegal parking conscientiously. For example, Bairro Alto was a total chaos for tourists and locals alike before EMEL’s implementation of controlled access management systems and tight schedules to logistic activities, giving back the streets to residents and visitors. This solution was fully integrated with the public transport services with the provision of smaller buses in these historic neighborhoods.

The meeting with EMEL significantly helped the class to understand Lisbon’s parking policies and logistics. Their concept of improving the city environment, which is funded by EMEL’s parking receipts, was not the first thing students would associate with a public parking company before this meeting. Their current priorities of car- and bike sharing systems using electric vehicles underline their widened scope and sustainable development approach.

5.2 CARRIS

Ms. Dias did not only give the students a brief overview and insights into the history of the company but also explained the importance of sustainable mobility in the city. Carris has recently renovated most of their fleet and introduced mobile car sharing, which resulted in a better environmental performance. Moreover, she
presented some examples of how to use promotion as means to change the “mentality issue” in Lisbon, which consists of the idea that public transport is for poor people.

In terms of challenges, the maintenance of the vehicles and tracks of the historic trams owned by Carris is costly, but as the tram is the image of Lisbon Carris sees it as their job to maintain them. Afterwards in the “living” Carris museum it became evident that historic trams are the pride of Carris. Another challenge is that Carris and Metro, both belonging to the government and cooperating since a couple of years, will merge this year into one public transport company. One of the shared challenges of both Carris and CarrisTur is the difficulty to implement new lines and routes, as this is a bureaucratic process due to the request approval by the city hall.

5.2.1 CarrisTur

Fully owned by Carris, this spin-off public operator is focusing on the tourism market. Their offer consists of sightseeing circuits with yellow bus tours, the Aerobus shuttle service and rental of trams and open buses. Dr. Silva perceives sightseeing tours as complementary mobility solutions. As tourism students, we have previously learned that tourism is an experience industry. CarrisTur does not only provide speed in the quick airport shuttle service but offers above all the beautiful views and “easy mobility” that visitors seek. The tourist bus market appears to be a very competitive market with three competitors. However, the competitive advantage of CarrisTur is that their ticket is also valid on other public transport modes.

5.3 METRO

The three representatives of Metro Lisboa effectively presented the development of their company throughout the years, together with the introduction of their initiatives to make the metro more attractive and comfortable for the passengers. Besides, Metro considers intermodality important, and therefore its connections to the airport, train, bus and boat.

According to Mr. Barbosa, at the core of Metro’s marketing strategy is that they are currently attempting to establish another brand, because their passengers perceive the metro as a commodity; people use it just because they need it and have to. This is also visible in the tourist experience; usually in larger cities the metro is a part of the tourist experience, but no attraction in itself. The marketing strategy’s aim is to make the Metro brand become part of the lives of the passengers. However, to change this mentality is expected to take
considerable time. From the discussion students learned that contemporary business opportunities are found in selling metro stations’ naming rights by contract. An advantage for Metro is that the naming rights buyer promotes the Metro brand, for instance on TV. Simultaneously, the naming rights buyer is adding value to the station, for example by projected animations and screens displaying weather forecasts. Moreover, in terms of tourism this is a very interesting idea, as these metro stations could transform into tourism attractions in themselves through these efforts to add value.

5.4 Conclusion

Our meetings with the three key players within the urban transportation system of Lisbon and its surroundings (public parking, bus and tram, metro) provided students a comprehensive overview of its history, current state, strategies to cope with major challenges and future opportunities, complementing the class’ extensive theoretical knowledge of transportation acquired during the course in Economics of Transport and Mobility.

These transportation companies have in common that they are (partly) publicly owned (although by different government levels) and as such (partly) dependent on government’s decisions. Besides, each of them is preparing for the future by making efforts to promote sustainable mobility in the Lisbon area, for instance by prioritizing electric car- and bike sharing systems. Nevertheless, the roles of these transportation companies in the tourist experience differ considerably: from a particularly special role in the case of Carris’ old trams that are tourism attractions in themselves to a very normal mode of transport in Metro’s case. However, selling metro stations’ naming rights by contract, including adding value to them by the naming rights’ buyer, offers opportunities for metro stations to become tourism attractions in themselves.

The context of Lisbon provided an interesting perspective to gain a deeper understanding of an urban transportation system and its challenges, and these transportation meetings helped students to grasp the next piece in the great puzzle that sets the conditions for tourist’s experiences in Lisbon.
Porto

By Gayane Baveyan, Pauliina Beretta, Elnara Huseynova

The second part of the study tour took place in Porto, a three hour train ride from Lisbon. Upon arrival at Campanhã station, the group noticed an immediate difference compared to Lisbon transportation that proved to be very useful throughout our stay in Porto. There were employees visible in fluorescent vests who were available to help with any inquiries and ticket purchasing.

Porto is the capital of the northern region and one of the oldest urban centers offering both history and wine. It was declared a UNESCO World Heritage Site in 1996 and prior to 2001, Porto undertook extensive urban remodeling when it was named the European Capital of Culture by the European Union for 2001. Furthermore, in 2012 Porto was voted the Best European Destination by the European Consumers Choice. Among its obvious fame for its history and wine, it is also known as the city of bridges as it is located on the Duoro River and surrounded by six bridges with very distinct styles.

In 2011, the northern region of Portugal had 11.9% of Portugal’s overnight stays, accounting to 4 547 011 nights and 2 641 977 guests. Portuguese accounted for 2 462 932 of these night stays, followed by Spain (574 837) and France (268 001). The Porto Airport received 5.28 million passengers in 2010, a 17.2% growth from 2009 (Porto Airport, 2010). The national carrier, TAP Portugal remained quite constant between 2008 and 2010 while low cost carriers (LCC), especially EasyJet, Ryanair and Luxair, grew by 38.7% from 2009 on. This can be explained by the increase in number of new routes/destinations introduced by LCC to the airport in 2010.

Additionally, there has been efforts made in promoting the destination through co-branding with airlines. For example, Reino Unido co-branding with EasyJet.

This portion of the tour was divided into two days. The first day was about DMO’s and Port Wine and the second day was Porto cityscape. It was a great opportunity to compare two very different Portuguese cities - the capital city and the second largest city in Portugal.
6.1 DMO and Destination of Porto

6.1.1 Porto and Northern Portugal Tourism Board

The first day of Porto began with a presentation by Ms. Isaura Marques about Porto and Northern Portugal. She discussed ‘The Essence of Portugal’ concentrating on their current marketing strategies, the importance of wine tourism and emphasized the Porto region as a MICE destination. The tourism board is responsible for the promotion and development of the region as a tourist destination by creating an image of prestige and reference in various international markets. In order to achieve this aim, promotion strategies must be implemented and facilitated by public and private members such as hotels, DMC’s, transportation services as well as congress centers. In order to demonstrate the success of the strategy implementation, the overnight growth was shown with an increase of +4.5% from 2011 to 2012. The marketing strategy also is focused on different activities with the press, Ms. Isaura Marques underlined the importance of knowing what to prioritize. In 2012, for example, a press trip was organized that had high costs for the DMO but the value generated was greater as Porto received immense public awareness as a result of the press present. Ms. Marques ended with promotional videos, noting that their strategy is to create shorter videos that can give a quick glimpse on Porto and Northern Portugal.

The meeting with the DMO presented the class with a very strong example of a structured and strategic management of a region. Porto’s DMO knows the segment they want to target and is following the correct strategies to do so now. In a strategic management class we learnt that “firms must achieve an alignment with their environment in order to make the right strategic investment choices” (p. 2). Porto DMO should continue to adapt their competitive methods, dependent on the changing environment, and should consistently allocate resources to those methods, which will lead to a sustainable competitive advantage (p.2).

Professor Dr. Nuno Fazenda who presented a ‘Douro Valley Tourism Plan’ gave a more in-depth look of the importance of Wine Tourism. By giving this overview of the region he underlined the huge potential offered by the place characterized by wine, culture and landscape. The promotion of the destination according to the aforementioned characteristics are achieved through participating in wine exhibitions as well as a cooperation’s with National Geographic, George Washington University in Washington, USA, as well as collaboration's with various segments in Spain.

30 Ibid.
6.1.2 IVDP

Mr. Paulo Russell Pinto presented both a historical overview of the institute and also explained in detail how Port Wine is different to average wines as the extraction during the fermentation and yeast process is done at different times. However, Port Wine is not so unique in its kind and is solely special to the Douro region. Other wines exist that share the same attributes as Port, Sherry for example, is another sweet wine coming from the Jerez region in Spain.

It was underlined that the aim of the IVDP marketing department is the promotion of a collective brand, characterized by three areas - Port Wine, Douro Wine and the Douro region. Challenges of the promotion of Port Wine stemmed from the idea that Port Wine is solely for older gentleman. In attempt to reach a broader segment, new Port-based cocktails are being designed to attract a young and ‘trendy’ segment. However a debate was sparked amongst the class, wondering if having only one specified segment, older gentleman, is really a problem.

Mr. Pinto stated one of the positive sides of the city location is that it is the entrance to the region and out of nearly one million visitors 700.000 visit the cellars. The tourists can go to Douro Valley by train and then by car where facilities are offered, such as renovated old houses and Bed & Breakfast accommodations from recovered warehouses.

6.1.3 Cálem Wine Cellars

The final meeting of the day was at the Cálem wine cellar. We learned that Porto Cálem Wines have won important awards in the most important international wine competitions and that the cellar welcomes approximately 120.000 visitors each year.

The tour guide gave an insight into the history of the region and the cellar. The cellar used new technologies allowing the visitors to have a detailed analysis of the range of wine products. However, without a tour guide we would not be able to understand the description in the museum as they were solely in Portuguese. It was evident that Cálem Cellar’s main market is focused on Portugal. However, the Cálem guide noted that exports have maintained a high significance throughout its history. Today, European Union and North America show special relevance in Porto Cálem exports, but it can be easily found in more than 30 countries and regions.

6.2 Cityscape

The second day in Porto had the theme ‘cityscape’ which was defined as all elements a city is made up of. In order to achieve a better understanding of Porto cityscape, a city walk was organized by architect Manuel
Montenegro whom showed us two distinct parts of the city, including a touristic area and an up and coming area. Mr. Montenegro did not bring us to the river boardwalk or to see the six bridges of Porto because we had seen these the previous day. On day one we took a boat tour, which was recommended by National Geographic to see the six bridges of Porto and to complement the cityscape of day 2. The get there stage involved taking the urban gondola called Teleférico de Gaia, a touristic attraction connecting Porto’s upper and lower levels.

Various parts of the city were explored accompanied with careful historical explanations by Mr. Montenegro, which created a clear vision of the development of Porto. The diversity of the stops gave a fruitful image for Porto. Ten sites were visited; among which were Porto Cathedral (Se Cathedral), the Town Hall watch tower, Dom Luís Bridge; to show the duality of the upper and lower city of Porto, São Bento Train Station, Piazza Don Juan Prime, Centro Hospitalar do Porto, the central Avenida and Livraria Lello bookstore where JK Rowling wrote Harry Potter.

Be it a local, public or a touristic site, every part seemed to have its charm and specialty to attract people. Three postcards were distributed to each student with the purpose of finding the most impressive part of Porto based on tourism students’ opinion. The train station, which had the highest ranking, is famous for its tile panels, which reflect the history of Porto. The second place chosen as representing the essence of Porto was the Livraria Lello bookstore and this was followed by Dom Luís Bridge. However, in the end, although different sites sparked a greater interest for each student, it was concluded that it is all the sites and elements combined that make up the cityscape of Porto and cannot be solely limited to one place.

6.2.1 Casa da Música: Guided tour

Casa da Música, meaning house of music, is the main concert hall in Porto and was the “first building it Portugal dedicated to music”31. It was designed by a Dutch architect Rem Koolhaas with the intent of being opened in 2001 as part of Porto’s project for the European Culture Capital; however, was officially opened in 200511. The buildings innovative design seemed to have a split reaction according to the class, as some liked the innovative design and others did not.

Despite being the main concert hall in Porto and an architectural marvel, it roofs various other events such as theatrical performances, workshops, private parties as well as dinners32. Casa da Música is also a valuable structure as it is multifunctional. It picks a theme annually, 2013 is the year of Italy, and puts on productions according to that theme. This is advantageous to attract international guests interested in the arts or

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architecture. However, it is difficult to say if this directly correlates to bringing tourists to the attraction. In addition, Casa da Música caters to families, as rooms are designed specifically for children to play during concerts and contains spaces for education and music classes. The hall also integrates new artists and even hosts DJ’s by transforming the space into a club on special evenings.

During the tour we found out that Casa da Música became a symbol of iconic urban development for Porto, quite similar to the Bilbao effect in Spain. This phenomena, stems from the Guggenheim Museum Bilbao which was a massive investment ($228.3 million) built in the industrial city in the 1990s and had an incredible impact on the city. The museum alone attracts approximately 800,000 visitors annually. The location of Casa da Música is not in the central downtown area; however, it is well connected to downtown and very accessible as it has four metro lines connecting to Casa da Música station. It is a structure that cannot be missed and has become an icon of contemporary architecture and one of the most visited places of Porto.

The success of a place is defined by its ability to satisfy both residents and tourists, which is the case of Casa da Música, The surrounding landscape, which is seen as an extension of the building, is used for recreational activities and sports (skateboarding, rollerblading etc.), another way that integrates the community. Specific architectural design and the multifunctional use of the building gave us an impression of a perfect location and place, which is definitely worth to visit and be promoted for tourists.

This day ended with the option of going to Palacio da Bolsa, the Stock Exchange Palace, for the ‘Essence of Wine’ exhibition that had 3000 wines from 350 national and international producers.

6.3 Conclusion

Our meetings with the DMO, the Wine Institute, the Cálem wine cellar, the city walk and the guided tour of Casa da Música provided students with a comprehensive overview of the history of Porto and the Douro region, its famous wine, and the cityscape of Porto. Porto is not only the city of six bridges and wine but it also has a charming character very different than that of Lisbon. The appeal of the city is reflected by the history, people and architecture.

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7 Conclusion

By Theresa Schieder, Hristina Petrova, Katerina Shekerinska

After each long and exciting day of meeting tourism professionals and experiencing Lisbon and Porto, obviously incomparable to each other, the class was engaged in inspiring discussions with our Program Director, Professor Rico Maggi, analyzing the obtained impressions using the knowledge from the Master courses. We will conclude this report by reflecting upon the most important issues and conclusions related to the two destinations respectively.

Starting with Lisbon, one central question was to identify what is actually most strongly characterizing and distinguishing the city of Lisbon, i.e. what are the destination’s main assets. Overall, it is rather difficult to draw a clear and convincing picture of the city’s main trumps: Golf tourism is rather seen as a complementary product that can at the most provide added value, especially to business tourists and maybe more and more also to younger generations. The booming hostel sector mainly caters to younger segments of tourists, and doubts are raised about the profitability and sustainability of this sector, the more so since signs of over-supply are already beginning to show. However, the growing share of low-cost carriers ensures a constant flow of inbound tourists who may contribute to the equilibrium between demand and supply in the short-term.

Another crucial topic of discussion is the Brazilian market, which currently, especially due to times of crisis, is gaining increasing importance in Lisbon’s tourism sector, particularly with regards to shopping tourism. According to the DMO of Lisbon, the city is getting trendier among Brazilian and Russian tourists, who are found to be specifically interested in traveling for the purpose of shopping. There is no doubt that the Brazilian market has definitely high potential and augmenting buying power, but doubts remain as to whether the segment will be sustainable for the future. Shopping tourism is clearly nothing specific to Lisbon, and one may wonder if Lisbon should not try to attract its Brazilian visitors also with other offers than shopping, such as a shared history and heritage, a common language, etc. The Brazilian case also illustrates the strong dependence of especially city destinations on the airline network, since the boom of visitors from Brazil to Lisbon basically set in when the number of flights to Portugal was significantly increased some years ago.

Coming back to the main assets of Lisbon, the class ultimately agreed that the city is without doubt a promising and attractive destination for younger tourists, due to low prices for food, transportation and accommodation, easy accessibility thanks to LCCs, numerous hostels, as well as a diversified and vivid nightlife. However, it must be considered that the market for city hops and younger tourists is highly competitive. As further assets, the Expo ‘98, the city’s public spaces and hospitality, and its rich history, heritage, culture, and architecture were
mentioned. However, whereas public spaces and hospitality are difficult to market, it is also doubtful whether culture and architecture can really help in attracting tourists (“A church is a church”).

Nevertheless, the municipality of Lisbon has been trying to offer better conditions and services to both locals and tourists, by investing money in the implementation of the New Master Plan for improved urban planning. Thus, the prospective success of the idea would make the city more attractive, and would contribute to the realization of a vision for the capital as an international tourism destination. With regards to urban planning, there has been another ongoing issue of re-inhabiting the historic neighborhoods dispersed over the seven hills of Lisbon. Limited public parking spaces, as well as the need for restoration and renovation of the old houses with authentic architecture are some of the key concerns for the city authorities and the citizens. Despite certain interest being shown by foreign investors regarding the hostel business, the future of these charming and picturesque parts of Lisbon, seems to depend highly on the willingness of young generations to move again to the old parts of the city. Incentives for introducing sustainable practices have been mentioned as part of city authorities' attempts for attracting back citizens and improving the general quality of life, with no specific explanation provided during the meetings though.

It must be concluded that the city public transportation network is pretty well developed and integrated, effectively servicing Lisbon's tourists and citizens on a daily basis. Despite Lisbon’s iconic historic trams being costly and hard to maintain – which calls into question their sustainability and value for the future – they are a symbol and an important attraction of the city. The metro distinguishes itself by the unique approach of service-marketing and improving public spaces with the application of art and culture, while the sustainability approaches introduced by Lisbon's parking and mobility company complete its image of a modern European city.

Finally, the city’s geographic location – and thus the good weather conditions also in spring and autumn – was mentioned as a potential asset, along with the fact that as a former international hub of the past, it has risen again to become a hub in modern times helped by the development of airline networks. Eventually, as Portugal’s capital, Lisbon is a must-see destination for many urban tourists, and as such it has to be able to offer a variety of attractions and activities in order to fit the needs of multiple tourist profiles. As a result, it seems difficult to define a clear unique image and message of the main assets of Lisbon – an impression that was perfectly reflected through the most recent marketing strategies of the city’s DMO. Hence, the future success of Lisbon as a tourism destination depends highly upon the DMO’s capability to develop strategies, which would leverage upon the multifaceted character of the city by targeting the most profitable segments.
With regard to Porto, overall the class gained a more optimistic impression, also due to the cohesive and clear presentation that was offered by the city’s DMO. As a matter of fact, Porto is considerably smaller and usually less well-known than the capital Lisbon, which all in all has to offer more and various kinds of experiences and activities. Nevertheless, several main assets of Porto can be defined, such as landscape and nature, the city’s bridges and the omnipresence of the port wine, water, architecture, and again easy accessibility due to LCCs. Moreover, the DMO of the city puts strong efforts in the promotion of Porto and the enhancement of its image. The cooperation with the National Geographic magazine and the e-learning system between the organization and an American university are instances of innovative approaches, and show the DMO’s willingness to be flexible and to adapt its marketing strategies in accordance with the trends in the tourism market. However, there still seems to remain space for further efforts in developing new or enhanced tourism products for the destination. For instance, Porto’s geographic position on the Douro River and its proximity to the Douro Valley where the wine is produced, provide potential for creating of new tourist routes. Doubts can be raised, however, about the potential of medical or health tourism that is currently projected for the future. Also, the targeting of younger tourist segments, for example in the wine tourism sector, may not yield the expected outcome.

Finally, it is difficult to draw an analogy between the two Portuguese cities. It would be too simplistic to “compare” Porto and Lisbon as if they had the same markets and products to offer, given that in fact they must be considered two completely different destinations. Porto, for instance, is about nature, wine, or river cruises, and is not really a destination for younger segments. Lisbon, by contrast, has a huge variety of offers and experiences that appeal particularly to young people, but also to numerous other segments. Arguing more critically, one could also say that as opposed to quantity, the focus of Porto seems to be more on the quality of experiences, which is in turn linked to a clearer focus on the targeted markets. Moreover, whereas Lisbon is a perfect city destination for trips of up to a whole week, Porto is more suited for a 2 or maximum 3-day trip, and actually an ideal “extension” after a longer visit to Lisbon. All in all, the more positive picture conveyed by Porto’s DMO and by the actual experience of the city, should not distract from the fact that due to its relatively large urban dimensions, Lisbon and its tourism sector face considerably higher challenges of management and marketing than Porto. In fact, one has to consider that the larger the size of an (urban) destination, the higher the challenge for a DMO to find a cohesive and effective marketing strategy. This has been clearly perceptible during the stays in the two diverse urban realities. Eventually, what tourists seem to remember the most from their vacations and traveling is as simple as ‘sun and sea’, ‘food and wine’. Both Lisbon and Porto have the assets to make the tourist experience unforgettable.
8 Annex / Survey

By Luca Giordani & Anaa Saleem

The following resulted from a short survey we conducted after the tour within the class:

*Question 1 was about the learning effect pre departure and showed great values:*

> I learned a lot when I prepared for the Study Tour (e.g. organizing meetings)...

*Question 2 was about the difficulty of organizing the tour:*

> It was difficult to organize the meetings / tasks which I have been assigned...
Question 3 shows the most common issue when working in a team – the (un)equal distribution of work:

The cooperation among the group members worked well and the workload was equally distributed...

Question 4 showed great appreciation of the discovery-tour on Sunday:

I considered the "discovery-tour" of Lisbon (organized by Sophia) a good method to get to know the city (keep in mind that we were not allowed to use public transport or our mobile phones)...

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Question 5 was all about the overall value of the meetings. Values from 1 (poor) to 10 (excellent) have been assigned. Overall, the values in Porto are slightly better than the values in Lisbon. However only very few meetings have been valued ‘poor’:

Questions 6 and 7 go together with the evaluation of the meetings where the students expressed their overall satisfaction with ‘whole days’ and the two cities:
On top of that we asked if the amount of the meetings was ok – a majority would retrospectively have scheduled LESS meetings (60%). For the remaining 40%, the amount of meetings was just about ok.

*Question 7 was about the importance of the recaps. Even if it was mostly late and the recaps were long, the vast majority agreed that the recaps were of utmost importance - and many agreed that the time spent on recaps was ok (Q8):*
Questions 9 and 10 regarding the transportation and accommodation, the feedback was very positive – except for one person who showed general discontent with the study tour throughout the survey:
Question 11 evaluated the overall satisfaction and importance of the study tour. Especially the learning effect and relevance for our program shows great values:
In the survey’s first of several open questions we tried to find out if there were any kind of **missing meetings** in our point of view - we found that the class would have appreciated some meetings with Hostel Owner or Managers, Real Estate Companies, the Railways -or Airline Companies (e.g. instead of having two DMO meetings).

The second open question was about a “**Take Home Message**” and “the first thing that came to student’s mind when thinking back” - there were some negative answers about the flexibility of the schedule and the quality of some meetings. But there are always good lessons from every experience, and we can say that the class learned about balancing matters, self organizing, (re)acting to problems / crisis, the complexity of running destinations, and finally the importance of communication.

Furthermore, there were many inputs about the cooperation **within the groups and the cooperation with the other groups** (of other days), defining goals better and dividing the tasks equally between the members. A few pointed out that time management was of utmost importance and should have been assigned more attention.

One word that “describes” the tour? The most common answer – of course - was “Fado” together with some rather positive expressions such as: useful, experience, cooperation along with a few negative answers such as: stressful or insomnia.

Last but not least, some expressed the wish of travelling with at least one more professor who would helped analyzing the meetings from his/her point of view and share his/her professional ideas in the recaps with Professor Maggi.
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