MASTER THESIS

THE RELATIONSHIP BETWEEN TRADE FAIRS AND URBAN TOURISM:

THE CASES OF SÃO PAULO AND MILAN

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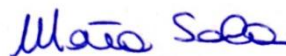
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INTRODUCTION

The main motivation for writing this dissertation derives from the author's sincere passion for the tourism sector, as well as for the MICE industry and the world of business events in particular. This strong passion, combined with the researcher working experience in the trade fair industry, gave not only inspiration for this project, but also guided the author throughout the entire research procedure of selecting the topic of investigation, defining the empirical research process and finally reporting the research results.

Research Background and Problem Definition

"Conceptualizing why tourists seek cities as a place to visit is one starting point to try to understand the phenomenon of urban tourism" (Page, 1995, p.9). This quote highlights that cities attract several tourist segments driven by different travel motivations. Tourism is nowadays one of the world's most important economic activities in developed and developing countries (Durbarry, 2004). Cities historically are the ideal setting for most economic activities to flourish as they represent a concentration of industries, people and services (Ashworth & Page, 2011). Consequently, cities become perfect destinations where tourism develops (Pearce, 2001) thanks to the attractiveness of the urban space generated by the high concentration of tourism-related elements such as infrastructure, attractions, accommodation, activities and facilities (Lapko, 2014). Cities result in multifaceted entities in which tourists and the local communities interact with each other and at the same time engage with the city's elements developing different form and type of urban tourism (Edwards et al., 2008). Moreover, cities represent the ideal urban tourism destination as they satisfy tourists' expectations and needs by providing a wide variety of tourism experience as culture, history, gastronomy, shopping, nightlife and events (Ashworth, 2003).

As urban destinations differ in terms tourism offer, it is crucial to delineate which is the main tourism segment in each city in order to concentrate on it tourism and urban policies, planning and marketing activities. Leisure and business tourism are the most widely recognized form of urban tourism (Buhalis, 2000). While leisure tourism includes all type of cultural, historical, wellness, shopping, gastronomy and entertainment activities (Morrison, 2013) business tourism is driven by a wide range of work-related purposes (Holloway, 2009). In fact, business tourists visit urban destinations to attend business meeting and business events such as conference, convention, congress and trade fairs. Business events historically develop in urban spaces as they provide the required infrastructures and facilities in terms of transportation, accommodation and hospitality services. It is then appropriate to talk about business tourists which visit the urban destination to undertake business event tourism (Jago & Deery, 2010).

Business events are believed to be key contributors to tourism development in urban destinations as they add to the attractiveness of a city, increase tourist arrivals, enhance visitors' satisfaction and extend the length of stay in the urban space (Dimanche, 2008). Moreover, they are used as a strategic tool for urban renewal and for improving tourism-related services and facilities in the city. In fact, the past few decades have witnessed a substantial increase in infrastructure development needed for business events, including trade fairs and exhibitions. In present literature, trade fairs are considered as part of the business event industry which comprehends a broad range of events making up the so-called MICE industry (meeting, incentive, conventions and exhibitions/events) (Jago & Deery, 2010). Events are an important motivator of tourism and their role and contribution in tourism development have been widely documented, but mainly in terms of direct expenditures by business delegates visiting a particular destination (Jago & Deery, 2010).

While there is an extensive research on mega-events and business events in relation to urban tourism destination, the trade fair industry has been strongly neglected by tourism theorists thereby resulting in a lack of research available in this field of business tourism (Golfetto, 2004). Trade fairs represent one of the major sources of domestic and international tourism for many urban destinations, such as Milan, São Paulo, Guangzhou, Shanghai, Hannover or Singapore (UFI, 2014a). Moreover, Golfetto (2004) states that the characteristics of the destinations are fundamental for the trade fair industry to flourish. Trade fairs are historically held in those destinations able to guarantee great accessibility, event infrastructure, and tourism-related services such as hospitality, accommodation, attractions, local transport, retail, among others (Golfetto, 2004). Consequently, the trade fair industry traditionally has flourished in urban destinations as they represent the ideal settings for this type of business events. Nevertheless, the available literature about trade fair industry, business event tourism, and urban tourism pay very little attention to the existing connection between trade fairs and tourism. In fact, the impact that trade fairs have on the urban destinations is highly underestimated (Golfetto, 2004).

Research Objectives and Field of Interest

Being aware of the outlined circumstances, the author aims with this dissertation to comprehend and delineate the potential existing relationship between trade fairs and urban tourism in the city that repeatedly hosts this type of business events. The thesis aspires to outline if and to what extend trade fairs are related to urban tourism development and to what extend trade fairs are connected to the elements of the tourism destination. Moreover, the research intends to describe the role of trade fairs within the urban tourism system, verifying the existence of urban tourism districts and the specific tourism segment of trade fair tourists. The thesis focuses therefore on two selected urban destinations: São Paulo in Brazil and Milan in Italy. Both cities attract every year millions of domestic and international visitors who visit the city for business reasons as

the primary motivation. This results in business tourism, especially business event tourism, being the main tourism segment in both cities. Within this segment, a greater contribution to the city economy is given by the trade fairs industry. An empirical research is therefore conducted in both urban destinations to investigate the potential existing relationship between trade fairs and urban tourism.

Chapter Outline

The first chapter introduces the research topic and the theoretical background. Due to the nature of the study, a research question is not formulated but instead the first chapter outlines the field of interest that guided this dissertation. The second chapter presents to the reader relevant literature and theory used by the author to conduct the research. Ideas and concepts about tourism destinations and its elements, urban destination, urban tourism, business and event tourism as well as the trade fair industry are provided in this chapter. The presented literature serves as a base to understand the linkages between trade fairs and tourism in a city destination and all the elements which can be connected within these two phenomena. The third chapter outlines the research approach and the methodology the author implied to conduct the study. A detailed presentation of the study sample is also provided in this chapter. The fourth and fifth chapters introduce respectively the cases of São Paulo and Milan. A presentation is provided by describing the relevant information related to tourism and trade fairs in each city. This includes tourist figures, tourism supply and opportunities, key players and a detailed section about the trade fair industry. The sixth chapter is dedicated to the findings of the empirical research. In addition, contributions to the theory and the industry as well as study limitations are outlined. The final chapter concludes the dissertation by summarizing the main findings and providing suggestions for future research.

1 LITERATURE REVIEW

This chapter defines the theories that inspired this thesis. In accordance with the main field of interest of the study, the Literature Review provides an in-depth analysis of the topics: tourism destinations, urban tourism, business and event tourism and trade fairs.

1.1 Tourism Destination

This section briefly describes the main terms related to the tourism destination of a country by defining the term *Tourism Destination* and explaining its different types. The section then moves on addressing the different elements associated with the term.

1.1.1 Definitions and Types

In the tourism literature, the concept of destination has not one unique and widely accepted definition. In fact, the term "tourism destination" is used differently by diverse

actors (Franke, 2001, Burkart & Medlik, 1974; Mill and Morrison, 1992). One of the earliest definitions of destination linked to tourism is contained in the work of Geogulas (1970) which describes it as an area with diversely constructed features to attract tourists for a wide range of activities. Bukart and Medlik (1974) provide a more coherent definition of term defining it as a geographical unit that is visited by tourists that can vary from villages, cities, regions and countries. A high emphasis is given here on the geographic location due to its possibility to determine the tourists' movements and impacts within the defined unit. The degree, to which each geographical unit is considered a tourism destination, depends on three main quality factors: attractions, amenities and accessibility (Burkart & Medlik, 1974). In addition, according to Jensen, Hansen and Metz (1993) a tourist destination contains a specific landscape, cultural characteristics and offers visitors an outstanding experience. In accordance with this notion, Mill and Morrison (1992) consider the tourism destination as a mix of interdependent elements (i.e. attractions, facilities, infrastructure, transportation and hospitality) which can provide tourists with a satisfying vacation experience. The importance of attractions, such as cultural activities, historical heritage and events, is also outlined by Cooper et al. (1993) who define destinations as the reason why tourism exists and their attractions as the source of tourist visits. This is reiterated by Franke (2001) adding that tourism destinations are dynamic as they are characterized by the economic and human interaction of tourists, resources, firms and elements. The content of each destination is, therefore, the result of this particular interaction (Franke, 2001). This is supported by Buhalis (2000) according to whom destinations are amalgams of tourist products and services which can offer an integrated experience to visitors. From a management point of view, tourism destinations are locations in which a coordinating organization has been created (i.e. Destination Management Organization [DMO]) that coordinates all tourism efforts of the place by cooperating with governments and municipalities and by interacting with private stakeholders (Morrison, 2013).

In this paper a **tourism destination** is considered as a geographical unit characterized by a mix of interdependent elements which can provide visitors with an outstanding experience and in which tourists economically and personally interact with resources, firms and elements, under a coordinating tourism planning undertaken by the main stakeholders (Bukart and Medlik, 1974; Jensen, Hansen and Metz, 1993; Franke, 2001; Morrison, 2013).

Destinations are either natural (e.g. coastal beaches, rivers, natural parks) or constructed (e.g. theme parks, villages, cities). Based on their geographical features destinations are defined as seaside, rural or urban destinations (Holloway, 2009). As the name already reveals seaside destinations are mostly places related to coasts and beaches (Holloway, 2009), while rural destinations are any natural locations where visitors can connect with the nature and rural heritage and interact with the local (Sharpley & Sharpley, 1997). Cities, representing the most widely recognized type of urban destinations (Holloway, 2009) have always been important meeting point for politicians and tradesmen since the

founding of the first towns in the early Antiquity until today (Buhalis, 2000). Especially exhibitions and trade fairs since the late medieval Europe, also often referred to as the era of merchant capitalism, have become an important branch of business for many cities and towns (Holloway, 2009). Besides geographical distinctions, tourism destinations can be categorized based on their tourism offer which attracts different target markets. According to the tourism offer, destinations can be classified as cultural, historical, business, wellness destinations, among others (Buhalis, 2000).

1.1.2 Elements of the Tourism Destination

Irrespective of the complexity of the tourism destination, and of urban destinations in particular, every destination is constituted with unique geographical, sociocultural and environmental features. At the same time, they share some common elements and contents in which the interaction between tourists and the business takes place (Buhalis, 2000). As tourism development in a destination strongly depends on its features and elements, it is of utmost importance to understand which elements contribute to the development of a destination. One of the most common used theories is the one provided by Holloway (2009) defining the success of a destination with the quality of three elements: attractions, amenities and accessibility (see Figure 1).

Figure 1: Holloway's Elements of Tourism Destination
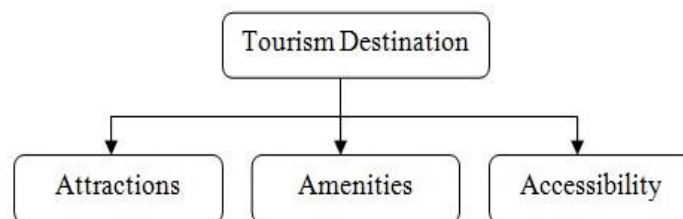
Source: Author's chart based on Holloway, 2009.

According to Buhalis (2000) and Cooper et al. (1993) tourism destinations are the combination of services and facilities specifically designed to meet the tourist's requirements and needs. These services and facilities can be therefore grouped into six main categories: attractions, accessibility, amenities, available packages, activities and ancillary services. Compared to Holloway's (2009) classification, Buhalis's (2000) framework is more complex adding three additional categories (see Figure 2).

Figure 2: Buhalis's Six A's Framework for Tourism Destination
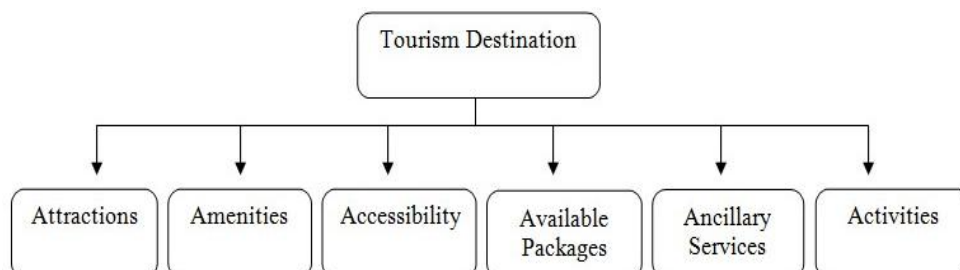
Source: Author's chart based on Buhalis, 2000.

Attractions are the core product of the destination. The more attractions a destination can offer the easier it becomes to market them to tourists. Attractions depends on the destination physical features, such as the beauty of the mountain, the quality of a specific beach, or the atmosphere of a particular city thanks to its variety of museums, historical architecture, entertainment and business opportunities. They can be natural, social and cultural (Mihalič, 2006) or purpose built to increase the attractiveness of the destinations (Buhalis, 2000). Site attractions are different to event attractions. While the first one refers to those which are permanent by nature, the latter consist in temporary events designed to increase the number of tourists. Special events and trade fairs are examples of event attractions, which are usually found in urban destinations (Buhalis, 2000; Holloway, 2009). Attractions are also referred to as primary supply of the destination (Mihalič, 2006).

Amenities represent the wide range of facilities and services that support the visitors' stay and cater their needs. These include accommodation, local transports, information centers, travel agencies and the required infrastructure to support tourism. Amenities type largely depends on the type of destination. While the quality of food is required during a culinary tour, the number of the exhibition centre and the professionalism of trade fair organizers is important in the case of business tourism (Holloway, 2009).

Accessibility, which allows tourists to reach the desired destination, includes the number and quality of air, sea and ground transportation facilities. An easily accessible destination is able to welcome an increasing number of tourists providing a high quality service and reducing the distance between the destination itself and the point of origin. As for attractions and amenities, tourists judge the importance of different available public transportation means depending on the type of destination and tourism segment they are interested in (Morrison, 2013).

Available packages are the pre-arranged packages offered by intermediaries before the tourist's arrival at the destination and are therefore not directly managed by the destination's local tourism industry. **Activities** instead include everything tourists can do during their visit. They vary with the destination and the offer is influenced by the type of destination, the tourists' interest and their purpose of visit. This includes, for instance, culinary tours, museum, nightlife, shopping, wellness and events. The type and number of activities are strictly related to the attractions that the destination offers. **Ancillary services** comprehend all services normally directly and used by the local population, that can also be used by tourists, such as banks, hospital and telecommunication (Buhalis, 2000).

A more uniform framework of the tourism destination is provided by UNWTO (2007) declaring that each destination contains a number of core common elements able to attract visitors and satisfy their needs on arrival. Tourism experience is presumed to be largely shaped by the six basic elements which compose each destination: attractions,

public and private amenities, accessibility, human resources, image and character, and price (see Figure 3).

Figure 3: UNWTO Basic Elements of the Tourist Destination
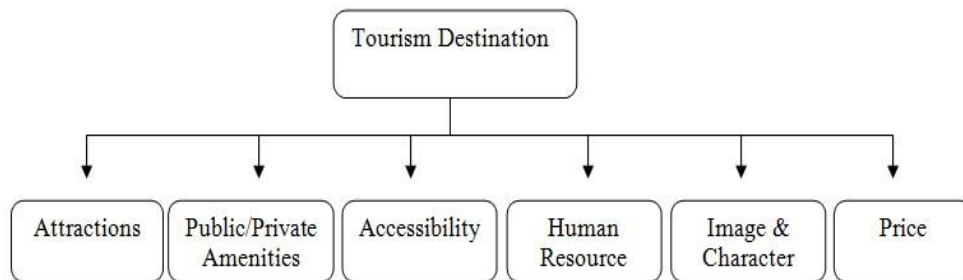
Source: UNWTO, 2007.

Attractions, amenities and accessibility are similarly defined by UNWTO as by Buhalis (2000) and Holloway (2009). While attractions represent the main focus of tourists and include natural, built and cultural features, amenities include the wide range of services and facilities that support the visitors stay such as accommodation, entertainment facilities, catering and shopping opportunities, among others. Finally, as with Holloway (2009) and Buhalis (2000) accessibility is necessary to connect the destination through a wide range of air, sea and ground transportation options.

Different to Buhalis (2000) framework, UNWTO (2007) considers the image, price and human resources as fundamental in examining a tourism destination. **Image** is crucial for attracting visitors to the destination and includes destination uniqueness, environmental quality, service levels, safety and professionalism of local the business. The image of the destination exists in tourist's mind as they determine what people expect from a destination and how they perceive it mentally. Since it can be accurate or inaccurate, it is important to properly communicate the real attributes and elements of the destination to the tourists in order to avoid that a wrong picture of the destination is created in the mind of the tourists (Holloway, 2009). The destination image can also be transmitted to the potential and existing visitors thought the organization of events (Jago et al, 2003). **Price** is related to several aspects of the destination such as transports to and from the place, local transportation, accommodation, food, activities and services. Prices can largely change between destinations, and can be influenced within the same destination by, for instance, seasonality or events held in a specific time of the year (Holloway, 2009). The success of a tourism destination also depends on pricing, which should be consistent, accurate and competitive (Dwyer et al., 2000).

Finally, **human resources** are fundamental in tourism destination as tourism is based on the interactions among the local community, local business and the tourists (UNWTO, 2007). The tourist experience is highly influenced and determinate by the tourism industry workforce, which should be well-trained and aware of the benefits that a targeted tourism sector could bring into a specific destination. Consequently, each destination stakeholders should focus on training the different industry sectors to

provide the appropriate skills, knowledge and attitude about the main tourism segment, in order to provide a comprehensive and high quality experience (Morrison, 2013).

1.1.3 Urban Destination

Based on their geographical features, destinations can be seaside, rural or urban destinations (Holloway, 2009). This paper focuses only on urban destinations, which normally include a wide range of towns, villages and cities. Pearce (2001, p. 927) recognizes cities as "major tourism destinations, and if not now, they have the potential to become so". Cities are considered ideal settings where tourism develops as a result of the complexity of urban ambiance in which tourists share services, amenities, space, and transportation with city residents (Pearce, 2001). This is supported by the fact that cities can offer, among others, a large variety of experiences such as culture, history, event, sport, congress, fair, gastronomy, shopping, nightlife to its visitors and users (Ashworth, 2003). Urban destinations are complex tourism system in which the concept of urban tourism develops thanks to the high concentration of the tourism-related elements such as infrastructure, attractions, accommodation, activities and facilities which contribute to increase the attractiveness of the urban space (Lapko, 2014). Depending on the size and availability of these tourism-related elements, in urban destinations it is possible to develop parallel forms of tourism, which includes, for instance, cultural, religious, entertainment, shopping, education and business and event tourism (Hall & Page, 2006).

1.2 Urban Tourism

As previously described urban destinations and with it the study of urban tourism has become increasingly important (Ashworth & Page, 2011). Emerged as a significant field of study during the 90s urban tourism reflects the growth of tourism in cities as well as the increasing number of urban policies. These policies did not only incorporate a proactive attitude towards tourism but also made city governments aware of the potential of tourism as a strategic sector for urban renewal. The complexity of urban tourism is explained by a few contrasting propositions which, according to Ashworth and Page (2011), characterize the phenomenon. First, the demand for urban tourism is multidimensional and multipurpose in nature. Tourists visit cities for multiple reasons. Cities that can accommodate large tourist numbers are considered as big multifunctional entities, in which tourist are absorbed and become, often to a large extent, economically and physically invisible. Second, tourists use many of the urban facilities and services although only a few of the city's facilities have been specifically created for the purpose of tourism. Third, tourism can bring economic benefits to cities; however those that do not rely exclusively on tourism benefit the most (Ashworth & Page, 2011).

Urban tourism is analyzed with four different approaches: facility, ecological, user and policy approach (Ashworth, 1989). The facility approach focuses on the spatial location of tourism facilities, attractions, and infrastructures; the ecological approach outlines the

existence of urban functional areas named central business districts (CBD); the user approach is based on a marketing perspective while the policy approach defines policy issues including infrastructure and marketing of the destination (Ashworth, 1989).

The intricacy of the phenomenon is also remarked by Edwards et al. (2008) who highlight the lack of a simple definition of urban tourism. They argue that adding the adjective *urban* to the noun *tourism* is not sufficient to define the activity as it only locates it in a special context. Tourism is only one among many social and economic forces in the urban environment. In fact, it is an industry that markets a large variety of products and experiences to people who have a wide range of motivations, requirements, preferences and are involved in the direct interaction with the host community (Edwards et al., 2008). Distinctive for urban tourism is the intrinsic relationship between tourists and the multifaceted entity, the city. Consequently, Edwards et al. (2008) advise referring to the phenomenon with the plural form of urban tourisms. The diversity of the urban offer is the core of the relationship between the city and the tourists. As tourists use almost all urban features during their stay, it is important for comprehending urban tourism to understand the context in which it is developed (Ashworth, 2003). In order to monitor the importance and nature of tourism in urban centers, it is crucial understanding the components of the urban tourism system. Vandermey (1984), for instance, elaborate a conceptual model of urban tourism which focuses on two different dimensions, as illustrated in Figure 4.

Figure 4: Urban Tourism System Conceptual Model
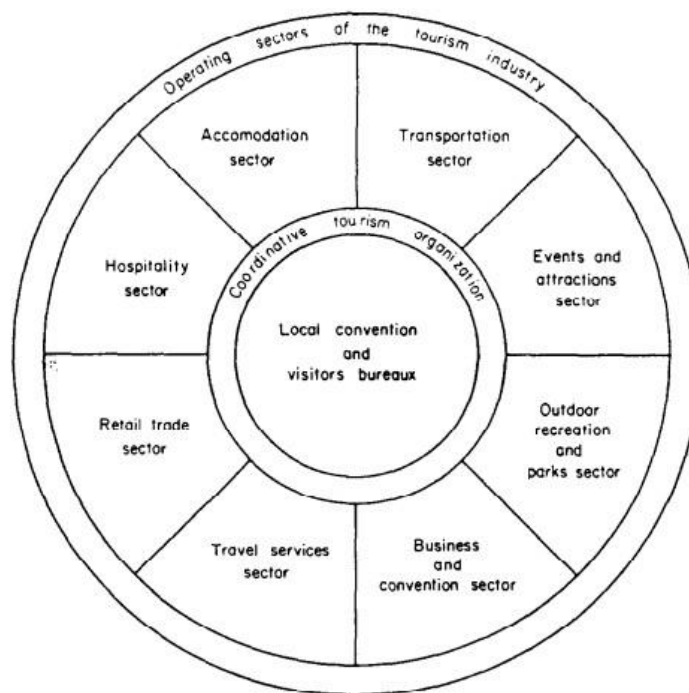
Source: Vandermey, 1984.

The model outlines that urban tourism comprehends two primary dimensions: the operating sector of the tourism industry and the coordinating tourism organizations. While the first dimension delineates the different sectors of the tourism industry and

their related components important for an urban destination, the second one focus on private and public tourism organizations which have an active role in tourism development (Vandermey, 1984). Based on the model each sector is made of different components, which are measured according to several variables (see Table 1).

Table 1: Analysis of Urban Tourism System

Sector	Component	Variables
Accommodation	Hotel, hostel, camping, B&B, camping, friends and relatives	Length of stay, occupancy rate
Transportation	Auto, air, train, bus	Mode of transportation
Events and attraction	Museums, exhibitions, fairs, festivals	Number of attendees, average of expenditures
Outdoor recreation and parks	Parks, recreational outdoor activities, waterfronts	Length of stay, spending patterns
Business and conventions	Conventions, trade shows, corporate meetings	Lodging form, mode of transportation, activities during stay and estimated expenditure
Travel services	Information centers, travel agencies	Purpose of trip, number of visitors
Retail Trade	Food services	Spending patterns, country of origins
Hospitality	Restaurants, bars	Lodging form, spending pattern

Source: Author's own elaboration, adapted from Vandermey, 1984.

As every city's tourism plant is unique, the model is essential to understand which type of urban tourism the city can develop based on its tourism segments, components and variables (Vandermey, 1984). The model outlines that the different sectors of the urban tourism industry are coordinated by tourism organizations which somehow also contribute to the development and existence of tourism in urban areas. These tourism organizations, which are concerned with tourism-related activities such as policy, planning, marketing and promotion, can differ from city to city but the general framework remains similar (Vandermey, 1984).

1.2.1 Urban Tourist

Defining the urban tourist is a difficult endeavor given the challenge of distinguishing between tourists and people who visit the city for multiple purposes and happen to use tourism facilities (Ashworth & Page, 2011). In order to clarify the concept Ashworth and Page (2011) suggest to differentiate between tourism in cities, which is tourism to facilities located in urban areas that cannot be located in non-urban areas and equally satisfy the visitors, and urban tourism *sui generis*, that represents the primary reason for tourists to visit a city. Cities are able to satisfy urban tourists' requirements because they offer, in defined space, a diverse range of functions, people, culture, built forms and facilities. Visitors are attracted by any of these urban features depending on their travel motivations and interests, which make it more difficult to define the urban tourists. In

fact, it is the diversity of the urban features and the compactness of their location, which attract tourists to cities (Ashworth, 2003).

Cities represent the concentration of the economic, political and institutional power, as well as culture, entertainment and leisure experience. It is widely recognized that the higher proportion of travels to cities happen for the first rather than the second group of urban activities (Ashworth & Page, 2011). Baccini et al (2009) link the term urban tourist with the term city users which identifies those tourists who experience the city by using its facilities of a short period of time. City users might have a different perception of the city than the local community although they use the same services (Baccini et al, 2009). As a result, it is even more problematic to distinguish between the tourist and non-tourist users of the city as the economic, social and cultural behavior cannot be clearly separated. Tourists and residents use the same facilities (e.g. transportation, entertainment, business services) and by doing so they constantly interact between each other. The fact that city tourists and residents use the same resources results in a difficult city management by local authorities and in a lack of dedicated urban tourism policies (Ashworth & Page, 2011).

The existing literature divides tourists' conduct in the urban destination into four main groups based on their behavioral characteristics: selectivity, rapidity, repetition and capriciousness (Ashworth & Page, 2011). S*electivity* is seen by tourists that use only a certain clustered zone in the city. Since these tourists have less knowledge and information about the city than residents they will limit their actions within a distinctive urban area, usually the one where one can find the majority of attractions. This pattern generated the creation of functional urban areas, such as Central Tourism District, in which tourism activities are concentrated (Ashworth & Page, 2011). *Rapidity* refers to the length of stay in an urban destination, which is normally shorter than at seaside or rural areas. Tourists consume urban tourism products within a short period of time, sometimes within 24 hours or as part of a day trip. This, however, negatively impacts on-site expenditure, predominantly tourism income from accommodation providers. Since urban tourists are less likely to *repeat* their visit to the same city, the city management has to constantly look for new strategies to attract new markets, satisfy existing ones by elaborating innovative urban products or by focusing on niche markets that could attract repeat visitors, like the business and events segment (Mordue, 2007). Finally, the urban tourists appear to be more *capricious* than other tourists; in fact, urban tourists are particularly sensitive to changes in fashion, life-style and tastes. As a result, constant investments are needed to improve and redevelop purpose-built attractions in order to maintain the visitors interest (Lennon, 2002).

1.2.2   Urban Tourism Districts

The city and its services provide the base for a flourishing urban tourist activity (Hayllar et al., 2008). In fact, cities often have large stocks of accommodation, their local

transport is well developed and the existing infrastructure makes them easily accessible for national and international tourists. As they are often more advanced than other destinations they offer the opportunity for diverse experiences, thus drawing the attention of diverse tourism segments. While the urban tourism experience is varied, the use of urban spaces by tourists is restricted to some specific areas of the city, depending on the type of attractions and facilities they are interested in (Hayllar et al., 2008). As a consequence, the city is often divided into several tourism districts, also named precinct.

A **precinct** is commonly defined as "a [d]istinctive geographic area within a larger urban area, characterized by a concentration of tourist-related land uses, activities and visitation, with fairly definable boundaries" (Hayllar & Griffin, 2005, p.517). A similar definition is provided by Getz (1993) associating precincts as Tourism Business Districts that are characterized by high concentrations of visitor's oriented attractions and services and that are strictly connected with urban central business district (CBD) functions. The creation of urban tourism districts is also reiterated by Pearce (2001) suggesting the clustering of tourism facilities in defined areas of the city with the aim to concentrate the management and urban planning at a smaller scale. As it becomes obvious each city can be clustered in different tourism districts based on the concentration of the existing tourism facilities that can satisfy a wide range of tourism sector. In this regard, Ashworth (2003) suggests that each city has a specific vocation, based on its intrinsic attributes, facilities and sites provided to its visitors.

1.2.3 Tourism Management in Urban Destinations

As discussed in previous sections tourists are attracted by cities by a wide range of possible reasons, depending on personal requirements, taste and preferences. As a result, urban tourism involves different sectors in the city making urban tourism management a difficult task often included a wider urban management and planning strategy (Ashworth & Page, 2011). Urban destinations are often less dependent from tourism than other types of destinations, but tourism still represent an important income source for many cities. However, governments become only aware of tourism when its potential economic benefits are evident. This also leads to the problematic many cities have to face. Since the impacts of tourism upon destinations are measured in terms of economic benefits rather than social, political and environmental contributions, the perception of the management of tourism in urban destinations is affected as well. Often lack of dedicated tourism planning and policies are the result (Sheehan & Ritchie, 2005). Besides, the range of public and private bodies engaged in tourism in the city results in a multiplicity of objectives which are difficult to combine in a coordinated approach of urban tourism planning. Local authorities are also influenced by electors, taxpayers, political parties often leading to policies that solely focus on mitigating the perceived undesirable impacts of tourists on local residents. Examples of these are traffic and circulation measures, and land-use zoning (Ashworth & Page, 2011).

Along with the lack of adequate policies, modern urban tourism planning and development are challenged in creating and maintaining a unique value proposition of the city to ensure the flow of tourists to the city. In fact, in a time of globalization and internationalization, city managers and planners tend to duplicate city attributes and features. Urban destinations need to identify local features which give them an advantage to other places. City management should, therefore, focus on creating an urban tourism product based on the local unique attributes and features (Lapko, 2014).

1.2.4   Urban Destination Stakeholders

The tourism industry is characterized by interconnected small sized enterprises, market fragmentation and spatial separations. These can lead to form tourist organizations in order to reach common goals and to combine actions (Sheehan & Ritchie, 2005). This perspective based on collaboration and inter-organizational relations (Selin and Beason, 1991) outlined the lack of cooperation among all tourism actors but a potential need to establish relations and collaboration among them. Jamal and Gezt (1995) further provide a few conditions under which collaboration among key tourism actors and stakeholders can be accomplished. Stakeholders need to be aware that they are in interdependent and that they will benefit from cooperation; the key groups, such as government, tourism association, agencies and special interest groups, need to be involved and finally the stakeholders collaboration is based on expertise and human resources (Jamal and Gezt, 1995). Within the wide range of stakeholders involved in an urban destination Sheehan and Ritchie (2005) have identified the most important ones in urban destinations (see Table 2).

Table 2: List of Stakeholders in Urban Destination

Airlines	Attractions/Attraction Association
Chamber of Commerce	City Government / Regional Government
City/Provincial Tourism Department	Convention Centre/ Fairground Centre
Convention & Congress Organizer / Fair Organizer	Convention & Visitor Bureau
Destination Management Company	Hotel / Hotel Association
Infrastructures Authority	Local Community
Recreational Companies	Tourists
Travel Companies	University / Educational Center

Source: Author's own elaboration, adapted from Sheehan and Ritchie, 2005.

1.3 Event Business Tourism

As shown in the previous section, urban tourism is characterized by a large variety of opportunities including cultural activities, gastronomy, shopping, health, education and sports. Besides, business and events tourism seems to be one of the main components of

urban tourism in the major metropolitan cities around the world. Based on the resources the destination provides, it is wise to diversify the tourism offer to attract different tourist segments but at the same time to concentrate on the type of tourism which most the destination itself can satisfy the most due to its intrinsic attributes. As a result, business and events tourism mostly developed in those urban destinations where the present infrastructures can satisfy the market requirements (Morrison, 2013).

1.3.1   Event Tourism

Event tourism includes any form of travels related to the participation of planned events and differs in form, size, purpose and programs. Events include public celebrations (i.e. community festivals, carnivals and religious commemorations, sports competitions, arts and entertainment) as well as business and trade events. Depending on the type of event, special-purpose facilities, infrastructure and skilled human resources are required (Wrathall & Bahauddin, 2011). Getz (1989) recognizes event tourism as a form of special-interest tourism which is an important and rapidly growing segment of international tourism. Therefore, destinations nowadays aim to attract and promote events to reach multiple goals: attract an increasing numbers of tourists all year long, serve as a catalyst (for urban renewal and for increasing the infrastructure and tourism capacity of the destination), contribute to place marketing, including improving the life style of the local community and fostering a better place to live, work and invest) as well as animate specific areas or incrementing other tourism attractions, products and services (Getz, 2008). Events also play an important role in tourism development and destination branding for the country, region or city where the events are held. They add to the attractiveness of a destination and are part of the product portfolio of a destination. They are used by destination managers and city planners to generate additional visits, to extend the length of stay in the destination, to reduce seasonality and to increase visitor satisfaction by offering an alternative to the cultural and historical attractions offered by the destination. Finally, events are used as a strategic tool for urban renewal, shaping city branding and improving tourism components, with the aim to increase the destination competitiveness in the current tourism market (Dimanche, 2002).

1.3.2   Business Tourism

Business tourism is the major non-leisure form of tourism and includes traveling for commercial, trade, professional and work-related purposes (Holloway, 2009; Morrison, 2013; Buhalis, 2000). This is supported by countless business professionals and researchers (Jago et al., 2003; Wrathall & Bahauddin, 2011; Feng, 2004) claiming that the business tourism industry is one of the faster growing and highest yield tourism sectors. The UNWTO (2014) recognizes the fundamental role of the business tourism industry and its contribution to tourism development, income, employment and foreign investments in the destination. In fact, the UNWTO Global Reports of the Meeting

Industry reports that tourism activities created by business travelers contribute to reduce seasonality and to the regeneration of destinations, to generate on average a higher expenditure level, as well as spreading knowledge and innovation in the host destination (UNWTO, 2014). Compared to leisure tourism business tourism is more restricted in terms of destination choice. Business travelers have to travel to the destination where the event is held irrespective of their interest in the destination. Nevertheless, despite the limited choice of destination of business travelers, the destination still needs to satisfy certain requirements in terms of infrastructures, event venue, accessibility, safety and security in order to be selected to host an event by the organizers (Jago et al., 2003). Business trips have to be frequently arranged at short notice and for a brief period of time, usually in different times of the week and year compared to leisure tourism. In addition, business travelers need frequent and high-quality transport, efficient services and good facilities (Buhalis, 2000). In addition, travel arrangements are normally paid by the companies; consequently business travelers are usually less concerned about the overall travel costs than other types of tourists (Morrison, 2013).

1.3.3   The MICE Industry

The MICE industry, commonly referred to as Meeting, Incentive, Conventions and Exhibitions, is characterized by a number of specific features which distinguishes it from any other type of tourism (Buhalis, 2000). The four elements of the MICE industry differ in terms of the number of participants, organizers, purposes and required destination infrastructures and attributes. Travelling to attend a meeting is one of the most known forms of business tourism; meetings vary enormously in purpose and size and they are normally linked to the attendees' professional activities (Rittichainuwat & Mair, 2012). For this reason, they are also referred to as corporate meetings (Holloway, 2009). Incentive travels instead include all trips undertaken by selected company employees as a reward of their achievements at work. They are strongly characterized by a leisure and entertainment component as they are included in a wider itinerary of visits and tours, and they are normally relatively small in size (Lawson, 1982). Finally, convention and exhibitions are often linked with each other in the literature due to their large impact on the tourism destination. While meetings and incentives trips use existing facilities and are smaller in scale, the organization of conventions and exhibitions require for the host destination to provide specific structural infrastructures such as exhibitions and convention centers, transportation and large accommodation capacity due to their high number of participants. Conventions normally assemble professionals from the medical, technological and scientific sector, while exhibitions and trade shows bring together industry members of all kind for a short scheduled period of time with the aim to showcase the latest industry products and services (Rittichainuwat & Mair, 2012).

Lawson (1982) outlines that the growing interest in the MICE industry can be explained by several factors, which are predominantly demand-driven, but are also stimulated by a

growing availability of appropriate facilities and infrastructures. The improvement of air and rail transportation which reduce spatial and time distance, the rise of purpose-built facilities, the expansion of professional associations and international corporations, the propensity of learning and participating to training course and educational program, together with the necessity of travel for trade and sales purposes contribute to the expansion of the MICE industry and business travel (Lawson, 1982).

1.4 Trade Fairs

In many countries, the exhibition industry has been and is still a political-economic instrument to stimulate the national economy. The latest available statistics (UFI, 2104a) show that in 2012 there were 1,197 exhibiting venues available worldwide, for a total of 32.6 million m². Europe is the geographical region with the highest number of venues (496) followed by North America (389), Asia and Oceania (184) and South America (70). Africa and the Middle East have the smallest number of exhibition venues, with less than 30 establishments (UFI, 2014a). The distribution is uneven also if examining single nations, with 15 countries accounting for more than 80 per cent of the global exhibition space. Among these, USA, China, Germany and Italy ranked the four highest positions. Looking at the emerging market such as Latin America, Brazil is the only country presents in this list (UFI, 2014a).

About 31,000 exhibitions and the trade fairs are held globally per year, with a total of 4.4 million exhibitors and 260 million visitors (UFI, 2014a). The economic significance of trade fairs is well documented and measured through different elements such as the revenue generated by exhibition space rental, stand construction costs, promotion and marketing, among others. In addition, visitors and exhibitors travel around the world to take part in this type of event which clearly has a deep economic impact on domestic and international tourism (Mair, 2010).

1.4.1 Historic Development, Types and Definition

These days the terms *exhibition*, *trade show*, *trade fair* and *exposition* are frequently used interchangeably to refer to the showcases of products and services, but in reality consist in diverse events. It is important to understand the difference among these event types, which are colloquially grouped under the name "trade fair" and "exhibitions", as they differ in size, industry sectors, attendees, frequency, facilities needed and consequently impact differently the destination in which they are held (Rittichainuwat & Mair, 2012).

Figure 5: Type of Trade Fairs and Exhibitions
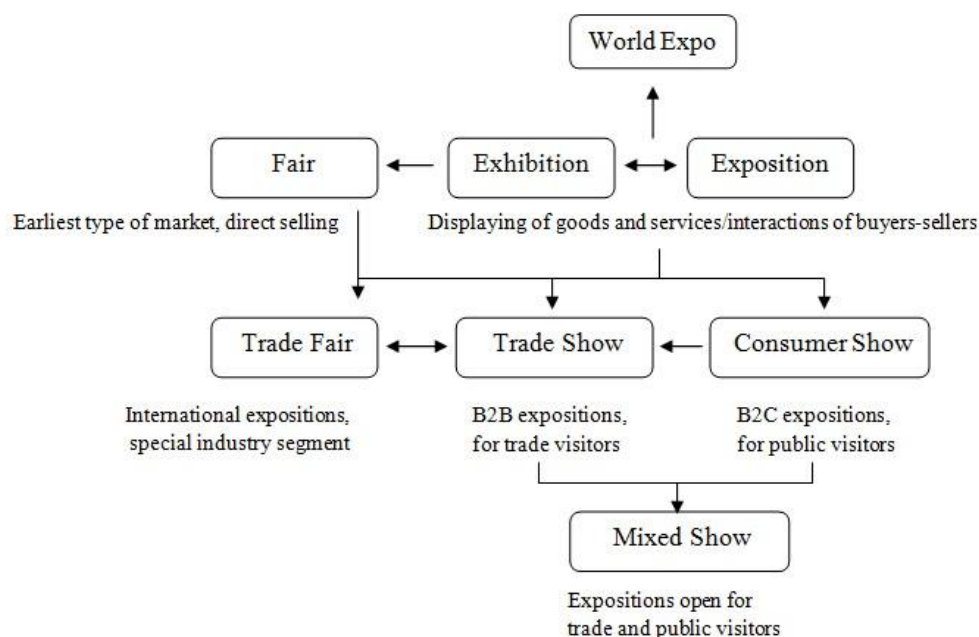
As shown in Figure 5, the exhibition and fair industry is a complex sector in contemporary tourism. Derived from the ancient notion of exhibition and exposition, the World Expo, originally known as World's Fair or Universal Fair, is the largest exposition held in modern times and showcases the participating countries' knowledge and technology on a defined theme for a period of six months (*Bureau Internacionales des Expositions* [BIE], 2015). The first Expo took place in 1851 in London, and since then this mega-event has been used by nations to showcase their industrialization and expertise and to improve the overall country's image and infrastructure (BIE, 215). The modern concept of trade fairs instead derives from a mix of the industrial market fair and exhibitions, where goods were not sold but only showcased for later delivery. According to UFI (2015) **trade fairs** are

> "[m]arket events of a specific duration, held at intervals, at which a large number of companies present the main product range of one or more industry sectors and mainly sell it on the basis of samples. Trade Fairs predominantly attract trade and business visitors".

Initially trade fairs were horizontal in their organization showcasing products and services of several industry groups. As a result, they were called Generalized Trade Fairs, in opposition to the vertical organization of Specialized Trade Fairs which dominate today's MICE sector and are characterized by a single industry (Kowalik, 2012). Depending on the type of visitors, trade fairs can be trade shows (B2B visitors, business credential are needed to show the belonging to the industry sectors) or consumer shows (B2C events that are open to the public). The third option is mixed showing which are open for business professionals and the general public (UFI, 2015).

Trade fairs became very popular and consequently the authorities understood that such events could be used to enhance the competitive advantage for their cities, regions and country as well as fostering the domestic entrepreneurship (International Trade Centre [ITC], 2013). With the beginning of the 20th century the number of trade fairs has grown rapidly and in 1925 the *Union des Foires Internationales* [The Global Association of the Exhibition Industry, UFI] was formed bringing together the cities and the organizers of the major fairs worldwide. Being a member of UFI ensured that the host city is on the "world fairs map" and provides the host countries with the opportunity to obtain visibility by improve their overall image and infrastructures and gain a competitive advantage over other destinations (ITC, 2013). Trade fairs can be international, with at least 10% of foreign exhibitors and 5% of foreign visitors, national, with participants coming from different regions than the one which hosts the event, or regional. Most of the trade fairs are held annually, some of them take place every six months, a few biennially or every three years in the case of large-scale industrial events (UFI, 2014).

As explained earlier, the terms *trade fair* and *exhibition* have different meanings. Yet, in literature and within the MICE industry, they are used interchangeably and referred to as the same type of event (Rittichainuwat & Mair, 2012). This is also due to the fact that they are typically organized at the same venue, the exhibition centre (or fairground). For the purpose of this paper, the definition of UFI (2015) is taken as a reference, also due to the fact that in both cases analyzed for this study the main fair key actors are UFI members. In addition, the venue where the events are held is referred to as exhibition centre or fairground interchangeably, as outlined in the following sections.

1.4.2 Trade Fairs Industry's Key Players and Elements

The trade fair industry is a complex system which involves several industry key players such as the visitors and exhibitors, the trade fairs organizer, the fairground and exhibition center owner, industry association, city council, and local government, among others. Visitors and exhibitors could belong to several professional groups such as manufacturers, traders, agents, suppliers, research and training institutes, associations, organizations, institutions and press, among others (UFI, 2015). Thanks to their participations in trade fairs, they constantly travel to domestic or international destinations for business reasons, resulting in one of the major business and event travel segment worldwide (Rittichainuwat & Mair, 2012). Trade fair participants attending this type of events visit the city for business motivations but also enjoy different forms of leisure tourism, contributing to the development of urban tourism (Robbe, 2000).

Trade fairs and exhibition organizers are independent companies which organize several events worldwide. They normally rent the appropriate exhibition space to fairground owners for hosting the event, according to a pre-established international event calendar (UFI, 2015). *Reed Exhibitions*, *Hannover Messe* and *Fiera Milano* are some of the most widely known trade fairs organizers (Reed Exhibition, 2015a; Hannover Messe, 2015;

Fiera Milano, 2015). For instance, *Reed Exhibitions* organizes more than 500 events in 43 countries annually (Reed Exhibitions, 2015a). Today, organizers provide complementary services to the exhibitors and the visitors rather than only selling the stand. These services (i.e. accommodation, transfers) are provided before and after the event (Chen & Mo, 2012).

Another crucial element of the trade fair industry is the event venue, named fairground or exhibition center. The venue is considered as the "hardware" of the event and it is normally divided into different halls which permit the organizations of plural events at the same time (UFI, 2015). The exhibition center needs to provide the necessary electricity, water, gas and communication connections such as internet and telephone. Additionally, there are a number of related facilities required for hosting the event, such as restaurants and catering, parking areas, receptions, and transportation which able to easily commute to the venue. Fairgrounds' features as suitable location and accessibility, public areas and amenities, security can contribute to the success of a trade fair (ITC, 2012). The location and accessibility of the exhibition center and the service facility provided within the venue are one of the key factors when evaluating the quality of the event (Jung, 2014). These large event venues usually belong to public bodies such as city and regional government that commits the management to third partners. In other cases, the fairground is owned and managed by the same company that rent the exhibition space to the trade fair organizers. Additionally, mostly common in European countries, companies in charge of managing the fairground are also in charge of organizing the trade fairs that are held in that venue (UFI, 2015; ITC, 2012).

1.4.3 Relationship between Trade Fairs and Urban Tourism

In relation to tourism, trade fairs and exhibitions the two elements of the MICE industry with the highest impact on the host destination in terms of expenditures, tourist arrivals, required event and transport infrastructures (Lawson, 1982). In particular, they attract a large number of attendees in a short time, generate the construction of purpose-built facilities which are used also for other types of business meetings, they require a large provision of event-related facilities such as accommodation and transportation (Lawson, 1982). Together with an increase in infrastructures required by trade fairs, there has been a great recognition of the economic and non-economic contribution of this industry to city destinations worldwide (Jin & Weber, 2013). Besides, trade shows provide not only a number of business opportunities for local communities and enterprises but also enhance the city's image (Kozak, 2005).

On average, the number of attendees participating in trade fairs is higher than any other business events, and their length of stay in the destination is longer than leisure travelers. Trade fairs tourists are higher spenders than leisure tourists, and they normally take part in tourism-related activities in their spare time such as city tours, cultural experiences, gastronomy and shopping, among others. Finally, the trade fair industry

brings high profit for other related industries such as entertainment, transportation, accommodation, restaurants and culture (Feng, 2004). Therefore, there is a constant attempt from city managers to attract an increasing number of trade fairs which can bring positive benefit to the entire urban destination. In addition, the organization and management of exhibitions and trade fairs involve different stakeholders at private and public level in the host destination (Sheehan and Ritchie, 2004). Despite all these elements, the academic literature lack of researches which focus on the linkages among the trade fairs industry and tourism in the host urban destination (see Table 3).

Table 3: List of Scholar Works related to Trade Fairs, Business Events and Tourism

Topic	Author(s)	Year
Exhibition service quality as perceived by attendees	Jung	2014
Tourism Effects of Convention & Exposition Industry	Wu & Zhang	2013
Trade fair influence on host city brand	Kowalik	2012
Exhibition destination attractiveness	Jin, Weber & Bauer	2012
Visitor attendance motivations at exhibitions	Rittichainuwat & Mair	2012
Exhibition attributes and repeat visitation	Whitfield & Webber	2011
Benefits of Business Events	Wrathall & Bahauddin	2011
Economic impact of the exhibition industry	Kim & Chon	2009
Urban Tourism in the City of São Paulo	de Sá Teles	2007
Economic contribution of business events participants	Deery & Jago	2005
Business Tourism in City	Braga	2006
Economic Impact of Trade Fairs	Golfetto	1991

Source: Author's own elaboration, 2015.

Table 3 presents the most popular scientific works on trade fairs and business tourism. The majority of academic works focus on business events, their economic impact on the host destination as well as on the trade visitors and exhibitors needs, motivations and expectations. There is an absence of relevant literature connecting the topic of trade fairs and urban tourism, therefore the present paper tries to contribute to this lack.

2 RESEARCH MODEL

The aim of this dissertation is to investigate the potential existing relationship between trade fairs and urban tourism in the cities which frequently host this type of business event. To achieve this objective, the theory of tourism destinations are used to create a conceptual model based on the selection of certain elements.

The research model, as indicated in Figure 6 below, is based on the different models as explained in Chapter 1 Literature Review. Given the complexity of the model constructs and their relating elements, the proposed research model is mainly based on Buhalis' (2000) Six A's Framework for Tourism Destination, but includes additional elements of UNWTO's (2007) Basic Elements of the Tourist Destination and Holloway's (2009)

Elements of the Tourism Destination in order to meet the dissertations' purpose and objectives.

Figure 6: Elements of Urban Tourism Destinations with regards to Trade Fairs
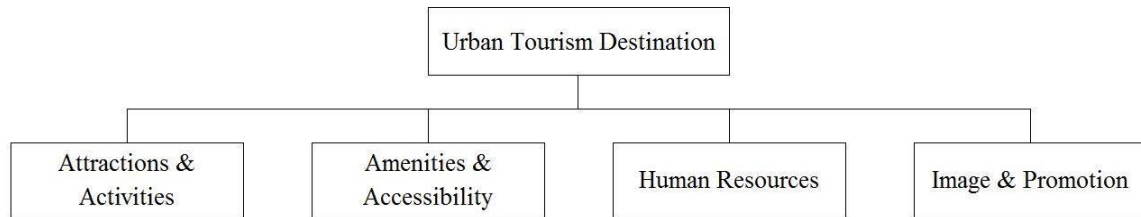
Attractions, amenities and accessibility have been selected to construct the Research Model as they are found in the three theoretical models outlined in Chapter 1 Literature Review. Activities are strictly related to the available tourism attractions and they are crucial in tourism as they shape the type of destination. Moreover, human resources and image and promotion have been selected to construct the Research Model as they strongly influence the tourism destination's quality, professionalism, services, and awareness.

Although the above-stated elements do not specify the MICE industry directly, they were used to investigate the relationship between trade fair industry and urban tourism by focusing on urban tourism system, the urban tourist and urban tourism districts. Some of the selected elements can also be found in Vandermey's (1984) urban Tourism System Conceptual Model (1984). Although his model was not primarily used to define the elements as stated in Figure 6, his theory helped the author to better understand the individual model constructs and their relationship to each other. Moreover, theories of Urban Tourist (Ashworth & Page, 2011; Mordue, 2007; Ashworth, 2003) and Urban Tourism Districts (Hayllar et al., 2008; Hayllar & Griffin, 2005; Pearce, 2001; Ashworth, 2003) have been used together with the outlined Research Model to provide a better understanding of the relationship between trade fairs and urban tourism.

3 METHODOLOGY

To investigate the fields of interest outlined in the introduction of the thesis, an exploratory study was conducted in two selected urban destinations. This chapter describes the research paradigm, the research approach and the research methods that guided the author through the study.

3.1 Research Paradigm

Willis (2007, p. 8) associates a paradigm as "a comprehensive belief system, world view or framework that guides research and practice in a field". This is confirmed by

Guba, Lynham and Lincoln (2011, p.107) that define paradigms as "basic belief systems based on ontological, epistemological, and methodological assumptions. This study was conceived and carried out under the influence of the interpretative social sciences paradigm, also known as constructivism paradigm. This approach assumes that there are multiple explanations, theories and realities related to the same phenomenon and that the expert and the subject under investigation co-create knowledge (Jennings, 2010). The interpretative social sciences paradigm recommends a flexible approach to data collection, normally involving qualitative and inductive methods of gathering information (Veal, 2006). This is also confirmed by Jennings (2010) suggesting that interpretative social sciences paradigm researchers start their studies in the empirical real-world to gather data and further develop theories. In terms of epistemology, the relationship between the interviewer and the interviewees is inter-subjective rather than objective, as the researcher needs to be part of the social setting (Blumer, 1962).

3.2   Research Approach

As previously mentioned, there is a lack of literature on trade fairs with respect to urban tourism. While there is an extensive research on mega-events and business events in relation to tourism destination development, the trade fairs industry was rather neglected by researchers. Most studies on this industry have been undertaken in European and Asian countries, taking into account the perspective of visitors and exhibitors, with the aim to understand their motivations, behaviors patterns and preferences, rather than the relationship between the trade fair industry and urban tourism (Kozak, 2005). With this in mind, the author decided to have an exploratory research approach. This is considered the most appropriate approach because very little information about the tourism phenomenon under study is available. In fact, exploratory studies are conducted before the researcher has adequate knowledge to theorize explanatory relationships and to establish bases for future studies (Jennings, 2010). The exploratory approach is complemented with a comparative research approach, which allows comparing different units across time and space. Comparative studies are used when the author of the research aims to find similarities or differences among the analyzed units. In tourism, the outcomes of comparative studies are important to implement policies and strategies, marketing campaigns, training and educational program development, among others (Jennings, 2010). Finally, a descriptive research approach is used when describing the two compared tourism cases under study. In fact, this approach is needed to provide information about tourist statistics, patterns, accommodation and transport supply, market segments, stakeholders and industry key players, among others (Neuman, 2006).

Based on the objective of the research, the study implies a qualitative methodology for empirical data collection. The qualitative approach, grounded in the interpretive social sciences paradigm as explained in the previous section, represents the "social reality, context and attributes of the tourism phenomenon under study" (Jennings, 2010, p. 21).

For this reason, qualitative methods require a flexible approach while conducting researches because they involve the establishment of a fluid relationship between all elements. Qualitative research is also characterized by a difficult separation among data collection and data analysis. In practice, these occur simultaneously in a study process which is defined as recursive (Veal, 2006). Nevertheless, it is important to differentiate both practices, as described in the following sections.

3.3 Data Collection

In order to provide findings related to the field of interests of this thesis, both primary and secondary data will be used. Primary data are new data collected and gathered by the author specifically for the research project in both urban destinations under study. Secondary sources instead are already available as a result from previous researches, and will be considered to extract the information needed for this project. In tourism, a significant amount of data is usually collected on a regular basis by governmental agencies, promotional companies, institutional bodies and association (Veal, 2006). Examples of secondary data used by the author include official tourism statistics, trade fair organizers' manuals and company brochures. The understanding of secondary data was possible due to the author's knowledge of several languages (Italian, English, Spanish and Portuguese).

3.3.1   The Cases of São Paulo and Milan

This study is based on a comparison among two urban business tourism destinations. In comparative research, comparing different cases is the most prevalent approach and involves the choice of cases that "have more in common that they differ from each other depending on the Research Question" (Collier, 1993, p.112). This approach is also called case-oriented as it is based on the choice of few cases which have both similarity and variation with the aim to establish categorizations, regularities and also to understand the phenomena under study. Comparisons reveal dissimilarities between social entities and help the researcher to reveal unique aspects of a particular entity. In qualitative researches which include a small number of cases, the selection of these is usually purposeful and theory-driven (SAGE, 2013). In accordance with the literature, the two cities have been chosen by the author because they present both similarities and differences. As for similarities, the two metropolises lack in traditional leisure sun & tourism features. As a consequence, in the past decades they developed different core activities based on business, finance, events and trade that consequently represent the main tourism motivation for visitors today. São Paolo in Brazil and Milan in Italy are the capitals of fashion, design, entertainment and MICE tourism, which ensure in both cases the leading position as city destinations for business tourism. In both cities, the trade fair industry flourishes representing one of the major economic activities and income source of tourism. This results in a high numbers of dedicated infrastructures

such as exhibitions centres and related facilities, such as accommodation and transportation.

São Paolo and Milan share common tourism features but also present differences which allow a comparative study. In São Paolo, the trade fair industry is relevant but it is managed as part of the bigger event sector, as shown by the tourism statistics elaborated by the Tourism Observatory (Observatório do Turismo e Eventos da Cidade de São Paulo, SPTuris, 2015b). There is a wide offer of fairgrounds and exhibition centres managed by different public and private entities. In no case, the same entity who own and manage the venue is the same one who organize the trade fairs. In Milan instead, the number of fairgrounds is relatively low compared to São Paolo but the total size of these venues equal the size of all trade fairs venues in São Paolo. Also, in Milan both fairgrounds are managed by the same company that it is also in charge of organizing the trade fairs and controlling the entire supply chain of the event. Finally, differences are found among the number of stakeholders in charge of promoting tourism in the destination, with a prevalence of established bodies in the Brazilian city. In accordance with the research approach and paradigm described in sections 3.1 and 3.2, the research has been conducted on the field, from February 11th to May 8th, 2015 in São Paolo and from May 9th to July 20th in Milan. It is suggested that data for the case-oriented study are collected within the context of use and where the activity and tourism phenomena take place (Yin, 1989). This allowed the author to be completely implicated in both locations and to collect data in accordance with the chosen data collection methods, as explained in the following section.

3.3.2   Semi-structured Interviews

In accordance with the aim of this study, semi-structured interviews have been chosen among the qualitative techniques generally used in tourism research (Veal, 2006). Jennings (2010) defines interviews as conversations with a purpose as they aim to obtain a large amount of information from the interviewees. In addition, the information gathered through the interviews might vary considerably from each subject and, as a result, each interview will be different even if parts of the same study. Veal (2006, p.131) believes that "[t]he interviewer is meant to listen and encourage the respondent to talk, not to engage in debate". Contrary to this, Oakley (1981, p.56) argues that the researcher and the interviewee need to establish a "relationship of trust" in which both subjects can engage and share their opinions. This view is supported by Nutbrown and Clough (2004) according to whom interviews are managed verbal exchange that depend on the interviewer's skills to communicate, structure questions, establish rapports.

To gather the necessary data for the project, the researcher decided to conduct semi-structured interviews with private and public selected stakeholders in both cities. Semi-structured interviews allow discussing with the subject about predefined themes and topics that the author considers to be relevant. As the questions were not presented

beforehand, the researcher could ask for clarification, inserted new questions in the semi-defined list depending on the information emerged during the meeting and follow up on specific issue of interest (Jennings, 2010).

The designed interview guideline (see Appendix B) follows the author's proposed research model as specified in Chapter 2 Research Model and consists in open-ended key questions thematically grouped to enable the interviewee to elaborate based on his/her knowledge. Open-ended questions allow people to express their opinion and to share their experience freely, without the framework imposed by the researcher in case of closed-ended question survey (Veal, 2006). Given the diversity of the interview structures the interview guideline was modified in order to adequately collect data from different stakeholders in the MICE industry. Questions were related to the selected elements: accessibility, amenities, attractions, activities, price, image and promotion, and human resources. Moreover, the author further incorporated questions about the Urban Tourism System, Urban Tourism Districts and Urban Tourists (Ashworth & Page, 2011, Vandermey, 1984; Getz, 1993; Hayllar & Griffin, 2005; Peace, 2001). To gather the information about data and figures, the author used the variables suggested by Vandermey (1984) as delineated in Table 1 (see paragraph 1.2 Urban Tourism).

The interviews took place from March to May 2015, in São Paolo and from June to July in Milan. On average the meeting lasted between 30 minutes and one hour and a half, and they have been conducted in the interviewee's office according to his/her availability. The intent of the researcher was to conduct all interviews face-to-face because this allows a deep insight (Gillham, 2000). In order to reach this objective, some of the already fixed interviews have to be rescheduled because of an unexpected obligation of the subject. Meetings were established with different methods in both destinations, mainly by emails and by phone. In general, all interviews have been conducted face-to-face allowing the author to gather a deep understanding of the phenomena being studied, as well as to establish a personal relationship with the interviewees. This helped to broaden the number of possible interviews thanks to direct personal introduction of the researcher by some of the interviewees. It was particularly helpful due to the time restriction and general difficulties in establishing direct contact with person in a high position in the company. Consent from participants was gained at the beginning of the interview by explaining the reason of the interview. A presentation letter including the name of the master program, the universities logos, and the names of both supervisors and a brief description of the research has been attached to the email when requiring the meeting. In some cases, the interviewees asked for examples of questions before the meeting. In all cases, interviewees seemed interested and available for meetings. This was particularly evident in São Paolo, where the author experienced a special feeling of happiness by the stakeholders when realizing that a European master student travelled to Brazil to conduct researches. Preservation of anonymity and confidentiality was guaranteed by the researcher at the beginning of the interview, and the permission to use printed materials delivered by the interviewees was asked. All

face-to-face interviews have been recorded upon permission to facilitate the researcher to transcribe the interview afterward, without the risk of missing important information. A few notes have been also taken to write down the main points or some ideas generated in the author's mind by the interviewee's words. When face-to face interviews were not possible (two cases) due to the interviewee's impossibility to meet, email and phone interviews were conducted. In general, a collaborative relationship based on trust and knowledge exchange has been established during the interviews.

3.3.3 Sampling

This paper used a non-probability sampling approach to data collection and selection of the study participants. This method is considered to fit with the aim of this research as it does not give the entire study population the same change to be included in the sample, but instead allows the researcher to decide what study unit should be involved (Creswell, 2013). The relevant population includes all stakeholders in São Paolo and Milan related to the tourism and trade fair industry. To select the appropriate stakeholders to interview for gathering data, the author applied different non-probability sampling techniques at different stages of the research. First, in order to choose the two city destinations to include in the study, the author used convenience and purposive methods. Convenience sampling happens when the researcher makes convenient use of located person of organizations (Veal, 2006). São Paolo has been inserted in the study as the researcher's university has an established partnership with the major Tourism University in the city. A local partner was believed to support the researcher in establishing contacts with the stakeholders and expanding the network. Milan instead was chosen due to the prior working experience as a former employee in the city's largest trade fair organizer. In this case as well, local contacts were convenient in interviewing those stakeholders that normally are not easy to address. Simultaneously, both cities have been selected in the sample with a purposive technique, due to their tourism characteristics which have been described in section 3.3.1. Finally, with the aim to select the stakeholder to interview, the author applied a dual model using both purposive and snowball sampling (Jennings, 2010).

Purposive sampling, also named judgmental, was applied by the researcher to decide a list of stakeholders to be included in the sample, based on their potential to fit the criteria of the study (Creswell, 2013). As the researcher did not dispose of established network connection in both destinations, the snowball sampling also known as network sampling (Kreuger & Neuman, 2006) was used to address relevant key informants. Some experts were already known by the researcher, and through them a network was established and the right person within each selected stakeholder was interviewed.
In accordance with the topic of the study, tourism and trade fair stakeholders have been selected within the public and the private sector in each city. For the selection of the company and the experts, different factors were taken into consideration. Based on the literature review previously explained, the list of stakeholders included city tourism

board, convention bureau, trade fair organizer, fairground owner, association, accommodation, educational institution and local government. Within each entity, the most appropriate one based on the knowledge to answer the researcher's questions was selected. Preferred positions were CEOs, directors, tourism managers, event managers, marketing executives and professors. Table 4 and Table 5 illustrate the participants that were interviewed by the researcher.

Table 4: Interviews conducted in São Paulo

Company/Institution	Sector	Position	Month	Language
São Paulo Turismo S/A – SPTuris	Tourism Board	Tourism Marketing Manager	March	E
SP Convention & Visitor Bureau	Convention & Visitor Bureau	International Events Director	March	I
Tourism Observatory of the City of São Paulo	Tourism Observatory – Tourism Statistics	Planning and Research Manager	March	E
Anhembi Morumbi University	Education	Director of Master in Event Mgmt.	April	E
IBEV - Brazilian Institute of Events	MICE Industry	Director	April	E, S, P
Expo Center Norte	Fairground -	Sales Manager	April	I, E
UBRAFE - Brazilian Association of Trade Fairs Organizers	Association	Executive President	April	S, P
UBRAFE - Brazilian Association of Trade Fairs Organizers	Association	Project Coordinator	April	S, P
Reed Travel Exhibitions Brazil – WTM Latin America	Trade Fair Organizer	Marketing Executive	May	E
Novotel Center Norte	Accommodation	Sales Manager	May	E
Food Hospitality World Exhibition	Trade Fair Organizer	Managing Director	May	E, P
Food Hospitality World Exhibition	Trade Fair Organizer	Marketing Manager	May	E, P
Food Hospitality World Exhibition	Trade Fair Organizer	Executive Assistant	May	E, P

Note. *E = English, I = Italian, P = Portuguese, S = Spanish

Source: Author's own elaboration, 2015

As shown in table 4, interviews have been conducted in different languages due to a lack of appropriate knowledge of spoken English of some participants.

Table 5: Interviews conducted in Milan

Company/Institution	Sector	Position	Month
Fiera Milano Congressi	Congress and Convention Organizer	Chief Executive Officer	May
Eventing Milan	City Promotional Board for Events	Chief Executive Officer	May
Accademia Fiera Milano	Institution – Education and Training	Research and Development Director	May
BIT Trade Fair	Trade Fair Organizer	Exhibition Director	May
Comune di Milano / Tourism Policies and Marketing Department	Public Institution / City Government	General Director	June
Comune di Milano / Tourism Observatory	Public Institution / City Government	Research Manager	June
Regione Lombardia / Tourism and Trade Department	Public Institution / Regional Government	Council Director	June
Regione Lombardia / Tourism and Trade Department	Public Institution / Regional Government	Press Officer of Tourism and Trade Department	June
Tuttofood Exhibition	Trade Fair Organizer	Exhibition Director	June
Fiera Milano	Fairground / Exhibition Centre	Incoming Expo and Special Projects Manager	June
Host Exhibition	Trade Fair Organizer	Exhibition Director	June

Note. *All interviews were conducted in Italian.

Source: Author's own elaboration, 2015

Table 6: List of Trade Fairs in the Sample

Trade Fair	City	Venue	Organizer	Sector	Time
BIT – International Tourism Exchange	Milan	Fiera Milano Rho-Pero	Fiera Milano	Tourism	February
Food Hospitality World Exhibition	São Paolo	São Paolo Exhibition & Convention Centre	Fiera Milano Brazil	Gastronomy	March
WTM Latin America	São Paolo	Expo Center Norte	Reed Travel Exhibitions	Tourism	April
Tuttofood Exhibition	Milan	Fiera Milano Rho-Pero	Fiera Milano	Gastronomy	May
Host Exhibition	Milan	Fiera Milano Rho-Pero	Fiera Milano	Hospitality	October

Source: Author's own elaboration, 2015.

Purposive sampling was applied to select certain trade fairs. The author chose five different trade fairs that were organized in São Paolo and Milan (see Table 6). Table 6 illustrates five trade fairs which have been selected to find out how the fair organizer can contribute to increase tourism activities in the host destination. It is possible to compare those trade fairs as they have similarities and differences, in accordance to the comparative study approach (Collier, 1993). They belong to the same industry sectors (tourism and gastronomy/hospitality) so the participants might have the same tourism behavior and interests. BIT and WTM are both travel fairs but managed by two diverse trade fair organizers. Food Hospitality World Exhibition is organized by Fiera Milano Brazil and it comprises of two trade fairs held in Milan (Tuttofood Exhibition and Host Exhibition), therefore the author decided to insert both of them in the sample. The trade fairs selected in São Paolo are also held in two different fairgrounds allowing the researcher to gather broader information.

When the study began São Paolo and Milan the author did not establish a fixed number of interviews to be conducted, allowing the research to continue until all the relevant information were gathered in both destinations. However, Saunders, Thornhill and Lewis (2012) suggest that the minimum sample size in the case of semi-structured interviews should be between five to twenty-five interviews.

3.3.4   Trustworthiness and Authenticity

Jennings (2010) and Veal (2006) argue that when conducting research the authors need to ensure that empirical data collection and analysis are reliable and valid. Opposite to this view, Denzin and Lincoln (2009) and Charmaz (2008) believe that with regard to qualitative studies the most appropriate terms should be trustworthiness and authenticity. Lincoln, Lynham and Guba (2011) suggest that authenticity happens when all stakeholders are represented, awareness about specific tourism phenomena is raised, the study help the participants to take actions and change the circumstances of the phenomena based on what they learn during the interview. To ensure that data collection is authentic and trustworthy, the author implied the triangulation methodological strategy (Denzil, 1978). This strategy involves multiple data sources to gather information to produce understanding and it is generally used to ensure that the data are comprehensive. In accordance with the data collection method, the data triangulation, also named triangulation of sources (Denzil, 1978) is the most appropriate one as the researcher draws from a diverse source of data. It allows comparing diverse interviewees' point of views and can be used when the study participants belong to different settings (private versus public) (Jennings, 2010).

3.4 Data Analysis

Veal (2006) argues that in qualitative research it is difficult to separate in temporal senses the processes of collection and analysis of data. The formulation of the research

field of interest, data gathering and the identification of main concepts is an evolving process. The challenge that the researchers who use a qualitative approach consist in ordering and summarizing a large amount of collected data to give meaning and understanding. Neuman (2006) divides the process of qualitative data analysis into two steps. First, the researcher analyzes the empirical materials by organizing data into different categories based on themes, concept and features. Second, on the basis of the emerging themes, definitions and concepts are formulated and the relationship among themes is identified. Although there is a wide range of qualitative data analysis methods available, thematic analysis has been found as the most appropriate one due to a number of reasons.

3.4.1 Thematic Analysis

Thematic analysis is one of the most common approaches to interpretation and re-constructs empirical qualitative materials (Jennings, 2010). Thematic analysis requires involvement and interpretation from the researcher and it is believed to suit with this type of research as it its main objective is not to formulate new theory (like in the case of grounded theory) but rather to study topics and to find possible solutions to real problems (SAGE, 2013). The thematic analysis is performed through a process of coding the empirical data with the aim to create understanding, finding main themes and meaningful patterns (Braun and Clarke, 2006).

It is useful when the researcher disposes of a large amount of data and main recurrent themes need to be identified. Braun and Clarke (2006, p.82) suggest that a "[t]heme captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set. The process of coding is divided into six main phases, as represented in Figure 7 below.

Figure 7: Process of Thematic Analysis
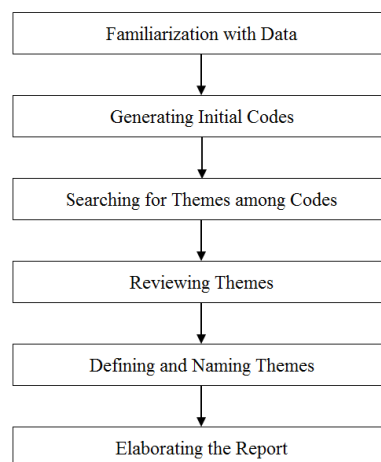
Source: Author's own elaborated, adapted from Braun and Clarke, 2006.

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First, the researcher needs to be familiar with the gathered data. In this study, all interviews have been recorded and transcribed not to lose any important information. The first step, therefore, starts by reading all the transcriptions of all interviews to familiarize oneself with a large amount of available data. All interviews conducted in a different language other than English were translated into English before the transcribing process. Non-verbal communications and pitch of voice were omitted in the transcription. Second, with the research question in mind, the author started to code the interviews with the aim to search for general and main themes among all the codes. Codes are usually attached to pieces of sentences, phrases or words and they can be descriptive, interpretative or pattern based (Miles & Huberman, 1994). Descriptive codes provide names to the empirical materials, interpretative codes reconstruct the material and make conclusions, and pattern based coding go a level further by producing meaning, identifying themes, relationship and processes (Jennings, 2010). Successively, the identified themes were reviewed, defined and named. The thematic analysis ends with the elaboration of the report to present the findings of the research.

4 THE CASE OF SAO PAULO

São Paulo is located in the South-Eastern part of Brazil. The city is home to about 12 million people representing almost 6 per cent of the total Brazilian population. However, including the metropolitan region, which comprises of 39 municipalities, the number of inhabitants of the "Greater São Paulo" area increases to almost 20 millions (Instituto Brasileiro de Geografia e Estatística [IBGE], 2014). In 2014, the city's GDP was 38.8% of the total Brazilian GDP confirming the leading economic and financial position of São Paulo within the country (Observatório do Turismo e Eventos da Cidade de São Paulo, São Paulo Turismo [SPTuris], 2015a).

4.1 Tourism in the City

Despite the fundamental role of finance and banking in the city's economy, tourism has developed over the last few decades to a major income source for the city. This is confirmed by the tourism employment rate data, which shows that in 2011 more than 448,000 people were employed in tourism related establishments (Fundação Instituto de Pesquisas Econômicas [FIPE], 2011). According to the Tourism Observatory of the São Paulo Tourism Board (2015) about 15.1 million people visited the city for tourism purposes in 2014. Among those, 85.5 per cent was domestic and the remaining 14.5 per cent international tourists. The main countries of origin of foreign tourists were the United States of America, Argentina, Germany, Chile, Spain and Italy. Total tourist expenditure accounts for about 11.3 million BRL (in 2014). Forecasts on tourist demand and expenditure are positive, expecting around 16.52 million tourist arrivals and 13.99 billion BRL in tourism receipts by 2020 (Observatório do Turismo e Eventos da Cidade de São Paulo, SPTuris, 2011; 2015b). According to the International Congress and

Convention Association [ICCA], the city has the highest number of international events among the Americas, ahead of cities like New York or Tokyo (ICCA, 2013).

In terms of transportation types used by tourists there are substantial differences between national and foreign tourists. While domestic visitors prefer public bus (41.7%), private car (20%) and domestic flights (23.3%) to travel to Sao Paolo (FIPE, 2008a), the majority of international tourists arrive by plane (91.1%) (FIPE, 2008b). In contrast, travel motivations are, however, similar for national and international tourists. In fact, business and events tourism represents the major tourism segment in the city (SPTuris, 2013). This trend is supported by the number of business and leisure tourists visiting the city in the past few years. For instance, in 2012 70.6 per cent of all tourists that visited the city for business; only a small proportion of tourists come to Sao Paolo for leisure, education and health purposes (SPTuris, 2013). Besides, there are differences between national and international tourists regarding their average duration of stay, daily expenditures and accommodation type. Within the business and event segments the average length of stay of Brazilian tourists is approximately 2.7 days with an average daily expenditure of 519 BRL. Foreign tourists instead stay on average longer (5.2 days) and spend marginally more (664 BRL on average per day) (SPTuris, 2013).

Contrary to this, the average length of stay in the city of leisure tourists is 7.1 days with an average daily expenditure of 222 BRL for both national and international tourists. Both for the business and events segment and the leisure market, almost 65% of national tourists quartered at friends and relatives' houses during their stay while more than 70% of international tourists stayed in mid-scale hotels (three to four star establishments), apartments or guesthouses (SPTuris, 2013).

4.1.1 Tourism Supply

São Paulo is easy accessible from 51 national cities and 50 international cities via its three airports: *Guarulhos International Airport*, *Congonhas Airport* and *Campinas-Viracopos Airport*. In 2014, about 68 million passengers entered the country via those three airports, of which almost 40 million arrived in *Guarulhos International Airport* (Empresa Brasileira de Infraestrutura Aeroportuária [INFRAERO], 2014). In addition, *Campo de Marte Airport* serves customers arriving by private plan and travelling to the city by helicopter (INFRAERO, 2014). São Paulo is easily accessible via international road transportation. The largest bus terminal in Latin America, *Tiete Bus Terminal* connects São Paulo with more than one thousand cities in Brazil and five foreign countries in South America. In 2014, together with *Barra Funda Bus Terminal* and *Jabaquara Bus Terminal*, more than 16 million passengers arrived at the city by bus (SPturis, 2014a). With regards to local transportation services, the city offers a well-established network of 15,000 local buses, five metro lines and six train lines (São Paulo Transporte [SPTrans], 2015; Companhia do Metropolitano de São Paulo [METRÔ], 2015; and Companhia Paulista de Trens Metropolitanos [CPTM], 2015).

Besides, São Paulo has the largest and most comprehensive accommodation offer in Latin America. Visitors can be hosted in 410 hotels providing more than 42,000 rooms, 62 hostels and 350 motels (Observatório do Turismo e Eventos da Cidade de São Paulo, SPTuris, 2015). In 2014, the average hotel occupancy rate reached 63.81% with peaks in May (76.6%), August (72.42%) and November (73.61%). Hotel occupancy rate strongly depends on the event calendar of the city, with a prevalence of events, fairs, and exhibitions held in those months resulting to a higher hotel occupancy rates. The majority of hotels are concentrated in two areas of the city, and within specific districts: downtown (districts of *Republica*, *Bela Vista* and *Consolacao*) and in the south zone (districts of *Itaim, Jardins, Moema* and *Santo Amaro)* (SPTuris, 2008). In 2014, the average hotel rate was 327.72 BRL. Like other urban destinations with a focus on business tourism, hotel occupancy rate and room price are higher on weekdays and lower on weekends as most of the events are organized on weekdays (SPTuris, 2008).

4.1.2 Tourism Opportunities in the City

São Paulo is the largest economic center in South America but also the Brazilian hub for culture, entertainment, fashion and knowledge (SPTuris, 2008). The city receives every year a wide diversity of tourists that are attracted by the diverse range of activities and attractions supported by a well-developed infrastructure system and accommodation offer. The City Tourism Board describes São Paulo as

> "[t]he world class destination for sophistication, entertainment, events and gastronomy. The city combines multiculturalism, sophistication, liveliness and an infinitive range of attractions to suit of visitors" (2008, p.8).

The city offers a wide range of leisure and business tourism opportunities such as cultural and historical activities, shopping, entertainment, business events, gastronomy and nightlife. The cultural and entertainment offer consist of theatres, cinemas, cultural centers, museums and football stadiums (SPTuris, 2014a). With more than 15,000 restaurants and 20,000 bars the city's gastronomy provides something for everyone's taste (Associação Brasileira de Bares e Restaurantes [ABRASEL], 2015). The majority of the above-stated tourism offers are concentrated in the city center. Besides, a number of thematic tours are suggested by the City Tourism Office, such as historical, eco and green, football and sport, urban art, design and coffee culture (SPTuris, 2008). The city offers more than 400,000 m² of equipped space to hold congress, conventions, meeting, fairs and exhibitions distributed in Convention and Exhibitions Center, outdoor area, special venues such restaurants, cultural centers, concert halls, hotels and museums (SPTuris, 2014c). As a consequence, the range of events organized in the city varies from local corporate meeting to national and international conventions, trade fairs, sports events and celebrations. São Paulo is the first destination of Latin America for business and events tourism (Braga, 2006).

4.2 City Tourism and Trade Fairs Key Players

This section presents the main tourism and trade fair key players of São Paulo, namely São Paulo Turismo (SPTuris), São Paulo Convention and Visitors Bureau and UBRAFE, Brazilian Association of Trade Fairs Organizers.

4.2.1 São Paulo Turismo (SPTuris)

São Paulo Turismo (SPTuris) is the tourism and event promotion organization of the city of São Paulo (SPTuris, 2015b). Its activities include, among others, tourism planning, mapping the available activities and attractions, tourist surveys, promoting cooperation for developing new city tours and endorsing the events, trade fairs and exhibitions calendar of the city. Their largest shareholder is the Municipality of São Paulo (SPTuris, 2015b). SPTuris provides online information to tourists though its two websites www.cidadedesaopaulo.com (in Portuguese, English and Spanish) and www.spturis.com (only in Portuguese). On-site assistance is guaranteed in the *Centrais de Informação Turística* [Tourist Information Centers, CITs] located in strategic points throughout the city such as *Congonhas Airport*, *Terminal Tietê,* or at the Convention Centre (Observatório do Turismo e Eventos da Cidade de São Paulo, SPTuris, 2015b). Besides its informative role to tourists, SPTuris also manages the *Anhembi Parque* and coordinates the use of the city brand in all promotional and marketing activities. Sao Paulo's City Brand, as shown in Figure 8, represents the multicultural and diverse identity of the city (SPTuris, 2015b).

Figure 8: São Paulo City Brand

Source: SPTuris, 2015b.

In 2008, as part of SPTuris, the Observatório de Turismo da Cidade de São Paulo [Tourism Observatory for the City of São Paulo] was founded (SPTuris, 2015c) to monitor the development of tourism in the city. It is the most reliable source of information on tourism data in the city. With the ultimate goal to improve and further develop the city's tourism sector, and following a vision of stakeholder cooperation and

collaboration, it provides experts, academics, private and public companies with detailed and constantly updated data about tourism (SPTuris, 2015c).

4.2.2 São Paulo Convention & Visitors Bureau

São Paulo Convention & Visitors Bureau (SPCVB) was the first Convention & Visitors Bureau created in Latin America. Being in business for more than 30 years this nonprofit organization strives to increase the volume of the city through the events. This is mainly achieved by supporting attractions, events and activities in improving their tourism offer and by providing state-of-the-art assistance to visitors (SPCVB, 2015a). It represents more than 700 members and achieves its goal by fostering a strong partnership and cooperation between the private and public sectors. By increasing the number of events, carrying out tourism projects and training to improve the quality of products and services provided to business visitors, SPCVB aims to steady increase the number of tourists in the capital, their length of stay, their expenditure and their satisfaction (SPCVB, 2015a). Moreover, all marketing activities showcase the SPCVB brand and slogan: *Visite São Paulo, São Paulo é Tudo de Bom* [Visit São Paulo, São Paulo is Simply the Best], as illustrated in Figure 9 below.

Figure 9: SPCVB Brand

Source: SPCVB, 2015b.

While the logo represents the skyline of the city, the slogan represents a daily sentence that all *Paulistanos* associate with the city. Information (mainly in Portuguese) is accessible online on the official website www.visitesaopaulo.com (SPCVB, 2015a).

4.2.3 UBRAFE - Brazilian Association of Trade Fairs Organizers

UBRAFE - União Brasileira dos Promotores de Feiras [Brazilian Association of Trade Fairs Organizers] is a public body which represents, nationally and internationally, the trade fair sector (UBRAFE, 2015a). Its mission is to "represent the trade fairs, exhibitions and events sector both institutionally as well as politically" (UBRAFE, 2015d). The association aims to demonstrate the importance of this industry to both the government and the private sector with the ultimate goal of creating economic and social benefits for the society as a whole.). With the headquarters based in São Paulo, the association represents members of a wide range of industry sectors within the country, and its fairs account for 90 per cent of the total occupation of the pavilions. Every year, in order to promote the Brazilian trade fair industry, the association publishes the UBRAFE Calendar, which includes all trade fairs organized by its associates. The publication, available in Portuguese, English and Spanish, showcases

the trade fair index, by date and segment, profile of the fairs, dates and times, locations, list of associates, and business opportunities for investors. The annually Calendar is used by the association as a strategic tool to attract new potential trade fairs organizer in the country and consequently an increasing number of exhibitors and visitors (UBRAFE, 2015b).

4.3 Trade Fairs

São Paulo hosts 75 per cent of the country's main fairs, with, on average, a trade fair every three days (UBRAFE, 2015b). In 2012, UBRAFE (2015c) conducted a research to demonstrate the economic and social impact that trade fair industry has on the city and its link to tourism development. The study shows that, in 2012, this segment attracted to the city 77,500 expositors and 8.8 million trade fairs visitors, of which 53 per cent residents in the state of Sao Paulo and 47 per cent from abroad. 70 per cent of international participants stayed in hotels, mainly three to four-stars establishments (FIPE, 2013). Trade fair participants strongly impact on the city economy (FIPE, 2013) as their expenditure accounted for more than 16 billion BRL in 2012, including 9 billion BRL on space rental and other services related to the exhibitions centers, and 7.3 billion BRL in accommodation, gastronomy, shopping, transportation and entertainment. The city hosts some of the most important fairs in the entire country, such as *Couromoda, Automobile Sallon, Hospitalar* and *Beauty Fair* (UBRAFE, 2015b).

Table 7: List of Exhibition Centers in São Paulo

Name	Region	Number of Halls	Total Area of Pavilions
Anhembi Park	Santana (North-Centre)	1	76,319 m²
Expo Center Norte	Santana (North-Centre)	5	75,758 m²
São Paulo Expo (Imigrantes)	Ibirapuera & Moema (South-East)	3	37,602 m²
Transamerica Expo Center	Berrini (South-West)	7	36,000 m²
Biennial Pavilion	Ibirapuera & Moema (South-East)	1	25,000 m²

Source: Author's own elaboration based on SPTuris, 2014b and SPTuris, 2014c.

As shown in Table 7, the city disposes of a large number of exhibition centers located in different areas of the city. Due to time limitation and in accordance with the research method, the present paper focuses only on the first three venues: *Anhembi Park, Expo Center Norte* and *São Paulo* Expo. Taking into consideration three fairgrounds instead of only one allows the researcher to broader the gathering of information and the understanding of the phenomena under study. The selected fairgrounds have large exhibition space capacity and an important event calendar per year attracting domestic and international participants. Additionally, their ownership and their management differ allowing the researcher to compare the venues.

4.3.1 Anhembi Park

Anhembi Park is the largest and most versatile event center in Latin America (SPTuris (2014c). It was built in 1970 and inaugurated with the first fair ever held in Brazil, the *Automobile* [Car Show]. It is administrated by SPTuris and rented out to different trade fairs organizers, which are in charge of the entire organization and management of the event. Today, with a total exhibition area of 400,000 m², *Anhembi Park* includes four different venues: the *Convention Palace* (which includes small exhibit hall, meeting rooms and auditorium of different sizes), the *Arena Anhembi* (the traditional stage for major national and international sports and entertainment shows and integrates the *Sports and Cultural Pole Grande Otelo* and the *Sambadrome*) and the *Exhibition Pavilion Caio de Alcântara Machado* (Anhembi Park, 2015a). The Exhibition Pavilion is the oldest and largest in Latin America and comprehends the Pavilion North and Pavilion South/West for almost 77,000 m² (Anhembi Park, 2015b). More than 20 of the most important trade fairs of Brazil are held in the *Exhibition Pavilion Caio de Alcântara Machado,* with more than 50,000 visitors per fair (SPTuris, 2014c).

Figure 10: Anhembi Park Complex

Source: Anhembi Park, 2015a.

The majority of the trade fairs held in *Anhembi* are also open to the general public, such as the *Salão do Automóvel* (International Motor Show), *Bienal do Livro* (São Paulo International Book Biennial) and *Salão Duas Rodas* (International Motorbike Show) (SPTuris, 2014c). The complex, located in the northern region of the city, is surrounded by two major freeways and can be reached by public transport. The closest metro and bus stations are *Portuguesa-Tietê* and *Palmeiras-Barra Funda* but no one of them at walking distance (Anhembi Park, 2015c).

4.3.2 Expo Center Norte

The Expo Center Norte is the second largest fair and exhibition center in São Paulo. It is located in the proximity of the *Anhembi Park* and it is part of a bigger complex named *Cidade Center Norte* [Northern City Centre], which also includes two large shopping centers and the hotel *Novotel Center Nort*e, as Figure 11 shows (Instituto Center Norte [Northern Center Institute], 2015).

Figure 11: Cidade Center Norte
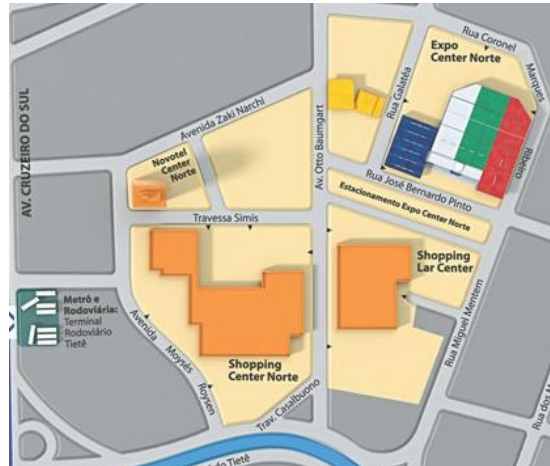
Source: Author's own elaboration adapted from Expo Center Norte, 2015.

As the *Anhembi Park*, the *Expo Center Norte* is surrounded by two freeways and it is also accessible by underground and by bus. However, no stations are located at walking distance (Expo Center Norte, 2015b). The complex has a total exhibition area of 75,758 m² divided into five pavilions of different sizes. In addition, there are auditoriums and convention center with a total of 23 meeting rooms. It is currently the only fairground in São Paulo offering air conditioning facilities (Expo Center Norte, 2015a).

Since its opening in 1993, the *Expo Center Norte* hosted about 1,800 trade fairs with more than 170,000 exhibitors and 30 million visitors (Expo Center Norte, 2015c). The venue hosts some of the major fairs in the capital, such as *Couromoda* (International Shoe, Leather Goods and Accessories Fair), *Hair Brazil* (International Beauty, Hair and Esthetics Fair) and *Hospitalar* (International Fair of Products, Equipment, Services and Technology for Hospital) (Expo Center Norte, 2015d).

4.3.3   São Paulo Expo Exhibition & Convention Center

São Paulo Expo Exhibition & Convention Center substitutes the previous exhibition centre named Imigrantes, located in the southern area of the city. At today, the venue is not easy accessible. The nearest metro station is located 1 km away and the international airport *Guarulh*os is located at the opposite site of the city (São Paulo Expo, 2015a).

Figure 12: Imigrantes - São Paulo Expo Exhibition & Convention Center

Source: São Paulo Expo, 2015a

The project of the new trade fair venue started in August 2013, with the acquisition by *GL Events* of the rights to manage the venue for the next 30 years (São Paulo Expo, 2015a). The French event organizers aims to transform *São Paulo Expo* into the largest Brazilian exhibition & convention center, characterized by a multifunctional-modern architectural complex able to host trade fairs, convention, corporate meeting as well as cultural and entertainment events (São Paulo Expo, 2015a). The project forecasts an investment plan of 300 million BRL, which will be used to refurnish the existing pavilions and construct additional 50,000 m² exhibition areas and a convention center of 10,000 m². In addition, the project includes an improvement of the roads in the surroundings to increase accessibility and the construction of a hotel with 2015 rooms (São Paulo Expo, 2015b). The complex will have an exhibition area with the size of 90,000 m², divided into eight pavilions, thus making it suitable to host multiple trade fairs simultaneously.

5 THE CASE OF MILAN

Milan is the capital city of the Lombardy region and with a population of about 1.3 million is the second largest city in the country (Comune di Milano [Milan City Council], 2014). Including the surrounding 137 municipalities that made up the entire urban area the population of the Metropolitan City of Milan increases to approximately 5.2 million (Città Metropolitana di Milano [Milan Metropolitan City], 2015a). In 2014, the Gross Domestic Product of the city was the highest in Italy representing more than ten per cent of the national GDP. This is due to the large concentration of companies in the city, mostly SMEs but also a few large multinational enterprises operating in the secondary and tertiary sectors (Comune di Milano, 2014).

5.1 Tourism in the City

In 2014, more than 6.6 million tourists visited Milan, generating more than 13.8 million overnight stays staying in the city for 2.15 days on average (Comune di Milano, 2015d). Tourist arrivals increased by 5.33 per cent while overnight stays increased by 1.96 per cent compared to the previous year (Comune di Milano, 2015d). Among all arrivals, 3 million are domestic tourists, while 3.3 million are internationl tourists who visit the city for different motivation such as businness, culture, arts and history. The number of overnight stays follow the same trend, with the majority of them undertaken by international tourists. In 2014 domestic overnight stays accounted for 6.2 million while international overnight stays accounted for 7.6 millions (Comune di Milano, 2015d).

Visitors mainly come from Russia, United States of America, China, Japan and Germany (Provincia di Milano [Province of Milan, 2014]. On average, foreign tourists spend per day amounts to 120 EUR representing 34 per cent more than the average expenditure in other Italian destinations. Business tourists are higher spender, with an average daily expenditure of 147 EUR (Edizioni Geopress, 2014). In 2011, Milan was the fourth most visited Italian city by Italian tourists, after Rome, Venice and Bozen. Instead, the city ranked number one as most visited Italian city by international visitors (Comune di Milano, 2015d). The large majority of domestic and international tourists visit Milan for business reasons. Among these motivation, there can be found the participation in trade fairs, congress, convention and other type of business events (Comune di Milano, 2015d). In 2013 international tourists to Milan spent about three million Euro equaling to almost 10 per cent of the total international expenditure of Italy (Chamber of Commerce of Milan, 2014).

5.1.1 Tourism Supply

Milan is Italy's biggest hub for transportation networks including air, rail and roads. The city is easily accessible thanks to the excellent transportation system which integrates the major highways, national railways including the high speed train *Frecciarossa* and *Frecciabianca*, regional railways which connect the outskirts to the city with more than 12 lines and the city underground (Città Metropolitana di Milano, 2015b). Urban transportation further comprises of local buses, the traditional Trams, and the eco-friendly options as bike sharing, car sharing and scooter sharing (Azienda dei Trasporti Milanesi, [Milan Transport Company, ATM], 2015). Air transport is particularly relevant given that Milan is one of Italy's biggest entrance gates for international arrivals. The city has three airports that connect the city with national and international destinations. These are *Milan Malpensa* , *Milan Linate* and *Orio al Serio* (SEA, 2015).

The city's accommodation offer is quite diverse comprising of hotels, B&Bs, holiday rentals, camping and hostels. The 1,225 premises provide in total 43,568 rooms and

87,105 beds (Provincia di Milano, 2014). The lion share is constituted by the 644 hotels, which are also the most preferred accommodation type of tourists. Interesting to note, in 2013 the majority of tourists stayed in three and four star establishments accounting to 22.87 per cent and 63.65 per cent of total overnight stays respectively (Provincia di Milano [Province of Milan], 2014). The majority of hotels are concentrated in three areas, the city centre, the *Central Station/Loreto* and *Fiera-City (*Milan Chamber of Commerce, 2015). The average occupancy rate of 63 per cent strongly depends on the event and trade fairs calendar with peaks in March, April and September (Edizioni Geopress, 2014). In this regards, the main tourism segment of business events influence the variety and quality of the accommodation sector, which is today characterized by a majority of four and five stars establishments (Comune di Milano, 2015).

5.1.2   Tourism Opportunity in the City

The City Mayor (Comune di Milano, 2015c) describes Milan as "creative, dynamic and innovative. Its energy reflects the love of life its inhabitants have ever offered to Europe and to the world at large" (2015, p. 1). Culture and history are the first reason for international tourists when coming to Italy. This, however, varies significantly in Milan, where in 2012 85 per cent of total tourists declared to visit the city for motivations related to business and events (i.e. trade fairs, conferences and congresses). The remaining 15 per cent of tourists came to Milan for leisure, visiting friends & relatives and education (Comune di Milano, 2015).The tourist offer comprises of a wide range of cultural, historical and religious activities comprising of museums, historical buildings, sports arenas, castles, parks, culinary tours and the well-known Leonardo da Vinci footsteps. Milan is also the Italian hub of fashion and design (Comune di Milano, 2015a). In order to facilitate the relatively high number of tourists to Milan, the city is divided into a number of tourist districts comprising of various tourist attractions and facilities. These are *Duomo* and the historical centre, *Ticinese* and *Navigli, Magenta and Sant'Ambrogio, Castello Sforzesco and Parco Sempione*, *Brera and San Marco*, the fashion district and *Corso Buenos Aires*, *Isola, Garibaldi and Porta Nuova* and finally from *Porta Venezia to Porta Romana* (Comune di Milano, 2015b). Besides, Milan is particularly active in the congress, event and trade fairs sectors, which represent the main tourist segment.

5.2 Tourism and Trade Fair Key Players

Milan is characterized by a multi-plurality of institutional stakeholders which are in charge of tourism planning and promotion and trade fairs. Each of them has peculiar assignments and powers, but sometimes their tasks overlap leading to a dispersive tourism management, as demonstrate in the following paragraphs.

5.2.1 Comune di Milano – Municipality of Milan

The Municipality of Milan (Comune di Milano, 2015a) is an institutional body in charge of managing the entire city regarding several issues such as health, education, security, trade and tourism, among others. Consequently, it is not a tourism promotional body but tourism planning promotion is dealt within the Municipality Tourism Department which communicates to existing and potential visitors through its website www.turismo.milano.it. The web portal is available in six different foreign languages and informs about the wide range of tourism attractions, activities and itineraries enjoyable in the city. The focus in on particular tourism segments, such as art & culture, history and religious and events. By linking with a diverse range of connecting websites, tourists can reserve accommodation, attractions, guides, and entrance tickets for the main social events (Comune di Milano, 2015a). All promotional materials and activities such as brochures, city maps, website and participation at travel events show the city brand (see Figure 13).

Figure 13: Milan City Brand

Source: Comune di Milano, 2015a.

The city brand represents the emblem of the ancient sovereign family and it is meant to recall the design skills of the city and its inhabitants together with historical meanings (Comitato Brand Milano, 2015).

5.2.2 Provincia di Milano – Metropolitan City

The Metropolitan City is another institutional entity which manages the city with additionally all the suburbs of the metropolitan area. Its activities refer to different sectors such as environment and culture, finance and employment, social policies, professional training, transports and tourism (Città Metropolitana di Milano, 2015b). The Department of Tourism is therefore only one of the institutional departments, and it is in charge of different tourism related activities. Among its task, it collects data about tourists 'arrivals, elaborate statistics and publish the monthly newsletter *Milano Mese* to provide updated information about the city in Italian and English. Additionally, the Department of Tourism creates tourist itineraries in cooperation with the Municipality and other institutions, manages the Tourism Information Centre, governs the licensing of travel agencies and the classification of hotels and coordinates the training of tourism professionals (Città Metropolitana di Milano, 2015b). Tourism promotion is done

mainly through the two online portals www.visitamilano.it and www.go.visitamilano.it (for mobile use) which are available in Italian and English languages. The focus is on gastronomy, culture, history, sports and green areas and social events. No specific section is dedicated to trade fairs and business events (Città Metropolitana di Milano, 2015c). The variety of places to experience is also represented in the promotional brand (see Figure 14).

Figure 14: Milan Metropolitan City Brand

Source: Città Metropolitana di Milano, 2015b.

5.2.3 Regione Lombardia – Regional Government

Milan is the capital of the Lombardy Region which is also the name of the institutional body in charge of the entire region (Regione Lombardia, 2015). Through its departments, this public entity is in charge of managing the region in all its different governmental aspects such as infrastructure and transportation, health, immigration, education and training, trade and environment. In relation to tourism, *Regione Lombardia* instituted the *Assessorato al Commercio, Turismo e Terziario*, [Department of Trade, Tourism and Trade] that manages tourism related initiatives for the entire region. In relation to tourism, the *Assessorato* focus on planning and elaborating new policies, promotion on the domestic and the international markets, creating new itinerates and education and training. In addition, the center of attention is creating the base for cooperation and collaboration among the several small-size enterprises that characterize the tourism sector in Milan and in the Lombardy Region (Regione Lombardia, 2015). Tourism information is provided to existing and potential visitors on different websites www.regione.lombardia.it (in Italian and English languages) under the section "Leisure Time". The focus is on cultural and historical tourism, gastronomy, wine tours, ecological and green tourism, and shopping (Regione Lombardia, 2015). www.visitlombardy.it provides all kind of tourism-related information divided by city while www.meetinlombardia.it supports meetings and trade fairs organizers in all organizational and managerial aspect of the event. The website has been created as a consequence of the increasing awareness that congress and trade fairs tourism is one of the main resources of the entire region (Meet in Lombardia, 2015).

5.2.4 Fiera Milano

Since the first fair in Milan in 1920 the fair and exhibition industry is crucial for the city's economy. Two years later, in 1922, the *Ente Autonomo Fiera Internazionale di*

Milano (Milan International Fair Independent Body) was founded with the aim of organizing trade fairs and managing the exhibition centre in the city until 2000 (Fondazione Fiera Milano, 2015). In the same year, the public body turned into a no-profit organization named *Fondazione Fiera Milano* which is the owner of all exhibition and convention centers in the city. The Foundation owns the premises but these are managed by *Fiera Milano*, which in lieu controls every segment of the exhibition and congress supply chain through its companies: *Fiera Milano Nolostand*, *Fiera Milano Congressi* and *Fiera Milano Media.* Respectively, they are responsible for stand fitting, conference and congress management and multimedia communications. The direct management of the fairgrounds allows the company to control every single element of the events, such as space rental, stand building, catering, receptions, accommodation, gastronomy or transportation (Fiera Milano, 2015a). Internationally, it controls through acquisitions and joint ventures several trade fairs in China, Singapore, Brazil, South Africa, Russia and Turkey. This enables Fiera Milano to improve their expertise, increase revenues and their presence on the market and at the same time promoting the city of Milan to thousands of potential foreign visitors and exhibitors. Fiera Milano manages about 80 events annually, thus attracting more than 20,000 exhibitors and approximately one million visitors to Milan every year (Fiera Milano, 2015a).

5.3 Trade Fairs

The trade fairs industry attracts every year a large number of business tourists to the city. A study conducted by *Fondazione Fiera Milano* shows that alone in 2013 21,125 exhibiting companies and more than 1.2 million visitors travelled to Milan to take part in one of the organized trade fairs, generating a total of more than 1.7 million overnight stays thereby strongly contributing to the economy of the city (Fondazione Fiera Milano, 2015). The trade fairs industry in the city is characterized by a sort of monopoly, as both fairgrounds as well as the convention and congress centers are managed by the same company. *Fiera Milano* (see Paragraph 5.2.4) organizes trade fairs and manages the two Milan fairgrounds and rent the exhibition space to other event organizers. Among the largest trade fairs held in Milan there can be found *Salone del Mobile*, *Mipel, Micam and HOMI* attracting every year thousands of business tourists to the city (Fiera Milano, 2014). All trade fairs are held in two venues, namely *Fieramilano Rho* and *Fieramilanocity*, which additionally host, in order to differentiate the offer and increase the occupancy rate, special events such as concerts, sport event and outdoor summer shows (Fiera Milano, 2015b).

Table 8: List of Exhibition Centers in Milan

Name	Region	Number of Halls	Total Area of Pavilions
Fieramilano Rho	North-West	24	345,000 m²
Fieramilanocity	City Centre	4	43,000 m²

Source: Author's own elaboration, adapted from Fiera Milano, 2015a.

5.3.1 Fieramilano Rho

The venue is the third largest exhibition center in the world with 345,000 m² of indoor exhibition space and 60,000 m² outdoor (Fiera Milano, 2015a). Inaugurated in 2005, it includes 24 large pavilions, one convention centre and a pedestrian walkway connecting all halls and. *Fieramilano Rho* is located in the North-Western outskirt of the city, and is easy accessible by the major highways and public transportation. The venue is served by the city's subway, regional trains and the national fast speed trains, which reach the station Rho Fiera Milano. Figure 15 shows the layout of the exhibition center (Fiera Milano, 2015b).

Figure 15: Fieramilano Rho Exhibition Center
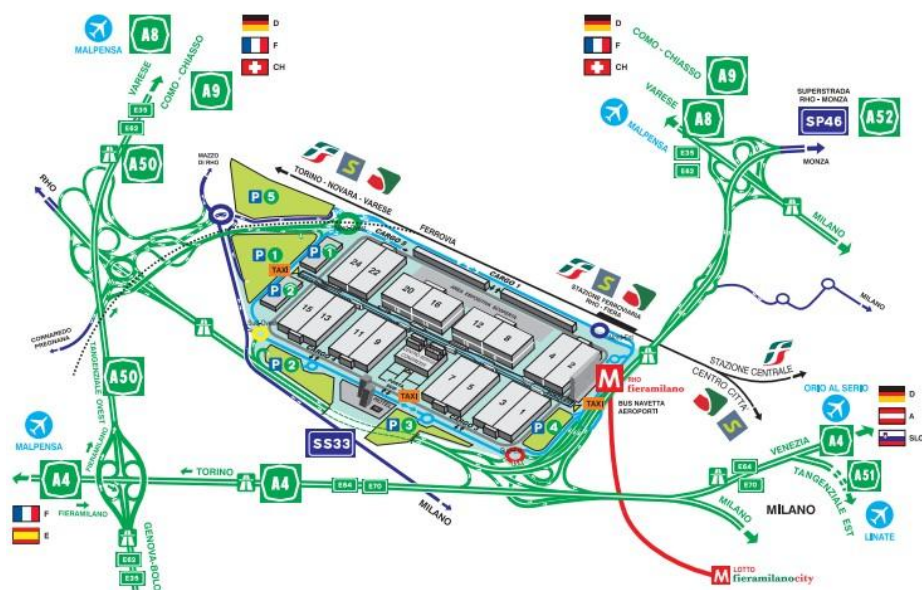
Source: Fiera Milano, 2015b.

As shown in Figure 15 the complex is easily accessible via public transportation, by car and by plane. Shuttle buses and trains connect it with all airports. As part of the services provided to its visitors and exhibitors, the venue also has a modern hotel with 400 rooms located next to one of the main entrance (Fiera Milano, 2015a). The exhibition centre hosts the major national and international trade fairs, such as *BIT* – International Tourism Exchange (3-days-event with around 60,000 professional visitors), *TuttoFood* (4-days event with 50,200 trade visitors) and *Host* - International Hospitality Exhibition (4-days-event with around 133,000 trade visitors), *Salone del Mobile* (6-days-event with around 310,000 trade visitors) (Tuttofood, 2015c; Host, 2015b; Salone del Mobile, 2015).

5.3.2 Fieramilanocity

Fieramilanocity is the first venue built in Milan to host trade fairs and exhibitions. Located in the very city center it is easily accessible by private and public transportation

(Fiera Milano, 2015c). The venue includes four pavilions spread over two floors and hosts smaller size fairs including *Milano Unica*, *Milano Pret à Porter* and *SI Sposa Italia Collezioni* [Wedding Trade Fair]. As Figure 16 shows, the fairground is located next to MICO – Milan Congress – Europe's largest congress center, managed by *Fiera Milano Congressi* (Fiera Milano Congressi, 2015).

Figure 16: Fieramilanocity Exhibition Center

Source: Fiera Milano, 2015c

As part of an infrastructure and transportation city plan, at the moment of the writing of this thesis, the new underground station *Portello* have been inaugurated just next to the main entrance of the venue. The increasing number of public transportation which allows event participants to easily commute to the fairground follows a collaborative vision among the event organizers, exhibition center owners and the public institutions in the city (Comune di Milano, 2008).

6 FINDINGS AND DISCUSSION

Every section reports the findings of a specific theme identified thought the analysis of data collected during the research. This chapter presents the results from face-to-face interviews. In addition, findings are supported with quotes of interviews. Since they prefer to stay anonymous, solely their position and the name of the company in the form of acronyms as specified in Appendix E are outlined in this chapter. Due to the extensity of interviews conducted, not all quotations of interviewees used in the analysis are presented here. It can therefore be referred to Appendix F.

6.1 Relationship between Trade Fairs and Tourism Destination Elements

This section presents the main themes emerged during the interviews which can be referred to as the elements of tourism destinations specified in the research model (see Figure 6 in 2.2 Research Model) with regards to the trade fair industry.

6.1.1 Attractions and Activities

Conversation with experts underlined the great leisure tourism offer that each city provides to its visitors. Additionally, interviews revealed a strict connection between trade fairs and leisure tourism in the city. In fact, one of the reasons of the great success of São Paulo and Milan as business destinations is the large variety of collateral activities and attractions that trade fair tourists can take advantage of during their stay in the city for business reasons. Moreover, trade fairs can be used as a tool to boost tourism in the city, with a number of measures put in place to facilitate this use by trade fair participants. Examples of these are city tours, educational tours, cultural activities and entertainment events planned by the trade fair organizers as leisure activities to improve the trade fair participants' experience and to ensure that the whole city benefits from the event. Informants report that there are different ways to promote and include tourism attractions and activities within the trade fair experience. Among the most common one, the experts underline ad hoc promotion to business professionals, special leisure programs organized only for trade fair participants and agreement with private entities for shopping and restaurants.

As for ad hoc urban destination promotion to business professionals, the study revealed that the situation differs in the two cities. In São Paulo, SPTuris publishes a monthly newsletter named *Happens* showing everything that the city offers in terms of expositions, concerts, museums, among others. The publication is distributed in hotels which normally accommodate trade fair participants so that they are aware of the different leisure options they can take advantage of in their spare time. Another interesting project organized by the Tourism Board in cooperation with SPCVB is called *Stay Another Day*. The publication provides information about attractions, activities and events happening in the city with the ultimate goal to increase the length of stay of business tourists (see Appendix F, Image 1).

- "Business tourists always take the opportunity to do something else in the city rather than just work. They want to experience São Paulo while they are here for business reasons" (TMM, SPTuris).
- "We want to encourage business tourists to stay longer in the city" (TMM, SPTuris).
- "When we organize events, we do everything we can to ensure that events participants are aware of all leisure opportunities in the city" (IED, SPCVB).

- "One team member is dedicated to provide information to trade fair organizers about attractions, restaurants, shopping, museums etc. so that they can pass it on to the participants" (SM, Expo Center Norte).
- "We receive from SPCVB and SPTuris an e-book with cultural and entertainment activities happening in the city during the period of the event. We, as organizers, promote the e-book to our participants" (ME, WTM Latin America).

In Milan, the interviews highlighted that the efforts to increase the usage of leisure attractions and activities by trade fair participants are not so elaborated like in São Paulo. In fact, the only attempt to promote the city and the entire region to this particular tourism segment undertaken by the Tourism Department of Regione Lombardia, which distributes a *Guest Book* in hotel rooms in the large majority of four and five stars establishments.

- "We elaborated a Guest Book and placed in the 4* and 4* hotels rooms as they are mostly used by trade fair participants. The book can be used as a source of information about leisure activities and attractions in the city, restaurants, and events" (CD, Regione Lombardia).

As for the second point, findings pointed out that, in both cities, trade fair organizers organize dedicated leisure programs to a restricted numbers of trade fair participants, usually named hosted buyers and press media. These have the form of city tours, entertainment activities, educational tours and also extended travels to other destinations connected to the city in which the trade fair is held. The goal of these programs is to provide a comprehensive experience to the participants by adding a leisure component to their business trip. The urban destination benefits from these initiatives as the trade fairs participants experience the city, its attractions and its tourism activities while being there for business reasons. Examples of these programs are the *Hosted Media City Tour* planned by the WTM Latin America in São Paulo, the *Edutour*, organized by the International Tourism Exchange and the *Tuttofood Night* organized by Tuttofood Exhibition (see Appendix F, Image 2). As for the first and the second one, these programs are held during or after the trade fairs and provide participants with the opportunity to experience the destinations and promote it when they return to their countries. The latter one instead provides an example of entertainment activity offered to about 2,000 participants with the objective of showing the Milan Lifestyle.

- "When the organizers require it, we provide city tours for hosted buyers, to show them the city when they have some free time in their agenda" (TMM, SPTuris).
- "We provide a tailor made city tour free of charge for the hosted media, created, coordinated and managed by SPTuris" (ME, WTM Latin America).

- "We offer to the event participants the possibility to arrive the day before and leave the day after the event so that they can experience the city" (CEO, Eventing Milan).
- "Special programs including city tours, cultural activities, gala dinners and shopping experience are provided to a selected number of participants and their partners" (SPM, Fiera Milano).

Finally, Milan offers a good example of how special agreements can be undertaken with private entities to ensure a better service or price reduction to trade fair participants while experiencing tourism activities or attractions. Examples of these are the agreement made between Fiera Milano Congressi, Eventing Milan and the city fashion district. Thanks to this partnership, the shops in the fashion district postpones the closing time during the event days to ensure that event participants can take the opportunity of the city shopping experience. Similar to this, trade fair participants in Milan can have a price reduction in selected city restaurants thanks to a special agreement drawn up between Fiera Milano and selected local restaurants. Finally, the *Milano Card* is provided to trade fair visitors and exhibitors with the ultimate goal to increase the use of city tourism attractions by offering special entrance fees.

- "Trade fair participants are also tourists; we ensure that we deliver them the best experience" (SPM, Fiera Milano).
- "The trade fair experience should be integrated with leisure tourism activities. Visitors and exhibitors always have a few hours to enjoy the city, and they look forward to. But the city key players should facilitate this" (ED, Host Exhibition).

Important conclusions can be drawn from the section statements. Business tourists and therefore trade fairs participants enjoy experiencing the urban destination despite the fact that they are there for business reasons as primary motivation (Lennon, 2003). Findings are confirmed by previous studies (Tourism Enterprise and Management, 2006; Fiera Milano, 2009; Braga, 2006) which underline that of large proportions of trade fair participants traveling to a destination for business reasons dispose of some spare time to dedicate to leisure activities. The amount of spare time can vary from a couple of hours in case of day trip to the event to one or more extra days to devote to leisure tourism in the host city (Tourism Enterprise Management, 2006). Concerning the use of spare time trade fairs participants may present different characteristics (Braga, 2005). The extent to what degree a type of leisure tourism attraction or activity is preferred to another is strictly in relation to the tourist's preferences, but researches show that the majority of trade fair participants enjoy walking around the city, shopping, gastronomy, culture and entertainment, sports and nightlife (Braga, 2006, Fiera Milano, 2009). Studies shows that leisure opportunities need to be carefully targeted to each city tourisms segment and, particularly for the business and trade fair segment, need to be easily accessible, manageable within a certain time frame due to the limited availability of spare time and easy to arrange or book (Tourism Enterprise

Management, 2006). In both cities, special programs and interventions by the trade fair organizers and city tourism stakeholders are crucial as they increment and promote leisure experiences for the trade fair visitors and exhibitors. Examples of these are provided by experts of the business tourism industry (Business Tourism Partnership, 2015). Different measures could be implemented to increase the use of the destination's tourist attractions: presentating online the destination before the event starts, customizing tours and visits for attendees, organizing pre and post-fair events and excursions, involving the Destination Marketing Organization and the Convention Bureau in tailoring promotional activities directly to trade fair attendees, setting up during the event a Tourism Information Desk with trained staff who can assist requests in the event venue and introducing a discount scheme for restaurants, accommodation, car rental, attractions and shopping (Business Tourism Partnership, 2015).

The importance of leisure attractions and opportunities in the trade fair host city is further outlined by Crouch and Ritchie (1997) confirming that extra-event opportunities as entertainment, shopping, sightseeing and recreations are crucial factors for trade fair organizers when selecting the event host city. This is reflected in the statements above reporting the efforts undertaken by the trade fair organizers in elaborating leisure programs for the event participants. Moreover, extra-event opportunities can highly influence the exhibition destination attractiveness (Berne & Garcia-Uceda, 2008) and ultimately the overall trade fair participants 'satisfaction with the event (Bauer, 2005).

6.1.2   Amenities and Accessibility

According to interviews, there is a strict relationship between the trade fair industry, amenities and accessibility in the city which can positively impact on the flourishing of urban tourism. Conversations outlined that this is mainly due to the infrastructure required to host the trade fairs, to access the host destination and the exhibition centers as well as the collateral amenities needed for the event to happen. Regarding the latter one, the stronger connection is among the trade fair industry, the accommodation sector and the travel agencies. Experts revealed that the situation marginally differs in the two cities.

In São Paulo, as described in detail in Chapter 4, there is a great number of exhibitions centers located in different area of the city. This provides the industry with a large choice of event infrastructures that enables them to accommodate all kind of requests. Moreover, experts highlighted that the major issue is that the venue is not owned by the event organizers, resulting in a lack of coordinating affords to guarantee and high-quality services and facilities. In Milan, the trade fair industry is historically part of the city economy, and the trade fair organizer is the same entity that manages the fairgrounds leading to a more powerful and competitive management. However, in both cities the quality and size of the event venues make the city a suitable and competitive location to host trade fairs and satisfy the respective markets.

- "The city has an extremely wide range of event facilities and that is the reason why it is the number one destination in Latin America for business event tourism" (IED, SPCVB).
- "Milan has the largest fairgrounds in Italy and the third one in the world" (CD, Regione Lombardia).

In terms of accessibility, interviews outlined a number of similarities as well as differences between the two destinations. Both cities are very well connected with national and international destinations worldwide and they are able to easily welcome a large numbers of tourists thanks to the existing infrastructures such as airports, train and bus stations. In addition, they both provide to visitors an extensive network of local transportation via underground and bus.

- "Over 45 airlines fly to the city, this is the main hub for Latin America. Everything that happens in Brazil happens in this city" (TMM, SPTuris).
- "We have three main airports connecting the city worldwide and they are located nearby the exhibition center" (SM, Expo Center Norte).
- "The transportation network is the competitive advantage of the city. Everybody can easily reach Milan" (GD, Comune di Milano).

As for accessibility to the trade fair venues, the local facilities are very diverse in the analyzed cases. In São Paulo, interviews pointed out a lack of existing and permanent direct local connections to the fairgrounds. In fact, no one of the fairground taken into consideration for this study is easily accessible by public transports such as underground and buses. The closer metro stations to *Anhembi Park, Expo Center Norte* and *São Paulo Expo* are located about one kilometer away, making the fairgrounds not easily accessible by public transport. Interviews revealed that experts are aware of the inefficient accessibility to the fairgrounds, drawing attentions to a lack of investment by the city government which does not support the trade fair industry with appropriate policies and interventions. To point out, the trade fair organizers and the private sectors in the form of hotel owners, intervene to cover this negative aspect by organizing connecting shuttle bus from the closest underground stations to the venue.

- "Most of the fairgrounds were built in those areas where there was a lot of space. But most of them lack public transportation as they city government does not provide it" (EP, UBRAFE).
- "We invest a huge amount of money to provide shuttle buses from the metro station to the fairground during the event" (GD, Food Hospitality World).
- "The hotel provides everyday two private shuttle buses that our guest can use to commute to the fairground" (SM, Novotel Center Norte).

- "It is quite difficult to reach the venue. People take taxis or private shuttle buses from the bus terminal and metro station. There is a governmental project to build a Monorail to connect Anhembi and Expo Center Norte to the closest metro stations, but the plan has been on hold for ten years now" (PRM, Tourism Observatory).

Comparing the findings from interviews conducted in Sao Paulo with those done in Milan, findings revealed that the situation in the Italian metropolis is completely different. This is mainly based on the city's strategically developed transportation system enabling trade visitors to easily commute to the exhibition centers. The larger venue, *Fieramilano Rho*, can be reached by local buses, underground, regional trains and the national fast speed train, with all of them arriving in the underground and metro station called Fiera Milano Rho-Pero (see Appendix F, Image 3). *Fieramilanocity*, located next to the MICO Convention and Congress Centre, just benefits from the opening of a new metro station right next to the main entrance of the venue. Some participants observed that this integrated network of public transports allowing business professionals to commute directly to the venue was planned as part of the initial project of the fairground. Interviews point out that the existence of a regular strategic and collaborative approach between the Municipality, the Region and the fairgrounds management in order to provide the most efficient services to the trade fair participants.

- "It is very important that business tourists reach the event venue by public transports. The construction of the metro and train station next to the fairgrounds was part of the initial master plan of the venue" (GD, Comune di Milano).
- "The agreement established with the train companies ensure that the national fast speed trains and the regional trains would stop directly in the fairground. That's a great accomplishment" (SPM, Fiera Milano).
- "It's not necessary to organize shuttle buses from the airports to the fairground because it is very convenient and easily to reach the venue with public transport" (ED, Host Exhibition).

In addition, interviews outlined that there is a strong correlation between the trade fairs industry, the accommodation sector and the travel agencies. In both cities, there is an increasing number of hotels, mainly four and five stars establishments, which have been built as a result of the thriving trade fair industry. The high demand of business visitors influences the investment in building new accommodation for this sector. In addition, conversations with experts underlined the trend of building hotels nearby the fairgrounds as part of a unique and comprehensive project. Finally, interviews confirmed that there is a strong relationship between the trade fairs and the price and the availability of accommodation in the city. The seasonality in São Paulo and Milan is not shaped by public holidays and summer/winter holidays by instead by the trade fair calendar. In correspondence to the major trade fairs, hotel occupancy rate and room rates are higher. Additionally, informants report that on weekdays the hotel rates are

higher than the weekend. Regarding the travel agency, in both cities there is a trend of using official partners to provide assistance to visitors and exhibitors. In São Paulo interviews revealed that due to the lack on an official travel agency in the fairground, trade fairs organizers usually make agreements with the selected partners to offer better room rates and to guarantee available rooms during the event. In Milan instead, the fairground management provide an official travel agency in charge of the hospitality for the whole trade fair portfolio, which results in a better negotiating power with accommodation owners.

- "The hotels located in these districts have been built to accommodate trade fairs participants" (TMM, SPTuris).
- "The new project of São Paulo Expo includes the modernization of the exhibiting halls and the construction of a new hotel at walking distance from the venue" (IED, SPCVB).
- "The hotel industry developed to host all trade fairs participants; if there is a good fairground, but not enough hotels, you can't organize a trade fair" (Director, IBEV).
- "When Expo Center Norte host big trade fair, we sell the room at double price. It's the most profitable time of the year. We decide the price strategy based on the fair calendar" (SM, Novotel Center Norte).
- "The project of the new fairground included the event venue and the hotel located at walking distance to offer an integrated experience to our guests" (SPM, Fiera Milano).
- "Our clients can use the official travel agency to reserve their accommodation" (ED, Host Exhibition).
- "The number of four and five stars hotels is growing because business tourists mostly use those categories" (RM, Tourism Observatory).

This section provides evidence to draw several conclusions from it. First, São Paulo and Milan could be considered as the ideal urban destinations to host trade fairs. The quality and the variety of fairgrounds represent a competitive advantage for both cities. Meeting facilities' quality, capacity, and services provided are among the most important factors for trade fair organizers when selecting a city to host an event (Crouch & Louviere, 2004; Weber & Ladkin, 2003).

Second, for a city to be a host trade fair destination, accessibility in terms of time, frequency and convenience of connections is highly determinant (Crouch & Louviere, 2004). This in confirmed by Weber and Ladkin (2003) who report that international flights and domestic connections by air, train and bus are crucial for the meeting industry to develop in a city. Moreover, Jin, Weber and Bauer. (2012) report that accessibility to the location may influence the exhibition industry development and exhibition' organizers should select cities that are easier for attendees to reach.

Accessibility is also crucial in terms of frequency, costs and quality of local transportation and connections to the fairgrounds (Crouch & Louviere, 2004).

Finally, the trade fair industry is strongly connected with the accommodation sector and the travel agencies which support the trade fair attendees travel arrangements in the city. Crouch and Louviere (2004) show that the capacity, availability, the cost of hotels are rated as highly important for the meeting industry. Accommodation quality is also considered important in a study conducted by Weber and Ladkin (2003) showing that hotels are ranked number five out of twenty-one among the key issues for the MICE industry. São Paulo and Milan are both able to satisfy this tourism segment needs by providing a large number of high-standard establishments. Additionally, both cities experienced or are experiencing the construction of new hotels *on-site* following a current and common trend within the exhibition and convention industry (Bensi, Carminati & Nelli, 2015). The inclusion of accommodation with the fairground is believed to improve the services provided to the attendees thanks to the favorable implementation of prices strategy or direct partnership with the hotel managers. Moreover, the convenience of hotel location for business purposes is judged as first motivation when booking a hotel by business tourists and trade fair participants (Tourism Enterprise Management, 2006). Regarding the accommodation sector, it is important to mention the seasonality elements. Understanding seasonal variation is crucial due to its strong economic impact in terms of prices and availability of tourism-related goods and services at the destination (Kulendran & Wong, 2005). Urban destinations in which business events represent the main pull-factors for tourists' visits seasonality is strongly influenced by the event effect rather than weather or calendar effect (Goh & Law, 2002). To reduce the negative consequences of seasonality on the availability and prices of hotel rooms and flight tickets, in São Paulo and Milan trade fair organizers and fairground owners implemented agreement with official travel agencies that could support the trade fair attendees in obtaining better deals and available rooms for the event. Despite the fact that the internet is strongly used to reserve the accommodation and the transportation to the trade fair destination, travel agencies ensuring better deals compared to the web are appreciated by attendees (Tourism Enterprise Management, 2006).

6.1.3   Human Resources

Interviews showed that human resources in relation to urban tourism and trade fairs are considered to be important because the trade fair sector involves a constant interrelation among trade fair participants, trade fair organizers, tourism and event stakeholders and the local community. Interviews outlined that there are three main issues connected to human resources: insufficient number of skilled employees within the companies, ad hoc training for the community and education in private or public institutions.

Conversation with experts revealed that the number of skilled employees in urban tourism stakeholders is relatively low. This is mainly due to the management of employees in the public institution, which is highly related to governmental available budget and public concourse which are necessary to be hired. The situation is similar in both cities. The interview with São Paulo Turismo revealed that the public body suffered from a reduction in personals dedicated to the MICE sector. The team has been reduced from three to one staff member and no one else can be hired because the government does not put a new concourse in place. This results in a lack of dedicated skilled employees to one of the major tourism sector of the city (TMM, SPTuris). In Milan, the interview with the Comune di Milano reports a similar situation, in which employees have been hired years ago for administrative purposes and then moved to the tourism department, resulting in a lack of trained employees with sufficient foreign languages skills, IT, social media and tourism knowledge (GD, Comune di Milano).

- "If I lose someone in my team, I can't replace him/her" (TMM, SPTuris).
- "We would like to have a department dedicated only to attract more trade fairs in the city, but we don't have enough staff and budget" (IED, SPCVB).
- "We don't dispose of enough young employees with foreign languages and IT knowledge" (GD, Comune di Milano).

In São Paulo, training courses for the local community are organized by city tourism and event stakeholders such as the Convention and Visitor Bureau and São Paulo Turismo. SPCVB established the *Academy Visit São Paulo,* a training program aimed at professionals who work directly or indirectly with visitors in São Paulo. Lectures about sightseeing and attractions, marketing, security and safety are attended by military police, traffic officers, taxi drivers, and hotel receptionists with the ultimate goal to provide a comprehensive high quality tourism experience to the city visitors. Due to the largest numbers of trade fair tourists and business events participants in São Paulo, the training focuses on how to deal with this specific tourism segment.

- "More than 7000 people have been trained in the Academy. The initiative aims to improve tourism in the city, both quantitatively and qualitatively speaking, by improving the quality of services that our local community provides" (IED, SPCVB).
- *"Last year 1,890 people were trained by us. We explain how to sell the city: positive aspects, highlights and available tourism experiences" (TMM, SPTuris).

Interviews conducted in Milan showed that currently there are not any similar initiatives aimed to train professionals that directly and indirectly get in contact with tourists and trade fairs participants. However, experts declared that training is crucial in order to provide an outstanding experience to visitors and new measures will be implemented towards this direction. For instance, the Council Director (CD) of the Tourism and Trade Department of Regione Lombardia showed as best-practice example a training

program conducted by a Luxury Hotel Chain in Milan, that include museum visits and city tours for the hotel employees. The aim of this program is to guarantee that the hotel employees can inform tourists about a real experience and not about what they read in city brochures.

- "Tourism and event employees should know that the tourists' experience in Milan depends also on the quality of service they provide. Continuous training should be provided to staff members of tourism and events companies" (CD, Regione Lombardia).
- "Planning a training program for different professional categories involved in the business and events sector would be extremely interested and useful" (RDD, Accademia Fiera Milano).

Finally, interviews outlined a big difference in terms of education programs for trade fairs professionals. In the case of São Paulo, despite of the importance that the trade fairs industry has for the whole city, conversations with experts showed that there are no universities that offer specific undergraduate and post-graduate programs for future trade fairs professionals.

- "We don't offer any graduate or post-graduate courses about this topic. We have courses in Event Management, but nothing specific for trade fairs" (P, Anhembi Morumbi University).
- "Courses available at different universities in the city are about tourism and events in general, nothing specific for trade fairs future employees" (D, IBEV).

In Milan instead, there is an established network of university degree aiming to provide skilled future employees for the trade fair sector. The Director of Research and Development of Accademia Fiera Milano revealed that the creations of dedicated programs started about ten years ago, with a definition of skills and competences needed to work within the trade fairs industry. Short term courses with very specific subjects were provided to professionals. The positive outcome of this experience induced Accademia Fiera Milano to create two ad hoc programs called MOE (Marketing and Organization of Events, with a specialization in Trade Fairs) and the Master PROGEA (Master in Design and Management of Trade Fairs) (see Appendix F, images 4 and 5). Both programs aim to train future exhibition directors and business events professionals by providing specific knowledge about the trade fairs industry and tourism. The same opinion is shared during the interview with Regione Lombardia that reveals that one of the crucial objectives of the upcoming tourism and education policy is to standardize the education system to the highest possible standards.

- "We started by defining which are the specific competences required to work in this industry" (RDD, Accademia Fiera Milano).

- "The goal of our program is to train future skilled employees of the trade fairs industry" (RDD, Accademia Fiera Milano).
- "We aim to provide skilled employees for each sector tourism industry" (CD, Regione Lombardia).

The tourist experience in each destination is highly influenced and determinated by the tourism industry workforce, which should be well-trained and aware of the benefits that a targeted tourism sector could bring into a specific destination. Consequently, destination stakeholders need to focus on training the different industry sectors to provide the right skills, knowledge and attitude about the main tourism segment, in order to provide a comprehensive and high quality experience (Morrison, 2013). Tourism thrives within other industry sector and it is shaped by the nature of people who provide the services and the tourism products. A successful delivery of tourism and event services highly depends on people (Baum, 2007) and on high-quality human resources able to meet the industry requirements (Feng, 2004).

It is important to match the expectations of each segment of the tourism industry with appropriately qualified staff. Tourism and trade fairs employees should be able to hire skilled staff with specific expertise which ensures a high-quality service to tourists (Ministry of Tourism New Zealand, 2011). Weber and Ladkin (2003, p.130) showed that within the MICE industry, and therefore with the trade fairs industry as well, there is a constant need for education and training of staff, improvement of career structure and professional status as well as "education of community leaders and members about the value of the MICE industry". Feng (2004) suggests that universities should cooperate with the MICE education and training institutions as well as the professional organization in order to provide certified programs for each business tourism sector. As outlined in the literature review, human resources are one of the fundamental elements of every tourism destination (UNWTO, 2007). The importance of training and education in tourism and event enterprises is reiterated by Failte Ireland (2005, p.8) declaring that "the story of successful tourism enterprises is one that is largely about people - how they are recruited, how they are managed, how they are trained and educated, how they are valued and rewarded, and how they are supported through a process of continuous learning and career development".

6.1.4 Image and Promotion

Participants stated that there is a positive relationship between trade fairs and the image and promotion of an urban destination. Interviews further revealed that this correlation is based on the ability of the trade industry to shape the perceived and projected image of the city and the possibility to use trade fairs as a promotional tool for the city as urban destination. Experts showed that there is a connection among business events and image of the city as an urban tourism destination. Often the city's image is perceived differently by tourists than initially anticipated by promotional stakeholders. Besides,

interviews indicated that São Paulo has a dual destination image depending on the target market. A positive image is perceived by business people thanks to the high quality of services and professionalism of the tourism and event industry workforce. Restaurants, hotels and event venues strongly contribute to a positive image of the city to business professionals. For leisure visitors, the city, however, has a rather negative image, particularly in relation to safety, pollution, crime and population density.

- "São Paulo is the capital of international events in Latin America. This improves the business image of the city, influenced also by a large number of high-quality restaurants and shopping venues" (IED, SPCVB).
- "São Paulo has a good image for business; we work a lot and offer good services. For leisure tourism it is different, the image of the city is negative because of the safety and security issues" (PC, UBRAFE).
- "People are convinced that São Paulo is a dangerous city, and in my opinion sometimes we lose event bid for this issue. People are afraid to come here" (IED, SPCVB).

The situation is quite similar in Milan, where informants report that tourists perceive Milan as a business tourism destination. In this case, the perceived image is strongly influenced by the trade fairs industry, as the following statements report:

- "Milan traditionally is perceived as a business city, especially for trade fairs" (GD, Comune di Milano).
- "Milan is well-known for business, banking and firms. The trade fair industry positively influences the image of the city" (CD, Regione Lombardia)

Interviews showed that in São Paulo and Milan the perceived image of the urban destination is strongly shaped by business tourism. However, the destination image promoted by tourism stakeholders with the use of the city brands including logo and slogan in both cities is not focused on business events and trade fairs. As shown in the description of the cases (see chapter 4, sections 4.2.1 and 4.2.2; see chapter 5, sections 5.2.1 and 5.2.2), none of the city brands, including logo and slogan, include business events.

Interviews further confirmed that trade fairs are used as a promotional tool to promote cities as urban tourism destinations. Informants stated that this mainly happens in a dual way, involving different actors and activities. First, there are an increasing number of city stakeholder which participate in trade fairs with the ultimate goal to promote the destination. Second, trade fairs organizers and fairground owners could contribute to the promotion of the city as an urban tourism destination.

The investigation showed that in São Paulo and Milan the situation is very similar. In both cases, the city tourism and event bodies use the participations of trade fairs to

promote the city as a business tourism and event destination. This is done thought the reservation of an institutional stand in travel trade fairs and no-travel trade fairs with the ultimate goal to promote São Paulo and Milan as urban destination by using trade fairs thanks to their extremely high number of participants (see Appendix F, Images 6 and 7).

- "SPturis participates together with SPCVB and EMBRATUR in international trade fairs. We join forces to promote our city" (TMM, SPTuris).
- "We participate together with SPTuris in foreign trade fairs. We have a common agenda and we believe that trade fairs are very important to attract increasing number of visitors to our cities" (IED, SPCVB).
- "The stand of the Milan Municipality is right at the main entrance of the hall, so trade fairs participants can visit it and gather information about the city. We also promote the city as an urban tourism destination by taking part in international travel fairs abroad" (ED, BIT International Tourism Exchange).
- "A stand of Comune di Milano has been organized during the travel fair in Brazil. We wanted to use the event to promote our city as tourism destination" (GD, Comune di Milano).
- "There is a fairly new agreement between us and the Tourism Department of Regione Lombardia. They reserve an institutional promotional stand in our major trade fairs outside Italy. This helps to promote the destination abroad even before tourists arrive in the city (SPM, Fiera Milano).

The second way thought which trade fairs can be used to promote a city is related to the fair organizer's activities. In fact, the analysis of five selected trade fairs in both cities revealed that the organizer can contribute to the promotion of the city as an urban tourism destination and as a consequence contributing to increase the leisure tourism activities that trade fairs tourists undertake in the host city. This mainly happens through the website used to provide useful information about the city and the event itself. In fact, three out of five organizers use this medium to provide additional information about tourism activities to the trade fair participants (see Appendix F, Images 8 to 10).

- "São Paulo is promoted throughout the year to all our participants with a dedicated page on our website. We believe this is very important" (ME, WTM Latin America).
- "On our website we only provide information about accommodation and transportation. The Tourism Board promotes the city" (GD, Food Hospitality World Exhibition).
- "You won't find a dedicated section on the web page about tourism activities in Milan. But we have a section which offers the web link to the official websites of city tourism entities and some hints about the major cultural attractions" (ED, TuttoFood Exhibition).

- "No, we don't have a special section for leisure tourism activities available in the city. The fair participants belong to the tourism industry, so they already know what to do in the city" (ED, BIT International Tourism Exchange).
- "We can't provide specific information about attractions and activities because the list will be too long. So we provide the links to the official providers. I believe it is very important to promote the city to trade fairs tourists as they all have a little bit of spare time to enjoy the destination and they all act like tourists when they are not working in the event venue" (ED, Host – International Hospitality Exhibition).

This section reveals important findings to the reader. First, in both destinations the perceived image by tourists and the projected image by the tourism stakeholders significantly differ. Due to the lack of studies about the influence of trade fairs on the destination brand and image of the host city (Kovalik, 2012) business events theories can be referred to. Business events literature suggests, in fact, the use of events to brand the urban destination by improving the awareness and the image of the destination (Jago et al., 2003). Events can be used in both cities to reduce the gap between the perceived and the projected destination image (Ji & Wall, 2015). Additionally, tourism stakeholders in urban destinations should aim to create a unique brand which differentiate and position the city from others. For events to be useful to brand the destination, a strategic and cultural fit is required between the type of event and the destination, the uniqueness of the event sector as well as a cooperative planning approach among the key players (Jago et al., 2003). As trade fairs are the major business tourism segment for São Paulo and Milan the destination image and city brand should be implemented by incorporating this unique characteristic (Ji & Wall, 2015).

Second, trade fairs are used in both cities as a marketing and promotional tool to promote the destination. Trade fairs are frequently used by city tourism organizations, including private and public entities, to promote the destination as this particular type of event represents an interactive environment which allows reaching a wide potential audience at the same time and space (Pizam, 1990). City tourism stakeholders take part in trade fairs to display face-to-face information about the tourism destination to visitors in selected target markets. Moreover, specialized trade fairs allow the exchange of information, the comparison with competitors and the promotion of the destination among a large attendance (Rittichainuwat & Mair, 2012). Trade fair participations can increase destination awareness by promoting the tourism offers of the urban destination in relation to attractions and leisure activities (Pizam, 1990).

About the possibility of trade fairs to increment the tourism-related activities by trade fair attendees, very little is found in the literature; the industry instead provides with best-practice procedures (Mair, 2010). British Tourism Partnership (2015) suggests that trade fair attendees, as other business tourists, find themselves in an urban destination for working reasons. Three-quarter of trade fair participants dispose of a certain amount

of spare time to dedicate to leisure activities but they lack of time to search for information (Tourism Enterprise Management, 2006). In order to improve the promotion the urban destination it is therefore crucial to inform trade fair attendees prior their arrival to the destination so that they can plan leisure extension and leisure tourism-related activities during their stay. This can be done for instance by designing dedicated section about urban tourism on the trade fair website or printed materials and by including newsletter with tourism-related topic to be sent to the trade fair database (British Tourism Partnership, 2015).

6.2 Urban Tourism

This section focuses on the different aspects of urban tourism by outlining the three connected aspects *Urban Tourism System*, *Urban Tourist* an *Urban Tourism Districts* in relation to trade fairs.

6.2.1 Urban Tourism System

This section provides findings related to the urban tourism system in São Paulo and Milan with a specific focus on the coordinating tourism organization and their relationship with the trade fair industry. The operating sector of the tourism industry (see chapter 1.2 in the literature review) is very similar in both cities, characterized by well-developed accommodation, transportation, hospitality, and retail and travel services industry. In addition, experts outlined that the urban tourism system in both destinations is shaped and highly influenced by the two main sectors which are events and attractions and business and convention. Among them, a specific focus is given to the trade fair industry which represents in São Paulo and Milan the major source of incoming tourists. The second dimension of the urban tourism system totally differs in the two analyzed case. According to the interviews, tourism organizations in São Paulo are consolidated and apply a structured coordinating approach to city tourism management and promotion. In Milan instead the dimension of coordinating tourism organization consist in different tourism departments within private and public entities whose primary function is not tourism development, management and promotion. Informants highlighted the substantial lack of the City Convention and Visitor Bureau, Destination Marketing Organization or City Tourism Board. Common of both destinations is the relationship between the operating sector and the tourism organization with the ultimate goal to provide a high quality and integrative service to the tourists. For instance, SPTuris and SPSVB established an agreement with selected hotels and restaurants to get rooms and meal free of charge for selected guests who usually belong to event organizers or press media. This can increase the chance to win the event bid by showing the high quality service of the destination to the organizers and to foster the promotion of the city. In Milan, Fiera Milano Congressi and Eventing Milan work in partnership with the hospitality sector to ensure the average room rate of hotels remain at acceptable level also in case of congress and trade fairs. Nevertheless,

in both cities there is a strong need for a constant cooperation to share affords among the different tourism organizations. Additionally, especially evident in São Paulo, interviews emphasized a lack of support by the city government toward both the operating sector of the urban tourism system as well as the collaborative tourism organization dimension. The government is reported not to support the tourism event industry, especially the trade fair sector, with dedicated policies, budget and planning. Examples of this are the lack of infrastructures to easily commute to the fairground and the increase of taxes related to the trade fair industry services.

- "At the beginning of each year we sit down together with SPCVB and share strategies to coordinate our efforts" (TMM, SPTuris).
- "We positively cooperate with the trade fair organizers. Unfortunately we lack of having sufficient budget to attract more trade fairs to the city. Luckily we have anyway lot of fairs because of the infrastructures and hotel we have in the city" (IED, SPCVB).
- "Novotel, Anhembi and Expo Center Norte created a North Zone Bureau to joint efforts and attracts more trade fairs in this area" (SM, Novotel Center Norte).
- "Unfortunately there is no an existing governmental plan to manage the trade fair industry and attract more events in the city" (Director, IBEV).
- "Trade fairs are the showcase of our economy because it involves hotels, restaurants, bars, taxi drivers and so on. It trade fairs leave the city, the whole economy collapse. Unfortunately the government does not provide any support (ED, UBRAFE).
- "A big issue in Milan is the absence of the Convention Bureau which coordinate all private and public entities" (RDD, Accademia Fiera Milano).
- "It's difficult to coordinate the public and private sectors; those have to understand that it's better to cooperate to share benefits" (CEO, Eventing Milan).
- "We work very well with the Municipality and the Tourism Department of the Region. They understand how important is the trade fair industry for the city and they sustain it by implementing the infrastructures, public transport and so on" (SPM, Fiera Milano).

Results of this section indicate that São Paulo and Milan have a complex urban system characterized by both dimensions: the operating sector of the tourism industry and a cooperating tourism organizations sector (Vandermey, 1984). The characteristics of the operating sector in both cities favored the flourishing of the business events and mainly trade fairs. This is because the trade fair industry develops in destination with sufficient and adequate event infrastructures and other related-services such as transportation, accommodation, hospitality, among others (Jin, Weber & Bauer, 2012). Moreover, trade fairs usually develop in the favorable city tourism environment as it represents a

concentration of large numbers of urban tourists with the consuming power for accommodation and transportation (Wu & Zhang, 2013).

Besides, Kirchgeorg (2005, p. 38) point out that "managing a trade fair demands the support of a whole industry, whose players must be willing to accept the show as a valid forum to establish and cultivate business relationships". This is related to the second conclusion that can be drawn from this section results. The trade fair industry to efficiently functions and to bring benefits to the urban destination as a whole requires strong cooperation among the operating sector and the tourism organization sector of the urban tourism system (Vandermey, 1984). This ensures that benefits brought to the destination by trade fairs are shared and gained among the different sectors of the urban destination (British Tourism Partnership, 2015).

The existence of the city Convention and Visitors Bureau and the City Tourism Board is considered as crucial to facilitate the cooperation and the relationship among the trade fair sector and the other sectors of the urban system (Bensi, Carminati & Nelli, 2015). These tourism organizations are believed to bring together all private and public organizations with interests in developing tourism in a specific destination (Koutoulas, 2005). Moreover, they are believed to have a crucial role in coordinating different industries of the urban tourism system by facilitating an integrated tourism approach to trade fair attendees. This includes the event plus related tourism-services such as accommodation, transport and entertainment (Bensi, Carminati & Nelli, 2015). Together with the tourism organizations, the trade fair sector to develop requires a strong support by the city government. This faces issues as city governments are not always aware of the strong relationship between the trade fair industry and tourism in the destination. As a result, both industries are considered as some of the many economic activities in the city and therefore have to compete for financial resources and support in term of planning and policies (Edwards, Griffin & Hayllar, 2008). However, trade fairs and business events, in general, are increasingly acknowledged by governments among the most profitable form of tourism (Deery and Jago, 2010). Furthermore, city government should support the trade fair sector as its development corresponds with the flourishing of the regional economy of the host city (Rubalcaba-Bermejo and Cuadrado-Roura, 1995).

6.2.2   Urban Tourist

In this section, information related to the tourism behavior of participants of trade fairs in a host destination are showed. This confirmed that they should be considered as a specific segment of business event tourism are they share some characteristics with business event tourists but also have specific distinctiveness in terms of numbers, expenditure and consuming patters/behavior, length of stay, among others.

Conversation with experts revealed that in São Paulo and Milan trade fair participants share the same tourism behavior, revealing very similar patterns of this tourism segment. According to the interviews, trade fairs tourists, as other business tourists, are higher spenders affecting and perceived as quality tourists. They usually allocate in four and five starts establishments; they prefer the use of taxi and dine in high-standard restaurants. As a result, their average expenditures are higher than leisure tourists. What differ within trade fairs tourists, as highlighted by experts, is the length of stay and the repeat visits. They tend not only to stay longer at the destination than leisure tourists, but also have a higher potential for repeat visitation given the fact that the same or similar MICE events within the field of expertise of the trade visitor takes place at the same fair ground on an annual or biannual basis. This ensures, according, to experts that trade fair participants come back to the city and increase their tourism experience in the destination. Finally, what makes trade fair tourists attractive for any destinations is their high volume. In fact, informants report that trade fairs are capable to attract in a few days an incredible number of professional and high spender visitors to the city, impacting on all sectors of the city economy.

- "Trade fairs last normally four days, and the average stay of visitors is about 3 days. More if they are exhibitors. Trade fairs are in the weekdays, so people visit the city before or after the event" (PC, UBRAFE).
- "The length of stay of trade fair visitors recently increased thanks to the program Stay Another Day that promote the city as a tourism destination and not only a place to work" (PRM, Tourism Observatory).
- "Some visitors prefer to stay in hotels closer to the venue; some prefer to stay in the city centre. But all within the same district because they don't want to spend too much time to commute to the fairground" (TMM, SPTuris).
- "National trade fair visitors usually come back to São Paulo to visit museums and expositions; International participants usually don't, they prefer to go to other costal destination. But they all come here more than once to attend events" (PC, UBRAFE).

Interviews proved that despite the crucial contribution that trade fairs tourists bring to the host city interviews highlighted a lack of awareness of this contribution by the local community and by the local government. There is a general attitude of not considering trade fair participants as tourists and therefore not too much attention is given to elaborating special leisure program for their spare time (unless managed by the trade fair organizers), promoting the city as a urban tourism destination and making sure that everything is put in place so that they can experience the city.

- "City inhabitants perceive trade fairs and events as a problem; they believe that events cause congestions in the street and local public transport and queues in restaurants" (IED, SPCVB).

- "The issue is that the public sector is not clearly aware of the benefits that trade fair tourists bring to the city" (CEO, Eventing Milan).

Trade fair tourism is not tourism *sui generis* (Ashworth & Page, 2011) but rather represents a specific segment of business event tourism. This segment includes all trade fair attendees who visit an urban destination with as primary reason attending a trade fair but while being in the destination they take advantage of leisure activities and attractions. Braga (2006) describes them as business tourists who visit the destination due to the trade fairs and at the same time they consume entertainment and recreational elements typical of the urban context. Moreover, trade fair tourists behave as leisure tourists as they demand transportation, accommodation, restaurants and public transportations but they differ in terms of spending power, length of stay and frequency of travel to the destination (Braga, 2006). Furthermore, in terms of tourist arrivals, trade fairs are able to attract to the urban destination an incredible number of attendees in a few days, and at repetitive intervals throughout the years (Braga, 2005). De Sá Teles (2007) outlines that this tourism segment helps to balance the tourism demand and supply of the city as it mostly happens in the conventional tourism low-season. Furthermore, it enriches the urban destination cultural identity by bringing to the destination domestic and international business professionals who also want to enjoy and explore the city (De Sá Teles, 2007). This shows that this particular segment should be more appealing for tourism policies makers that should plan interventions aiming to increase the leisure tourism-related activities of trade fair tourists (British Tourism Partnership, 2015).

6.2.3   Urban Tourism Districts

Interviews indicated that business events and in particular trade fairs contribute to the creation of Urban Tourism District in the city. Participants highlighted that both cities are big and that trade fairs venue should be strategically located in certain areas within the urban context. This is because, according to the conversations, trade fairs participants usually spend the majority of daytime in the venue but also dedicate time to commute from/to the venue to the accommodation and to the airports, train or bus stations. Additionally, they are also interested in experiencing what the city has to offer in terms leisure tourism activities. Informants, therefore, underlined the need of clustering the trade fairs facilities in specific areas, where trade fairs tourists could easily find everything they need during their stay. Another reason to cluster the city in specific districts is facilitating the event organizers in choosing the most appropriate location, the facilities and transports required for the event.

This creation of Urban Tourism Districts specifically for business and event tourism is particularly evident in São Paulo, where the creations of districts happened both at a city planning stage and at a promotional level. The SPCVB in collaboration with SPTuris analyzed the distribution of the event venues, hotels and attractions and decided to

divide the city in five distinctive districts. Each district offers, within a clustered area, the most important event venues of the region and a collateral supply of attractions, infrastructures and accommodation (see Appendix F, images 11 and 12).

- "São Paulo is very big, but event venues, infrastructure and tourism attractions are located in the same area. So we sliced the city like a Pizza and we divided it into five districts" (TMM, SPTuris).
- "Trade fairs participants of Anhembi Park and Expo Center Norte normally use the same transportation and hotels. With this map, they have a better experience of the city" (TMM, SPTuris).
- "The division into five zones was based on the business tourism infrastructure that each district has (IED, SPCVB).
- "The company owner decided to build the fairground in this area because we are close to airports and public transport. Additionally, one hotel and two shopping centers have been built to complete the trade fairs' experience" (SM, Expo Center Norte).

In Milan, the conversations with experts showed a different situation. The city is more compact than São Paulo, so fair participants can easily move around the city by walk or by local transports. While accommodation and public transports are dislocated in all parts of the city, tourism attractions are mainly concentrated in the city centre and rather distant to the fairgrounds. Informants further stated that there is an attempt to cluster the city in Tourism District and Urban Business District, guided by the necessity to trace leisure tourism attractions and shopping experiences. There is another attempt by the company Fiera Milano Congressi and Eventing Milan to create districts by grouping the accommodation offer. The project ensures that within the same area the accommodation maintain the same price range. Even though this represents a good strategy to fix and communicate prices to event organizers, it partially offers an idea about the different city zones without showcasing a comprehensive tourism offer available in each district. None of the described conversations underline the existence of urban tourism districts shaped by the trade fair industry as for the case of São Paulo.

- "There is an initiative to divide the city in different zones based on the different shopping experiences" (GD, Comune di Milano)
- "We created a map in which we showcase the city divided into different areas: in each area hotels should maintain the room rate within the same price range" (CEO Fiera Milano Congressi)

The correlation between trade fairs and clustered zones of the city was firstly outlined by Rubalcaba-Bermejo & Cuadrado-Roura, (1995) who assert that clusters, intended as particular location with the concentrations of business, can explain the special distribution of trade fairs. De Sá Teles (2007) outlines that the spatial and economic

structure of the city reflects on the development of urban areas which are characterized by a high concentration of selected elements used by a specific segment of tourists. In particular, the business event sector, due to the large number of infrastructures and tourism-related services and facilities required by this industry, contribute to the urban spatial organizations in tourism business districts (de Sá Teles, 2006). Those districts, also referred to as tourist precincts (Hayllar, Griffin & Edwards, 2010) contain a number of attractions and tourism-related facilities that satisfy the same type of tourists and they are formed around specific business activities rather than imposed by administrative or political boundaries (Stevenson, 2003). Furthermore, Stevenson (2003) believes that those clustered precincts have an identity which makes them unique, easily recognizable and identified within the urban context.

6.3 Contributions to Theory and Practice

This dissertation provides a great contribution to the existing theory and the industry. First, there is no prevailing study that has discussed the relationship between trade fairs and urban tourism in the host destination. Previous research outlined individually different aspects such as the economic impact of trade fairs in the host city, the trade fairs attendee's expenditures for hospitality and accommodation and their behavior in terms undertaking leisure activities in the spare time. Those studies clearly indicate that there is a relationship among trade fairs and tourism in the city, but no researches have tried to establish this evident connection. Moreover, this dissertation serves as a starting point for future research as it provides an overview of all elements of a tourism destination which have connections or are influenced by the trade fair industry. In terms of terminology, the paper provides a clear understanding of existing definitions about the trade fairs and outlines the most appropriate one. Additionally, the present paper presents findings of two different Urban Tourism Systems characterized by similar and different elements. By comparing two destinations the paper provides examples of programs, policies, and stakeholder's actions in relation to tourism and trade fairs. This allows the industry to find out what are the best-practices and to think about implementing them. Finally, the idea of clustring the city in Urban Tourism Districts based on the trade fair industry and the new concept of trade fair tourist is introduced and justified with its intrinsic characteristic and travel behavior. Suggestions for the industry and the academic literature to consider trade fair tourists as one specific segment of business event tourism are provided in this dissertation.

6.4 Limitations and Recommendations for Future Research

This dissertation aimed to explore the relationship between trade fairs and urban destinations. However, there are several limitations and recommendations that the author would like to acknowledge. Due to the nature of the study, empirical data have been collected in two selected urban destinations. This prevents from generalizing the findings to any urban destinations as findings in the two cases part of the study might

not be replicable in other cities. First, the research investigates one precise element of the MICE industry. Moreover, the study focuses on the relationship between trade fairs and a particular type of tourism destination, namely the urban destination. Therefore, if the same type of research will be conducted in other types of tourism destination such as seaside or rural the findings could be different. Additionally, even if a consistent number of exhibition centers is taken into consideration, results could differ if the study would imply more venues. However, by increasing the number of venues in the sample there would be a risk of moving from a qualitative to a quantitative research approach. It is advised that future studies will investigate the relationship between trade fairs and urban tourism in the seaside or rural destinations to outline similarities or differences. A theoretical model could then being designed.

Another limitation of the study is strictly related to the author's choice of investigating and comparing two cities where English is not the official language. Academic materials, industry reports and city tourism brochures have been often available only in Portuguese and Italian. This slowed down the understanding and writing process as all information had to be translated into academic English. Furthermore, in São Paulo a few numbers of interviews have been conducted in Portuguese and Spanish due to the lack of English knowledge of the informants. It is perhaps recommended that future studies are conducted by comparing different trade fair urban destinations in the same countries or different destinations in countries where the same language is spoken.

Further limitations are those generally encountered in travel and tourism research, especially when comparing two different destinations and tourism systems. Examples of these are the disparities in the available data sets, the lack of comparable statistics, the absence of consistency among data between the two cities, outdated information and the absence of specific and identical analytical tools. This is because tourism statistics are elaborated in each destination for different purposes and by different stakeholders. Moreover, especially for the case of Milan, the author experienced difficulties in finding consistently published statistics about tourist's arrivals, expenditures, travel motivations etc. Suggestions, in this case, do not approach futures studies but the tourism industry key players, by advising to implement universal statistical methods, policies for publishing data and establishing a City Tourism Observatory as the only entity authorized to collect, analyze and publish tourism statistics.

A final limitation is connected to the topic and main theme of interest which drove the author to analyze only the supply side. Trade fairs attendees have not be considered as they did not correspond to the right sample according to the topic and the intent of the study. With regards to the findings, future research could be conducted with the view of the trade fairs attendees.

CONCLUSIONS

The primary aim of this dissertation was to outline the relationship between trade fairs and urban tourism by analyzing selected elements of a tourism destination provided by Holloway (2009), Buhalis (2000) and UNTWO (2007). Additionally, as the focus was on urban destinations, the Urban Tourism System Conceptual Model (Vandermey, 1984) and theories of Urban Tourism Districts and Urban Tourists (Hayllar et al., 2008; Hayllar & Griffin, 2005; Pearce, 2001; Ashworth, 2003, Ashworth & Page, 2011) have been used as a reference.

To achieve the objective of the dissertation, an exploratory and comparative study has been conducted in the cities of São Paulo in Brazil and Milan in Italy. The choice to conduct empirical researches in those two destinations was legitimated by their innate features in terms of urban infrastructures, attractions and activities, main tourism segments and tourists' figures which make them ideal cases for this research. In both urban contexts, business events tourism is the main tourism segment with a well-established and functioning trade fair industry. The investigation was conducted in a period of time of five months in total, by using a semi-structured interview that addressed selected private and public stakeholders in both destinations. Interviewees were chosen with the use of non-probability sampling techniques. Convenient, purposive and snowball sampling approaches were used at different stage of the sampling process with the aim to identify the most suitable informants. Semi-structured interviews strongly helped the researcher in findings important information related to the field of interest under investigation.

The study outlined some similarities and differences in the two urban destinations, allowing the researcher to establish some common patterns and trend of this tourism segment. Empirical researches in both urban destinations clearly outlined that there is a relationship between trade fairs and urban tourism. The connection is strongly evident in terms of type and quality of event attractions available in each city and the how trade fairs can be used to implement the use of tourism attractions and activities. Second, the study outlined that there is a positive connection between the flourishing of the trade fairs industry and the level of accessibility to the destination. Accessibility is also important in terms of local infrastructures, which are and should constantly be improved to guarantee easy transfer to trade fair attendees to the event venue. A correlation is also found between trade fairs and accommodation, hospitality and travel agencies. Moreover, an association between trade fairs and human resources in the city is discovered to exist, in terms of training and educational programs implemented because of this event industry. A direct influence of trade fairs on the perceived image of the city by business tourists is also outlined in the findings, together with the possibility to use trade fairs as a promotional tool to promote the urban destination.

Attention is also given to the urban tourism system by underlining similarities and differences in each city. Tourism organization such as the Convention and Visitors Bureau and the City Tourism Board are discovered to be crucial in strengthen the relationship between trade fairs and urban tourism, by taking actions to favor leisure tourism activities for trade fair attendees. The study also outlined two important issues: the role of the trade fair organizer in increasing the promotion and the use of the urban destination in terms of tourism, and the role of the city government in sustaining the industry with financial support, policies and planning. Finally, the dissertation concludes by suggesting the clustering of the city in Urban Tourism Districts based on the trade fair industry and by identifying trade fair tourists as a specific segment of business event tourism.

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APPENDIXES

LIST OF APPENDIXES

Appendix A: List of Acronyms

ABRASEL	Associação Brasileira de Bares e Restaurantes
ATM	Azienda dei Trasporti Milanesi
BIE	Bureau Internacionales des Expositions
BRL	Brazilian Real (national currency)
CPTM	Companhia Paulista de Trens Metropolitanos
CVB	Convention and Visitor Bureau
EUR	Euro
FIPE	Fundação Instituto de Pesquisas Econômicas
FOHB	Fórum de Operadores Hoteleiros do Brazil
IBEV	Instituto Brasileiro de Eventos
IBGE	Instituto Brasileiro de Geografia e Estatística
ICCA	International Congress & Convention Association
INFRAERO	Empresa Brasileira de Infraestrutura Aeroportuária
ITC	International Trade Centre
METRÔ	Companhia do Metropolitano de São Paulo
SP	São Paulo
SPCVB	São Paulo Convention & Visitor Bureau
SPTuris	São Paulo Turismo S/A
	Observatório do Turismo da Cidade de São Paulo
SPTrans	São Paulo Transporte
UBRAFE	União Brasileira dos Promotores de Feiras
UFI	The Global Association of the Exhibition Industry
UNWTO	United Nations World Tourism Organization
WTM	World Travel Market

Appendix B: Interview Guidelines

Topic: ACCESSIBILITY

Issue: proximity, comfortable and easiness to reach the fairground are important attributes for trade fair visitors/exhibitors

Elements: airports, metro, train, bus connections to other cities and local buses

Possible Questions:

- When the exhibition centre was build, the location has been chosen due to the proximity to the existing public transport?
- Have new public transport, such as train, metro or bus connection been built to improve the accessibility to the exhibition centre and the surrounding area?
- Is there any partnership between fair organizer/fairground owners with Transportation Company to improve the service for exhibition visitors/exhibitors? (Price reduction, trade fair entrance tickets including transportation, shuttle buses).

Topic: AMENITIES

Issue: Improving of accommodation supply because of the trade fairs – average length of stay of trade fair tourists

Elements: Hotels (most common accommodation type used by business tourists)

Possible Questions:

- Which is the most required hotel location by trade fair tourists? Do they prefer hotels close to the exhibition centre or in the city centre?
- Do the hotel supply change due to the fair ground? Did the number and quality of hotels increase in the surrounding or connected area?
- What is the average length of stay for trade fair tourists? Do they leave right after the event finish?

Topic: ATTRACTIONS/ACTIVITIES

Issue: Interests of trade fair tourists in city leisure tourism, Trade fair tourists experiencing other form of urban tourism in additional to business tourism

Elements: shopping, culture, gastronomy, wellness & spa, outdoor activities, nightlife

Possible Questions:

- How trade fair tourists usually spend their leisure time (time after the event) in the city?
- Do they stay some extra day in the city when the event is finished?
- Do they take part in organized tours? Are there any specific city tours targeted to business tourists?
- How business tourists know about the different activities they can experience in the city? Do they receive brochures about the city before the event (after

booking the fair, or on event website), or on the spot (material distributed in hotels)?

Topic: PRICE

Issue: Increase of Price pre-and during the event, economic impact of trade fair visitors/exhibitors (expenditure)

Elements: Transportation and Accommodation (hotel rate)

Possible Questions:

- Transport: Do prices of transport to the destination increase when the city hosts a trade fair? Are they any packages /special fare for trade fair professional?
- Accommodation: What is the average price for a room during the trade fair and during no-trade fair days? Do the prices increase where there are events?
- Accommodation: Do the hotel rates change in selected area of the city? (difference between hotels neat the exhibition centre or in the city centre)

Topic: IMAGE AND PROMOTION

Issue: Use of trade fairs to brand and promote the city

Elements: City Brand, Promotional Campaign

Possible Questions:

- How do the CVB and Tourism Office integrate the trade fairs in the promotional campaign?
- Is there a specific business event brand linked to the trade fairs?
- What is the image that trade fair tourists have about the city?

Topic: HUMAN RESOURCES

Issue: Skilled employees (better skilled employees = improve in quality service = improve in tourism industry supply = increase in tourism satisfaction (increase in tourist arrivals)

Elements: University or specialized training program for trade fair employees/students - Professionalism in the tourism industry

Possible Questions:

- Are there any university course (graduate and post-graduate) specific for the trade fair sectors in order to provide skilled future employees specialized in this industry?
-

Topic: URBAN TOURISM SYSTEM

Issue: Cooperation among stakeholders for a cooperative planning and promotion of the city as a trade fair destination

Element: CVB, DMO, trade fair organizer and associations

Possible Questions:

- Is there any sort of cooperation among the different tourism stakeholders in the city?

- Which are the stakeholders who cooperate the most and how? What is the ultimate goal?

Topic: URBAN TOURISTS

Issue: Existence of a specific urban tourist segment based on trade fairs

Element: Numbers, expenditure and consuming patters/behavior, length of stay

Possible Questions:

- How many urban tourists visit the city to attend trade fairs?
- How long do they usually stay in the city? In which hotel category do they stay?
- Do they undertake any leisure activities such as city tours, sightseeing?
- Are they repeat visitors to the city?

Topic: URBAN TOURISM DISTRICT

Issue: Urban place with a concentration of business & leisure activities + accommodation + transport

Elements: specific defined and designed area in the city

Possible Questions:

- Are there any specific designed areas in the city with a concentration of activities, accommodation and tourist facilities? Who create and promote these areas?
- Did the exhibition centre influence the design of these TBD?
- Do trade fair tourists experience these particular districts?

Appendix C: Presentation Letter for Interview

To whom it may concern

Dear Sir/Madam,

My name is Marta Sala and I am an Italian Master student. I am enrolled in the European Master in Tourism Management – EMTM – which is a joint Master program organized among the University of Southern Denmark, the University of Ljubljana, Slovenia, and the University of Girona, Spain. I'm spending my last semester at the University of São Paulo to conduct researches for my master thesis.

The topic of the dissertation is the relationship between trade fairs and urban tourism, and I will do a comparison between the city São Paulo and Milan. I will analyze how and if the trade fairs industry has impacts on some selected elements of the city destination where they are held, such as accommodation, attractions, accessibility, price, image/promotion, human resources and cooperation among different stakeholders.

As I am conducting a qualitative research, I would need to interview the main stakeholders. Therefore, I kindly ask you your availability in assisting with your precious knowledge in order for me to gather all possible needed information.

I sincerely hope you we will be able to meet me for an interview. I speak Italian, English and Spanish.

Looking forward to hearing from you.

Kind regards,
Marta Sala

Appendix D: List of Conducted Interviews

Interview 1: São Paulo Turismo S/A – SPTuris [City of São Paulo Tourism Board]
Interview 2: SP Convention & Visitor Bureau
Interview 3: Tourism Observatory of the City of São Paulo
Interview 4: Anhembi Morumbi University
Interview 5: IBEV - Brazilian Institute for Events
Interview 6: Expo Center Norte
Interview 7: UBRAFE - Brazilian Association of Trade Fairs Organizers
Interview 8: Novotel Center Norte
Interview 9: Food Hospitality World Exhibition
Interview 10: WTM Latin America – Reed Travel Exhibitions Brazil
Interview 11: Fiera Milano Congressi
Interview 12: Eventing Milan
Interview 13: Accademia Fiera Milano
Interview 14: BIT International Tourism Exchange
Interview 15: Municipality of Milan - Tourism Policies and Marketing Department
Interview 16: Fiera Milano
Interview 17: TuttoFood – Milan World Food Exhibition
Interview 18: Host - International Hospitality Exhibition
Interview 19: Regione Lombardia [Lombardy Region] - Tourism and Trade Department

Appendix E: Interviews Transcripts

Interview 1

Name of Stakeholder	São Paulo Turismo S/A – SPTuris [São Paulo Tourism Board]
Stakeholder Type	Public Institution – Tourism Board
Interviewee Position	Tourism Marketing Manager (TMM)

Legend: R= Researcher, E = Expert

E: Half of the employees are trusted position, like my boss indicated me for my position, and the other half you have to do a public concourse to get it, so the concourse is closed right now for the past three years. So if I lose someone from my team I cannot replace him. So before I had three people taking care of the MICE, today I have just one. If I lose someone in my team, I can't replace him/her.

R: Because of budget restriction?
E: Yes budget, and also in order to join the company you have to do a public concourse but it has been closed. It is a selection, it's different than the public one because it the public you have stability in your job, while in this company you can be fired. We have some more control.

R: Do you cooperate with different stakeholders and public bodies?
E: São Paulo is well known for professionalism, people work a lot, and the quality of the services is high. But other destinations need to promote themselves to receive guests; they need to cooperate with airlines companies because they don't have direct flights from abroad, in São Paulo we have it all. We have over 45 companies that fly to the city, so this is the hub of South America. Other destinations need to promote themselves to attract more visitors, they need to bid to host events in their city, for us it happen naturally because the best hotels are here, they best services are here. So everything that happens in Brazil happens in this city. For this reason the City Hall doesn't realize we need to promote the city because we receive guests anyway. At the beginning of each year we sit down together with SPCVB and share strategies to coordinate our efforts. We receive guests spontaneously because of the good and direct flight connection and the services they can find here.

R: Do you cooperate with for example the City Hall or the Convention and Visitor Bureau?
E: Yes of course, we work all together. Every year, we join efforts with the Convention Bureau. So at the beginning of the year, we sit down at the same table saying "I'll be doing this, do you join me?" and then they explain their plans as well. For instance, for the trade shows SPTuris goes together with Convention Bureau and EMBRATUR. The Brazilian Tourism Board buys the stand at the international tourism fairs, and we share it. There are private companies selling the destination, and the institutional like us promoting the destination.

R: Do you have specific promotional activities for trade fairs?
E: No, everything is important to us. From a single business travelers asking for information about the SP, to someone who wants to organize an event in the city. We show the profile about our venues, it's like a portfolio of the city.

R: What I see there is the brand of the city and the logo. Do you have a specific brand for business events?

E: No, this is the only one that we've been trying to put in the market. It is not consolidated yet, like other destinations that have a very clear brand like NYC. Out brand is very new, like 2 years, because it was very difficult to find a brand that would represent SP and would be the face of the city. Each color represents something. Events, community, culture and so on. SP is different from Bahia; there they are specific features and trademarks. In SP, we don't have any specific things. It's difficult, we don't have a face. You need a different eye to live here. We don't have one typical and famous dish, we have many. Culture is the same, and nightlife is the same. That's why cooperate with the Convention Bureau and other associations. Since I don't have a specific budget for promotion, we join forces. I ask the airline companies for tickets, I ask hotels for free accommodation and free meals for restaurants. The budget is limited so we need partnership with the tourism industry. We are very successful in this practice and everyone respect us very much. For instance, I just received a journalist from Germany. Everything gave something. I got two different hotels, meals in restaurants, and at the end they got 5 pages in the biggest newspaper in Germany. It's a very good deal for them so that they don't pay the advertising; it's a win-win situation.

R: Can you explain me the map you showed me?

E: At the beginning tourists came to visit trade fairs here in Anhembi (North Zone) but stayed in Berrini district (south zone). This journey could take up to 2 hours and half each way. So we divided the city in those five districts. SP is too big but the attractions and the events venues of the city are concentrated in those 5 districts. And when you come to Anhembi Park for a trade show, the most you can visit in your spare time is within about 3 km. So we broke the city into those 5 areas, and the Convention Bureau has the same line. São Paulo is very big, but event venues, infrastructure and tourism attractions are located in the same area. So we sliced the city like a Pizza and we divided it into five districts.

R: Did you group Anhembi Park and Expo Centre Norte together in one area?

E: Yes because to go to both venues you can use the same transports, hotels and they are in proximity to the same attractions. Visitors can stay in the same area and having a better experience. The division in different zones is also useful for events and meeting organizer. We show them which venues, hotels, transport etc. they dispose of within each area. This map with 5 zones is a reference for them to discover what each area offer.

R: Looking at the map I can see some hotels close to the fairground. Where they build together?

E: Both hotels were built later, to accommodate the trade fair attendees. For example Holiday Inn is the biggest one in Latin America with 800 rooms available. It came because of the fairs; it was a direct impact of trade fairs to the area. The hotels located in these districts have been built to accommodate trade fairs participants.

R: Do attendees prefer to stay in the city center or next to the venue?

E: They stay close to the fairground because it's convenient as they save time and money on commuting to the venue. But they also stay in the city centre, but within the same district (Santana Norte-Centre). It all depends on the travelers. Some prefer to stay in the center; some prefer to stay next to the venue.

R: Do you cooperate with accommodation and restaurants to provide good deals for trade fair attendees?

E: Not really, we usually don't interfere with their business, our job is more institutional, promoting the city and supporting the industry. When it's about negotiation, we don't do it, because we don't know their policies and prices. But we push the city to have the same policies. For example we push them not to increase the prices in case of big fairs. We also follow up with the Convention Bureau. They attract events and business to the city and we support to them by providing letters from the Mayor, promotional materials etc.

R: Regarding the leisure tourism attractions, as you said there are a lot of things to do in SP. Do the trade fairs visitors visit these attractions?

E: Oh yes, business tourists always take the opportunity to do something in the city. From museums, shopping, nightlife. People come to SP for business but then they also visit expositions, like the Picasso which started on Saturday, museums, they go to have dinner in famous restaurants. So they take the opportunity to feel the city while they're here.

R: How do they know about these well-known restaurants or that there is a Picasso exposition in town? Do you promote in the website or when there is a trade fair do you provide brochures in the hotels?

E: Actually we have a lot of alliance to work with. Our website is very popular, over 700.000 visitors a month. Every month we produce a guide called "Happens" which shows what happens in that month, from concerts to expositions, to restaurants. CITs do researches 2 months in advance about what is coming up next, and they insert into the guide. Our calendar also show what is happening now and what's coming up next, so that visitors can program what they want to do and see in the city. We distribute promotional materials in selected hotels.

R: Is there any specific tours for trade fair attendees? Do you address them differently then leisure tourists?

E: My coordinator who works for MICE talks to the promoters and fair organizers, like WTM who comes next month. We provide city tours for hosted buyers, we can show the city when they have opening in their agenda, they can do 1 hour or 2 hours city tours, for them we organize tours and they put the information on their website about SP city. So visitors know already what to expect when they come here, to have a sense of the city. So to combine our job oversees in the trade fairs and on the website, so people know what they find when they come here. It's like when I go to Paris or London for work, I try to stay one more day. That's why one of my biggest programs was "Stay another Day". I want to encourage business tourists to stay one day more.

R: What's the image that tourists in general and mainly business tourists have about the city?

E: Too many people, too dirty, too much noise. You need to be open. We have bad stuff, but we have very good points. I think the locals are very important. That's why also how we build "Stay another Day". We divided the city by neighborhood, so what to do if you're in Paulista, the Paulista Must See. Or by themes, by interests, by day. And then we build this guide with the local of Paulistano, with the things that happens only in SP. It's a very successful program, and visitors can download the brochure directly from the website and we also distribute it in the fairs abroad.

R: Is there any training program for the tourism key players and the tourism industry?
E: Oh yes, last year 1,890 people were trained by us. We explain how to sell the city: positive aspects, highlights and available tourism experiences

Interview 2

Name of Stakeholder	São Paulo Convention & Visitors Bureau
Stakeholder Type	Private Institution – Events
Interviewee Position	International Events Director (IED)

Legend: R= Researcher, E = Expert

E: I would like to explain you how we work. We're not a governmental company; we don't receive any financial support our activities. 90% of our budget comes from the room tax. It's not really a tax because it's not compulsory, but it's a contribution that the hotel guests can pay to the hotel, and then the hotel which are our members pass it to us. But we're not even sure that they give all it to us, we can't control. Our biggest challenge is to have the hotels on our side and convince them to convince the guests to pay this fee. We have 750 members, among restaurants, hotels, audiovisuals companies, event organizers, etc. They all pay an annual fee to be our member, but 90% of our budget comes from the room tax. The hotels don't pay the annual membership fee. If we would have more budgets, we could work better for everyone in the city. Our mission is to increase the number of visitors and the tourist arrivals in the city by organizing more and more events. Our job is to make sure that international and national events, congress and convention are organized in SP. We would like to have a department dedicated only to attract more trade fairs in the city, but we don't have enough staff and budget. But we have a good relationship and cooperation with the fair organizers, for example our president is the president also of Reed Travel Exhibition Brazil, which is the leading fair organizer in the world. The fair organizers are our members, but we don't do any promotional activities to attract more fairs. It will be very good to do it, but we don't have budget.

R: Do you cooperate with other stakeholders in the city?
E: We have a very good and cooperative relationship with SPTuris. We participate together to foreign trade fairs. We participate in foreign trade fairs specialized in the MICE sector and we have a common agenda. We also cooperate with private companies that pay us; we produce promotional materials including all members. For example, we produced this very useful map. We divided the city into 5 different districts. It a very good job, and it helps a lot the meeting and event planners. The aim of this program about divided the city into 5 business tourism districts is to help the event planner and to show that we have facilities in each of the region, so that they don't have to travel around the city too much. We want to improve the services to our business tourists. Also, more than 7000 people have been trained in the Academy. The initiative aims to improve tourism in the city, both quantitatively and qualitatively speaking, by improving the quality of services that our local community provides. We positively cooperate with the trade fair organizers. Unfortunately we lack of have sufficient budget to attract more trade fairs to the city. Luckily we have anyway lot of fairs because of the infrastructures and hotel we have in the city

R: When do you participate in those trade fairs, do you promote the city to attract business events?

E: Yes, that's our goal. We want to attract as many events as possible, all kind of events as long as they're business events. We distribute promotional material. We invented the brand and slogan ""*Sao Paulo é Tudo de Bom"*, which is something that people here say a lot, so we want them to feel comfortable with the brand. The logo represents the skyline of the city. The brand and slogan can't change, even if the politics or the board changes.

R: What is the role of the brand in your promotional activities?

E: We use it to promote the image of the city, out business image. SP is the capital of events, business events, international trade fairs. But this brand is directed to the visitors, while to attract event organizers we use SP Convention & Visitor Bureau.

R: So every of these five district has all that business tourist need?

E: Yes exactly. In every region there are event infrastructures, convention and exhibition centers, transports, accommodation and tourist attractions. In this way business tourists have everything close, and it's more convenient. We aimed to increase the tourism arrivals during the weekend, or to stay longer after the event and trade fair is finished. It's a convenient, easy, organized and efficient way to promote our city. The division into those 5 zones was based on the business tourism infrastructure that every district has. This map is mainly used for the event organizers, so that they can promote the city and prolong their stay and the one of their participants. The same concept of the 5 zones is used by SP Turis to promote the city also to the final customers and business event visitors. We also design the program "Stay Another Day".

R: Is the program successful?

E: Yes it is. The Observatory published the data and they show that business tourists stay longer in the city, because they now they know what to do. We're a cosmopolitan city, and business tourists enjoy. Unfortunately we can't work with trade fairs too much, because we don't have sufficient budget. They are too many visitors and exhibitors and we can't reach all of them. We try to do some promotional activities with the fair organizer, but they're mainly interested in selling the stands in the show and not interested in organizing tourism activities for their clients.. We would like to cooperate, but we're not big enough to cover all the business segments. Trade Fairs come to SP anyway, because of the infrastructures and the facilities, while international convention have to be attracted to bid against other cities.

R: Do you have agreements with the hotels in case of events or trade fairs?

E: No we don't, that's the job of the hotels which work directly with the event organizers. But we can help in specific cases. Sometimes the organizers ask us to help them in negotiating hotel rates. But usually we don't interfere, we just put different realities in contact making sure everybody is happy and receive a good service and experience in SP. Some visitors prefer to stay in hotels closer to the venue; some prefer to stay in the city centre. But all within the same district because they don't want to spend too much time to commute to the fairground

R: Do prices increase during the events?

E: Oh yes, they do. But if the event organizers have agreement before, they agree on the same room rate for several years and for all events that the same association or company has in the city.

R: Did the number and quality of the hotels increase due to the high number of business visitors and event which the city hosts?
E: It's very difficult not to find accommodation in SP. There are more than 400 hotels that can accommodate visitors with different budget. The only case that we have problems is when we have the Motor Trade Fair and the Formula 1 Race, which are held at the same time since they attract the same type of visitors. But they're building additional hotels because there is a high demand.

R: Where are these hotels built?
E: In the city centre, or mainly next to the exhibition centers. For example, the trade fairground Imigrantes, has been bought by the company GL EVENTS, a French company. The will reform the fairground to improve the facilities by building a hotel next to it. The demand will keep growing and so the supply. In fact, 75% of Brazilian trades fair are held in SP. Because here we have good services and facilities. We still have lots to do; SP is a city that still didn't understand that it is a touristic city. The new project of São Paulo Expo includes the modernization of the exhibiting halls and the construction of a new hotel at walking distance from the venue.

R: So how do you promote the city and tell business visitors what they can find in SP?
E: São Paulo is the capital of international events in Latin America. This improves the business image of the city, influenced also by the large number of high-quality restaurants and shopping venues. When we have events we do everything we can to inform them about the different activities and attractions that the city has to offer. We send the event organizer all kind of links to show them what they can do and we promote the city. What we should improve is the cooperation among all different stakeholders, both private and public, and both directly and indirectly involved in event tourism. The mentality of the industry, local community and authority needs to change. People feel like that since there is a trade fair or an event, it will be a problem because this will cause lot of traffic, queue in restaurants and in public transports. Events shouldn't be considered a problem. It's difficult to change people's mentality, so we should show them that business and event tourism in SP in not leisure tourism, but it's business and brings lot of money to the city.
We also participate together with SPTuris in foreign trade fairs. We have a common agenda and we believe that trade fairs are very important to attract increasing number of visitors to our cities.

R: So business/event tourists are not considered as tourists by the locals?
E: Not exactly. It's a change that is needed. But it's difficult. City inhabitants perceive trade fairs and events as a problem; they believe that events cause congestions in the street and local public transport and queues in restaurants.

R: What's in your opinion the main reason why in SP are held so many business events?
E: Because of the infrastructure, the tourism offer, the accommodation, the services in good, we are professional, we have beautiful museums and art gallery, and most of the foreign and national companies have offices here. Because here there is the population which consumes, and therefore there is an increasing developing offer.

R: What is the image that business visitors have about SP?
E: Lot of people, good restaurants, good shops, but also dangerous. And I think that sometimes the reason why we lose bid is for this, people are afraid to come here.

Interview 3

Name of Stakeholder	Tourism Observatory of the City of São Paulo
Stakeholder Type	Public Institution – Tourism Statistics Department
Interviewee Position	Planning and Research Manager (PRM)

Legend: R= Researcher, E = Expert

R: Can you please share with me some statistics about average length of stay, expenditure and tourist arrivals?
E: Compared to years ago, business tourist length of stay increased of about 1 day and half. We believe they use this extra day for leisure activities such as shopping, culture, gastronomy, nightlife. This increase is also thanks to the program Stay Another Day, from SPTuris. The length of stay of trade fair visitors recently increased thanks to the program Stay Another Day that promote the city as a tourism destination and not only a place to work. The average business tourists 'expenditure is different from Brazilian and International attendees. 350 BRL per day, including local transports, accommodation, food/beverage and leisure activities) and international (500/600 BRL per day). We use elaborate statistics by differentiating business (private meeting) and Events (fairs, convention and congress), because the type of attendance is the same: same expenditure, same length of stay, same interests for leisure time.

R: How do you collect data to elaborate the statistics?
E: Studies are done with questionnaires in hotels. 2500 questionnaires every six months, distributed in 400 hotels. About 90/100 hotels participate in the survey, mainly mid-scale: 3*/4*, which is 76% of the hotels used by business tourists in the city. The number of four and five stars hotels is growing because business tourists mostly use those categories.

R: Do you know which area business tourists prefer to book their accommodation? And which transportation mean they usually use?
E: Business tourists stay either next to the exhibition center or downtown. It depends on them. The hotel rates where there are no events are 50% lower. The customers use the underground or the taxi to go to the venue. Also shuttle buses during every event connect Tiete and Barrafunda Terminal with the venues; otherwise it is quite difficult to reach the venue. It's about 15/20 min walk to each terminal, but it is not suitable for business tourists. There is a plan to build the MONORAIL, it is a 10 years old project to increase and improve accessibility to the venues. It will be a round monorail that connects the terminal with both centers. Both Expo Center Norte and Anhembi strongly required this project to the city hall. But we're not sure it will be actually implemented.

R: What is the main tourism segment in the city?
E: 75% of all events held in the city are business events, it is the main market. The low season is December, January and February, because there isn't a full calendar of business events. 2015. It is very important for us to know the market. We also cooperate with the hotel industry, institutional bodies, fair association, and can rental to provide statistics and market information which are available for the public. The core business of the Observatory is to prepare the market for events, to

provide estimation. We get the budget from the City Hall, which use the results for the press and journalist.

R: How many people work in this company?
E: In total 20/25 people divided in all departments (communication, photographer, journalist. 5 people work full time of statistics, when there is a need for a study, they hire researchers.

Interview 4

Name of Stakeholder	Anhembi Morumbi University
Stakeholder Type	University
Interviewee Position	Professor of Postgraduate Course in Event Management (Professor)

Legend: R= Researcher, E = Expert

R: Can you please give me more information about your profession?
E: I do a lot of different things, but I've been in this industry for more than 30 years. I graduate in Tourism Management and then I did my MBA in Economics of Tourism at USP. Now I'm a professor at Anhembi Morumbi University and I teach in the Master of Events Management.

R: Your university focus on different aspects of events and MICE industry, do you offer any specialized course about the trade fairs industry?
E: No actually we don't offer any specific courses about trade fairs. There are no courses, graduate or postgraduate, about this topic.
R:. Skilled workforce and professionalism are important to offer a good service to the visitors and exhibitors. So there are no courses to prepare them?
E: No, in my opinion there is no specific knowledge that is required to work for the trade fairs. Employees usually start when they are young and then they build their career. So if there is no demand, there is no supply of this course. They might study economics, or tourism, or event management, but not specific course for trade fairs.

R: Who is usually the type of students who attend your master?
E: We have mostly people from 25 to 25 years old. Most of them are young student who just graduated; few of them are professionals which study because they like it, not really because they need it for work. They built already their career.

Interview 5

Name of Stakeholder	IBEV - Instituto Brasileiro de Eventos [Brasilian Institute for Events]
Stakeholder Type	Event Organizer / Institute
Interviewee Position	Director (Director)

Legend: R= Researcher, E = Expert

E: I've been working in the trade fairs industry since I was very young, my dad has been the director of the major and main important fairs in Brazil. The first fair in SP has been held in 1958. It was general for different sector, nowadays the fair are specific for one sector. The first fair was held in Ibirabuera Park, but now the location is not functioning anymore. It was too small, so Mr Caio Alcantana Machado decided to build an exhibition centre to host bigger events. He decided to build Anhembi, which was inaugurated in 1970 as the largest exhibition centre in Latin America. He chose the area in the northern part of the city because he needed a large space. Then they build not too far away the biggest bus terminal in South America, called Marginal Tiete. The trade fair market here in SP is so important, it is the main industry. We host a large number of trade fairs, both small and big. And this is what fairs need: people who sell, people who buy, and the organizers who make sure that they meet in the right place. And SP have it all: there are the potential buyers, companies that produce, and we have the right and good location to host fairs. Then, in order to host all these people, the accommodation industry developed. Because if there is a fairground, but not enough hotels, you can't organize a trade fair.

R: So the number of hotels increased because of the trade fair industry?
E: Yes sure, because the demand increased so than they built more hotels to accommodate all business tourists. Trade fairs industry impact on all kind of sectors in the city. Accommodation, entertainment, restaurants, culture, transports. All business tourists use these things during their stay in SP when they attend events. The hotel industry developed to host all trade fairs participants; if there is a good fairground, but not enough hotels, you can't organize a trade fair The trade fairs are the main important tourism product in SP. It's not the best one, but it's the most important. We based our city brand, our marketing and our promotions on trade fairs. Because we didn't have beaches, we didn't have a strong cultural identity like Salvador, so we looked for something that could help us to distinguish. So we focused on trade fairs, and we started to promote the city as destination for trade fairs. We used trade fairs to promote the city in the world. And from this point all the things they were needed arrived, like hotels, transports etc. Then, as a consequence, the other types of events increased as well. Nowadays, the major market is meetings. But they use the facilities built at the beginning due to the increasing number of trade fairs. Like the meeting room in the hotels etc. That's why trade fairs are very important in SP; today the work is concentrated on all business events sector, because they are all related. Unfortunately there's no governmental plan for trade fairs tourism, even if they also say that it is important.

R: You mentioned before that you want to organize a fair here in SP. As an organizer, would you cooperate with the SPCVB, hotels, SPTuris to promote the city to attendees?
E: Oh yes I would like to do that, but it's difficult. The major problem is that fair organizers are managers, economics, marketing people; they do not know anything about tourism. So they don't care, and they are not aware of the fact that trade fairs tourist have a big economic impact on city tourism. Trade fairs are also about hospitality, the city should offer better services. The industry should cooperate to offer something more than just the event itself. Unfortunately there is no an existing governmental plan to manage the trade fair industry and attract more events in the city. The positive thing is that the local community always tries to help tourists, they are willing to do that, but they're not well prepared about how to do so. Unfortunately there is no an existing governmental plan to manage the trade fair industry and attract more events in the city. Something typical about trade fairs here in Brazil which is different from Europe, is the ownership of the fairground and the fairs. In SP, the fairground is owned by a private or public company while the event organizers of the fairs are different companies. So they don't care about developing better tourism offer in the city. Big trade fairs in SP involve the entire city and its entire business sector. Trade fairs tourists in their spare time go to restaurants, shows, and so on.

R: Do you organize any training for people who want to work in the trade fairs?

E: No not really, they're about events in general. We did just one a course in Expo Center Norte, it was specific for trade fairs management but it was a small one. Also Courses available at different universities in the city are about tourism and events in general, nothing specific for trade fairs future employees.

Interview 6

Name of Stakeholder	Expo Center Norte
Stakeholder Type	Fairground / Exhibition Centre Management
Interviewee Position	Sales Manager (SM)

Legend: R= Researcher, E = Expert

R: How do your guests reach the exhibition center?
E: It's a bit difficult, but if you consider that you are in SP is not. For example, if you look at the map here that SPCVB did, they divided the city into 5 areas. When the city developed, it started from here where we are. It is called North Area, but we're very close to the city centre. We have Guarulhos Airport on one side, and Congolas on the other side, and also Campo di Marte is just next to us. Shuttle buses from Tiete are provided by the fair organizers if they want, otherwise they can use taxi.

R: Why Expo Center Norte was built in this area?
E: It was built here because it was not far from Anhembi, that it was the first big event venue known in SP. But also because of the airports; the first thing you need when you want to organize an event is how to get there. And we have the airports, we are surrounded by the biggest highways, and there is one of the biggest metro and bus station: Tiete. The company owner decided to build the fairground in this area because we are close to airports and public transport. Additionally, one hotel and two shopping centers have been built to complete the trade fairs' experience. We should have also trains, but no one built them, everyone use cars. And we are in a good location because we're not in the city centre, so there's not too much traffic to come to our venue. It is possible to walk, it's about 20 minutes but it is not safe. We are a big group called Ciudad Norte, so we have the exhibition and convention centers, the hotel, and 2 shopping centers. So participants have everything they need in case they don't want to leave this area. The person who imagined this city wanted to offer this to its clients. It all belongs to the same private group, is a family who created and still manages it. Every day they work to modernize the exhibition centre. In contrast with Anhembi which was built big, we were built small and then increased. So we increased the space and at the same time we provided the condition to the trade fairs to enlarge.

R: How is the company organized in terms of managing the fairground and the fairs?
E: The complex belongs to the family, and then we rent the space to the fair organizers. We don't organize them yet. It's me, that I'm Sales Manager, then a Sales Executive and the Director. The occupancy rate of the halls is good at today. If we would want to organize an event, we would have to cancel one which we already have because of halls are almost always full. That's good that we have the convention centre that we can use for extra events. Until the end of 2015 the food &

beverage will be still managed by the trade fair organizers, but starting from 2016 we will have a partner which will be in charge of the food and beverage in the entire complex. We believe that the food quality will increase, and in an economy of scale the prices will decrease. The event organizers definitely prefer to have already this service on-site, so we will be more competitive.

R: Do you have any agreement with Novotel in terms of prices?
E: The hotel is owned by the same company it's managed by Accor. We try to cooperate in a synergic way but we don't have any agreement for discounted rates.

R: Going back to the relationship with urban tourism, do you organize also some tours for the trade fairs attendees?
E: Everybody knows that they are very important, but I think no one takes care of them. The market is changing, trade fairs organizers think about theirs participants. They usually organize some social or cultural events for their exhibitors like theatre, gala dinner, and cocktail parties. With the exhibitors they do, not with everybody.

R: Where do they get the information about what to organize in the city?
E: Within our team I have a staff member that is in charge for supporting the fair organizer about this matter. SPCVB also has one program called Stay another Day to push participants to stay longer in the city. They distribute brochures with this program, also with discount for shopping, restaurants, museums and so on. Normally during trade fairs the room rates are more expensive, so they stay one day longer or arrive one day before to spend less money and enjoy the city. In Brazil people want to do fairs from Tuesday to Thursday, but we're trying to organize fairs starting from Sunday, so that participants can come on Saturday and experience the city.

R: Do you have a travel agency within the company to assist trade fair attendees?
E: No not yet, but we're thinking about opening it, it's part of the new project. And that's why we grew a lot, but we arrived at one point when we can't increase our pavilions space anymore, do we need to offer complementary services to improve our business.

R: How many people work here?
E: 12 people in the sales department, including sales manager, director. Then we have the technical department in charge of layout and floor plan.

R: Do you provide them with training about how to treat the business tourists?
E: No we don't. Also the main issue is that those who have direct contact with the exhibitors and visitors are hired by the trade fairs organizers (such as reception and catering staff). We're thinking about internalize this, but we will see.

R: What's the image of business tourists in SP?
E: In the last few years I think it improved. The image is about people who work a lot, good services and infrastructures. It's famous for shopping, working and restaurants. We don't have any cultures. People usually in Brazil look for sun and beaches, but we don't have them, we have the events and business sector.

Interview 7

Name of Stakeholder	UBRAFE - Brazilian Association of Trade Fairs Organizers
Stakeholder Type	Trade Fair Industry Association
Interviewee 1	Executive President (EP)
Interviewee 2	Project Coordinator (PC)

Legend: R= Researcher, E = Expert

E: The Ahnembi Park is the biggest exhibition centre in the city but it's too old, there is not even air conditioning. The Expo Center Norte and Imigrantes are more modern. For examples, the Imigrantes have been bought by GL Events and they plan to build bigger pavilions, a convention centre and a hotel. It is in a good area of the city, because the trucks don't need to come in the city centre before going to the fairground as there is a highway just next to it. The metro station is about 800 meter from the complex, but it's dangerous to walk. So people get taxi or the shuttle buses which are provided by the fair organizers. There is a project of building a Monorail which will connect all exhibitions centers with the metro stations. The project is finished but it depends on the politics.

R: Ubrafe does cooperate with SPCVB and SPTuris in order to promote the cities to its fair organizer members?
E: Ubrafe is an institutional and national; SPCVB is a member of Ubrafe, but we don't cooperate to promote the city. Our members are trade fairs organizers and also members of the industry, like Anhembi Pavilions and SPCVB. What we do is to promote Brazil has a good location to held fairs, and we promote our event calendar in the world thought events, and our embassies and the Ministry of Foreign Affairs
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R: Do you use the fairs to promote the image of the city?
E: We don't, but specific fairs do. Like the tourism fairs, but this job is done by SPTuris and SPCVB. Every fair is different, so it wouldn't be possible for us to negotiate for all fairs. It's difficult, it's not like Milan or Hannover where there is one exhibition centre and everybody knows it and matches it with the image of the city. In SP we have 10 exhibition centers, and they are all different. Trade fairs are the showcase of our economy because it involves hotels, restaurants, bars, taxi drivers and so on. It trade fairs leave the city, the whole economy collapse. Unfortunately the government does not provide any support.

R: Do you do any partnerships with hotels, restaurants, transportation for the fairs in the city? Do you implement any policies to control the price of services?
E: No we don't, the fair organizers do that if they want to. We only have partnership with the big association such as UFI, or bilateral agreements with Trade Fairs Association of other countries. Regarding the price, it's free market so everyone can decide what it is better.

R: What are the characteristics of fairs in SP?
E: They usually last 4 days and the majority are B2B, from Monday to Friday. People do not want to work on weekends. We have huge fairs, but also small. There are about 130 trade fairs per year

in SP. Trade fairs last normally four days, and the average stay of visitors is about 3 days. More if they are exhibitors. Trade fairs are in the weekdays, so people visit the city before or after the event

R: The trade fairs here in SP are very important; do you provide training to the industry?
E: It's very difficult this topic, everybody say that it's very important to have certification and training. But if we organize it, no one participates. The courses in the university are about Tourism and Events, nothing specific for trade fairs. There is one certification which is called CEM (Certified in Exhibition Management), which is made by ICCA. Ubrafe made an agreement with ICCA to introduce this certification in Brazil as well. We only had 10 applicants in the entire country. Such an important training with the final certification should have been taken by a lot of people, not just 10. The participants are all managers. The only aim is to qualify employees.

R: What about partnership among the stakeholders?
E: There is a Secretaria del Turismo here in SP, which belongs to the government and they meet in a Council with the Trade and Tourism Industry. We're part of this Council so we participate to these meetings, but there are not really actions directly to the tourism. We talk about policies, projects, legislations, sector trends etc. Also the travel agency, hotels and transport association are part of this council, to make sure that everyone is represented. In this research you can find data about a research made just for the city of SP, to show the direct and indirect income generated by the trade fairs. Participants spend lot of money in accommodation, gastronomy, shopping and also leisure activities such as shows, museums etc. It's a big income for the entire city.

R: As the research show the trade fairs than are really important, is there therefore any strategies to increment this expenditure etc?
E: We should all cooperate to have them, but there aren't. Trade fairs impact on taxis, restaurants, accommodation, transports in the city. But the problem is that the government doesn't really care. The companies which work for fairs don't have any help from the municipality; they have to cover all costs. There is a lack of help from the government. But we are aware of the fact that trade fairs tourists are important, and that's why we did this research. We need to know who they are, what they do and how they spend their money. Trade fairs are the showcase of the local economy, if we wouldn't have the trade fairs the city economy would collapse, because hotel, restaurants, shops, everything is related to the fairs. 70% of local economy is made by the trade fairs. It is important to differentiate from trade fairs tourists and events tourists in general, because they are different. For the World Cup 2014, some trade fairs have been moved in the calendar due to this event because the organizers were scared that the hotel were not sufficient to hosts visitors. In fact, the hotel was almost empty. Because the World Cup visitors don't go to hotels, they go to hostels, in friends or relatives house, they have cheaper meals and don't go to expensive restaurants like trade fairs do, they take bus instead of taxi. Trade fairs tourists are qualified tourists. SP attracts lot of business tourists, but trade fairs are the one who impact the most.

R: In case of those fairgrounds which are not well accessible by public transports, does Ubrafe talk to the government to improve the connections?
E: Oh yes we try, but it's very difficult. The government and the municipally do not support our industry. For examples, trade organizers have to pay extra if they want to have more security and policeman in the street around the area when they have events.

R: What the image that fair organizers have about Brazil and Sao Paulo?
E: For business it's a good image I think, we have a lot of good services, we work a lot. For leisure is different, it is more influenced about the bad image of the country, such as no safety and no security.

R: Do trade fairs participants come back to SP for leisure motivation?
E: Not really, in SP is more for working, they go then to others places for sun and beaches. For cultural reasons they come back to SP. The aim of this research about the city and trade fairs was to improve our communication with the local government. They are not aware of the importance of trade fairs for the entire city. So we want to showcase the economic impact trade fairs on the city, and use this research as an institutional tool.

R: And did it work?
E: Unfortunately, as a consequence, the government increased the taxes on trade fairs related services. They didn't do any improvements to the sector or any policies in favor of our industry. The government doesn't understand how important our industry is. The reasons why we have all these hotels and restaurants in the city is the 11.000 million visitors who come every year to SP. Out of this, 10.000 come because of the trade fairs and congress. It's substantial the indirect impact that our industry have. The hotels are always full at almost 80% during the week, and in weekdays are less full. So they do other promotional such as discount or different packages. Museums are open for free on Sundays, they have more leisure activities. So in the weekend the focus is on leisure because the hotels are emptier in those 2 days.

R: Are there any preferred area to allocate by business tourists?
E: No, it depends on the budget they have. They normally chose 4 stars hotels, some stay next to the fairground, some stay in the city center.

R: Is there any partnership with the fairground or with the accommodation sector?
E: All commercial negotiation and agreements are done directly among the players involved, for example the fair organizers and the hotels. We don't take care of it, because every fair is different in terms of numbers, volume, income etc. If there are problems we can take actions, but not a commercial level.

R: What about the improvements of transportation to the venue?
E: The fairgrounds have been built where it was lot of space available, but most of the time there is a lack of public transportation. The government should improve this. One of the most negative problems is the lack of city planning, fairgrounds are build and then infrastructures are build after on rush.

Interview 8

Name of Stakeholder	Novotel Center Norte
Stakeholder Type	Accommodation
Interviewee Position	Sales Manager (SM)

Legend: R= Researcher, E = Expert

E: At Novotel we have a great relationship with Expo Center Norte, because the investor is the same. The owner is a family but the hotel is managed by Accor. Expo Center Norte and Anhembi have fairs every week of the year. But not every fair has a sufficient need for room night for all year. So at the beginning of the year, we received the schedule of all the fairs, and we can decide a better price strategy. Because we get clients of fairs organized in Anhembi as well, usually the big fairs. Novotel was built in 2000. So Anhembi and Expo Center Norte sent us at the beginning of the year the schedule for trade fairs, and we decide based on that the price strategy for the entire year. Our hotel works with trade fairs and business events organize inside the hotel. We only have MICE events.

R: Can you give me some examples of this strategy?
E: Sure, for example February is low seasons for MICE in SP. The price for a double room, with breakfast, is usually 300 BRL. During the big fairs, we sell the same room at 600 BRL, double prices! It's our most profitable month, and we are fully booked. The minimum stay is 4 nights.
When Expo Center Norte host big trade fair, we sell the room at double price. It's the most profitable time of the year. We decide the price strategy based on the fair calendar.

R: Do trade fair tourists book the room directly or is there any sort of agreement with the fair organizers?
E: Both. For some fairs, there is a staff member which contact us and we work with them to negotiate all room rates for the staff of the fair. In some other cases, trade fairs organizers have an agreement with a travel agency, who becomes official partner. For example TAM, MUST TOURS, AD. They then send us a letter saying that they are the official travel agency, and I reserve an allotment of rooms for them, at a cheaper price because they are the official travel agency and they book more rooms. Now we started also to work directly with the participants of the fairs. We contact them and send them proposal for staying in our hotel.

R: What's the average occupancy rate?
E: During the year, the average occupancy rate is 55%. Some months is almost 70%, low season is about 30%. Tourists who visit SP in summer are not business tourists, so they don't use our type of hotel.

R: What about transportation? The hotel is not walking distance from the exhibition centre and the metro/bus station.
E: We have a free shuttle service for all our guests, every day from/to the hotel to the shopping mall, and the Expo Center Norte. The shuttle service is free, every hour, to Expo Centre Norte and Anhembi only during the fairs. We have 2 buses (12 people + 22 people).

R: Do your clients take part in any organized tours, show, and dinner during their spare times?
E: Almost all clients ask for advises about good restaurants, shopping, entertainment. We have some places that send us information to give to our groups, but we don't do reservation. Only pass the information. Sometimes also the fair organizer requires information about restaurants for their events, usually near Paulista Avenue and Jardins. And we pass the information and then they chose. Or guests here at the reception, they can check the leaflets for activities and so on.
R: Do you cooperate with SPTuris and SPCVB?

E: Yes we do. Last week for example we had a meeting with Ahnembi, Expo Center Norte and Holiday Inn. We created last year sort of consortium with them and the Mercure Hotel (Accor). The aim is to create a strategy, an action plan to promote the northern area of the city and attract more visitors. We also work to attract trade fairs to one of these 2 fairgrounds, which usually happen in other cities of SP state. It's called North Zone Bureau. Last year we participate in a MICE fair to promote our Bureau. We focus on attracting trade fairs because it's our main business here in the north zone. Novotel, Anhembi and Expo Center Norte created a North Zone Bureau to joint efforts and attract more trade fairs in this area.

R: How do your clients get to your hotel?
E: From SP main airports, Guarulhos Airport which is located at 22 km away and Congonas, in the south zone of SP. From Guarulhos there is a bus, 42 BRL, and if you ask the driver it will stop at Anhembi and Expo Center Norte. To Congolas, there is no bus connection, visitors need to get taxi, but it's very expensive. And the traffic jam is horrible.

R: Do you have more Brazilian or international clients?
E: 70% is Brazilian, the rest is from abroad. It depends on the fair. WTM is a great international fair, with a lot for international clients.

R: Do you provide training to your staff, to inform them about the importance of the trade fairs clients?
E: Yes, we have 2 types of training, internal training and Accor training.

Interview 9

Name of Stakeholder	Food Hospitality World Exhibition
Stakeholder Type	Trade Fair Organizer
Interviewee 1	General Director (GD)
Interviewee 2	Marketing Manager (MM)
Interviewee 3	Executive Assistant (EA)

Legend: R= Researcher, E = Expert

R: Do you provide any services to trade fait attendees in terms of booking accommodation, flights and so on?
E: We don't, but we use official travel agencies that support our clients in this matter. For all fairs of Fiera Milano Brazil, we have an agreement with an Official Tourism Agency named "Must Tour". They are responsible for disclose all information about Hotels, prices, transfers in and out to Hotel e Pavilion too. Besides they booking tickets plane, hotel and restaurants next of Event or according to guests 'preference. They usually offer better deals to our clients because they have good negotiating power with the hotels. For each fair, the agencies suggest from 3 to 4 hotels in different areas (mainly next to the fairground or in the city center) and the clients can chose.

R: As the closest metro station to the venue is not at walking distance, do you provide your guests with any form of transportation?

E: We are responsible only for shuttle service from Pavilion to Subway Station and vice versa (on this case at Jabaquara Station). That service if free to visitors and Fiera Milano has a contract with company'car. It costs us about 30,000 BRL.

R: Do you cooperate with the tourism stakeholders in the city to promote the city to trade fair attendees?
E: We have a partnership with SPVCB – São Paulo Convention &Visitors Bureau (inside VISITE SÃO PAULO and "Fique Mais um dia" magazine project). We have a deal where they show our Events inside the programs, magazines and City's official calendar. In exchange we distribute their brochures during our events or insert the link to their website on our website. It is an important vehicle of communication in Sao Paulo. We would like to cooperate more with other entities, but it's very difficult, especially with the municipally. Trade fair organizers don't receive any support from the municipality. Sometimes SPTuris and SPCVB have an information desk or small promotional space in out events, so that they can promote the city to the trade fair participants.

Interview 10

Name of Stakeholder	WTM Latin America (Reed Travel Exhibitions Brazil)
Stakeholder Type	Trade Fairs Organizer
Interviewee Position	Marketing Executive (ME)

Legend: R= Researcher, E = Expert

R: Do you have any partnership with hotels/airlines to have discounted fares for trade fair attendees?
E: We have a partnership with a local travel agency that conducts special deals with some specific good hotels near the venue or subway station. After they have those special deals, we create a dedicated hot site in which everyone (visitors, exhibitors and buyers) can access it and benefit from the discounts.

R: Do you provide transportation to/from metro/airport to the exhibition center?
E: Yes, we provide a shuttle bus to/from subway station/the venue during the whole day, constantly. Every shuttle bus has a sign on the mirror saying to what event it goes, and passengers can show the entrance fair budget and go on the bus.

R: Do you organize any tours in the city for your visitors/exhibitors/buyers in cooperation with SP Tourism Office or others company?
E: Not really, the only City Tour we provide completely free of charge is for the hosted media from Latin America and other countries of the world. In one morning (when the event is not opened yet) SPTURIS, creates, manages and coordinates a tailor made city tour for the hosted media. It usually varies between 10 – 15 journalists from the main trade media.

R: Do you collaborate with any tourism office in the city to promote to your clients all activities they can do in SP during their stay?
SPTURIS and SPCVB in partnership create an e-book with all the cultural and entertainment activities happening in the city during the period of the event, and we as organizer promote the e-

book as much as we can to all the participants of the event, such as the website, social media, and emails marketing. Besides that, SPTURIS and SPCVB put together a welcome kit from the city of São Paulo to be delivered to the hosted media as well as more than 100 hosted buyers, from around the world, preselected and brought by us, the organizer. Above everything else, São Paulo city is promoted throughout the year to all our participants with a dedicated page in our website with information on the city: http://www.wtmlatinamerica.com/Venue--Travel/Enjoy-Sao-Paulo.

Interview 11 and 12

Name of Stakeholder	Fiera Milano Congressi
Stakeholder Type	Congress and Convention Organizer
Interviewee Position	Chief Executive Officer (CEO)

Name of Stakeholder	Eventing Milan
Stakeholder Type	City Promotional Board for Events
Interviewee Position	Chief Executive Officer (CEO)

Legend: R= Researcher, E = Expert

E: The trade fairs have a really good impact on the city where they're held, but we found the opportunity to develop another market based on congress and convention. We started to manage the press conferences during the trade fairs, and then we understood that Milan was a good location to organize business events and congress. The city didn't have a congress centre before, we built it in 2001. In 2005, since business was good and business events were increasing, we improved and enlarged the venue. Today, the congress centre called MICO is the biggest one in Europe and in the top 5 in the world. Going back to the tourism impact, we realized during the years of operation, that the real income was not that much the income for the congress centre, that it was high, but was the entire city itself. There is no Convention Centre in Milan, it has been an attempt a few years ago but it didn't work out due to political, social and cultural issues. The private and public sectors have issues to cooperate with a vision of sharing the income and the benefits to the city. That's why we, as a private entity, decided to open a new company who can have a similar role. We visited the main category of the tourism industry and we inform them about our idea and plan to promote Milan as the business destination in Italy, to be more competitive compared to other cities in Europe and in the world. So the idea started with the promotion and sales of the congress centre, but it turned into promoting the entire city. In this promotional bid we promote the entire city as a tourism destination, with accommodation, tours and images.

R: Can you please give me some information about the company Eventing Milan?
E: It's a brand of our company, we decided to create to satisfy better the market and strategically use the resources. The congress centre is very big, it can host up to 18.000 people. So if we organize small events it will be too expensive and won't look good. So we decide to use our reputation and knowledge to attract all kind of international events to the city of Milan, and then spread them out in different locations and venue in the city. On the website it is possible to visualize the venue suitable for the events. We don't have direct income from this company,

because we don't charge the clients for the information we provide, but it is a strategic cooperation with hotels etc. with the final goal to promote the city and attract more events. Then we just created a new company, a DMC to assist the client after the company decides to organize the event in Milan. The reasons why we decided to create this new DMC is the high number of requests we were having from our congress organizers. The main objective of Eventing Milan and the MICO DMC is to push Milan as congress and trade fairs destination, by promoting the entire city as an urban destination. The cooperation with the public sector should be improved, but we're getting there. It's difficult to coordinate the public and private sectors; those have to understand that it's better to cooperate to share benefits. The problem is also to make the private operator like hotels, taxi drivers etc that they should not speculate in case of events. For example in case of the biggest trade fairs, the hotel should not double the price of the room.

R: What the average length of stay of your groups? Do some of them arrive earlier of leave after the event to visit the city?
E: It's about 2/3 days as an average. We offer the possibility to arrive the weekend before the event, or stay longer after the event to take advantage of the tourism opportunities in the city. Some of the hotels provide actually free room if event participants stay longer after the event of arrive earlier.

R: Do you manage to fix the price of rooms with the hotel you cooperate with?
E: We work with the hotel associations to establish fixed room rates according to the benchmark of other European cities. We want hotels to understand that if we do all our best to attract the trade fair or congress to Milan, but then the hotel and other related services are too expensive, the organizers will chose another city. We should all cooperate for increasing the positive benefits on the tourism destination. We created a map in which we showcase the city divided into different areas: in each area hotels should maintain the room rate within the same price range . We created a map of all hotels, divided in area of the city, and within the same area hotel should maintain the rate within a fixed range. The areas are CITY (city centre, Duomo square and surrounding), METROPOLITAN, MICO (congress centre walking distance). The hotel showed that they were willing to cooperate because we showed them that in this way we could attract more business. Also, the hotels that are part of Eventing Milan pay an annual fee that we use to organize road show to promote the destination, including the hotels, or to bring buyers to the city. The Milan model is a winning system because it's a group based on a private investor, such a Fondazione Fiera Milano, who built the Fiera Milano fairground, and the congress centre MICO. Our plan now is to cooperate with different stakeholders: hotels should offer good rates; shops in the fashion district should stay open longer hours in case of events because they recognize the business opportunity. We cooperate very well with the municipality, but the original actions started from a private stakeholder's idea and motivation. The issue is that the public sector is not clearly aware of the benefits that trade fair tourists bring to the city.

R: Do you have training for stakeholders or cooperate with educational institutions?
E: No we don't organize any training course, but since 3 years we cooperate with one of the University of the City to elaborate researches on targeted segment we need to focus on.

Interview 13

Name of Stakeholder	Accademia Fiera Milano – Fondazione Fiera Milano
Stakeholder Type	Institution – Education and Training
Interviewee Position	Research and Development Director (RDD)

Legend: R= Researcher, E = Expert

E: The first training and educational project in Fiera Milano were organized in 1990, and they were mainly based on the waiting staff like hostess. In the following years, with some EU funding, we started to plan structural courses for exhibition management. We started with defining which are the competences and skills needed to work in this industry. In 2006, at a national level, it was decided to try a new form of education system, called Polo Specialistico Formativo, and each region could decide which sector to focus on. In Lombardy Region, they have about 30 and one of them was specific for trade fairs. Accademia Fiera Milano was in charge of organizing and managing the one about trade fairs. Our project included the mapping of all necessary competences and skills to work in this industry, and the organization of training courses. We started by defining which are the specific competences required to work in this industry These were short term courses, with very specific topic and subjects about the trade fairs industry. We organized 2 courses, one more about marketing and communication, and the other one with a more tourism focus. Later on we created our two current Training and Educational program. One is called MOE (Marketing and Organization of Events, with the specialization in Trade Fairs) and the Master PROGEA (Master in Designing and Managing of Trade Fairs and Events), with the aim to train future exhibition managers. The goal of our program is to train future skilled employees of the trade fairs industry Students learn about trade fairs in all different aspects such as managing, organizations, communication and marketing, as well as stand building and hall layout. Our students have usually a bachelor degree in different fields, such as marketing, humanities, arts etc. Some of them started right after the degree, some of them started the master while they are working.

R: Do you also organize training to managers of trade fairs?
E: We don't. UFI organize training course for trade fairs manager in countries where they industry require them. They last for different months, and they are very demanding. Usually in countries where this industry starts to develop, in Europe is not common. In USA for example certificates are more required, and they have different courses in order to provide them. Their courses are less demanding, and shorter. But they are useful to provide certain standards. As we're not a big department and the financial resources are not sufficient, we decided to focus on organizing training and master for the Italian market and on young people. We designed another program, called PROFEC, which didn't start yet. We just launched, and it is designed for professionals and employees in the trade fairs industry, events and congress. It is a very practical course, with lot of content about marketing and communication. We would like to do more, but we are just a few employees working of these projects

R: Do you organize also training course for the employees of the City Council or Municipality?
E: No we don't. It will be interesting.

R: What do you think about organizing training course to all different kind of categories involved with trade fairs and business tourists? Like taxi drivers, parking staff etc.
E: I think it would be really interesting! A big issue in Milan is the absence of the Convention Bureau which coordinate all private and public entities, maybe it would be possible it we would have one. Planning a training program for different professional categories involved in the business and events sector would be extremely interested and useful

R: How many people work in Accademia?
E: It's a small group, me + 2 employees full time and one part-time. We're a business unit of Fondazione Fiera Milano.

Interview 14

Name of Stakeholder	BIT – International Tourism Exchange
Stakeholder Type	Trade Fair Organizer
Interviewee Position	Exhibition Director (ED)

Legend: R= Researcher, E = Expert

E: From 2015 we change the format of the fair, with the aim to reposition it in the market with a new concept. We want to have an event which adds value to the host location by attracting international visitors to the city. So we changed to project for the exhibitions, dividing the segment into Leisure, Mice, Luxury and Sport. The development of these new fair segments have a good impact on the host destination, as the trade fair now attract visitors and exhibitors from different markets, which have more spending power and are attracted by different activities. The fair before was a 4 days event, since last year it's 3 days. Maybe in the future we will increase again the length; it will depend on the market and on our clients. We think about organizing entertainments, events, workshops etc so that we can provide a value-added program to our visitors. The new way the event is managed has great impact on the host city for 2 main reasons: those new segments and consequently new visitors and exhibitors are coming to Milan and they never did before, and the event is more international, with a result in an increase in international tourist arrivals into the city. We also promote the event, and consequentially Milan, in different cities around the world in occasion of other tourism trade fairs. In this new project we try to cooperate with public bodies and private companies. But it's time consuming. In Lombardy, there is the Municipality of Milan, then the Province of Milan, and the Lombardy Region council. All of them promote the region and the city by its own way. In each of them, there is an internal business unit which is in charge of tourism. This is also influenced by political election. In this industry it is difficult to have a good public and institutional DMO because there are a lot of private and small companies involved. It would be better if the DMO was a private body which pays attention to all interests and it's not influenced by public institution.

R: Do you have any sort of cooperation with the Municipality in order to promote the city as a tourism destination to your visitor and exhibitors? Do you organize city tours or other leisure activities?

E: We organize accommodation, travels, city tours and activities just for the 1500 hosted buyers we bring to the city. They are fully expensed and we pay everything for them with a high financial investment. The program includes flights, accommodation, transfer to/from the trade fairs and some education tours called Edutour. These are organized in cooperation with the Municipality and other partners, which want to promote their location to buyers from specific countries or segments. The Edutour are organized during the fair in case of small events such as dinner, after the fair if they include tours. Their aim is to increase awareness and promotion about the city and the surrounding as tourism destination. Regarding the exhibitors and the visitors, on our website they can find the contact details of the official travel agency of the Milan Trade Fairs, which can help with reservation of flights & accommodation. For some exhibitors, the accommodation is included in the package when they reserve the stand.

R: Do you have any partnership then with the travel agency to guarantee better prices for hotel/flights during the event?

E: We have a corporate partnership with the official travel agency, which is the official supplier for hospitality. They book all the allotment – hotel/flight – for the hosted buyer program and the luxury sector. For the Edutour we use different partners which are more specific for the sector. We don't deal with visitors, if they require information of course we provide them and we help them, but we don't have specific actions for them.

R: I was having a look at your website and I could not find information about the city of Milan as a tourism destination (what to do/see etc).

E: No we don't provide them. We believe that there is not that much important. 96% of our visitors are from the Lombardy region, Liguria and Veneto. They visit the fair in a day trip, so the majority doesn't stay overnight and they are part of the tourism industry. We should offer something that they can't have by themselves. We're working on a partnership to create a Milan Card that could offer discounted prices for services like accommodation, taxi, transfer, transportation, museum, theater etc. The Milan Card will be available for exhibitors and visitors when they buy the entrance ticket to the trade fair. We believe that there is an add-valued service to our visitors/exhibitor and this could increment also tourism in the city. For hosted buyers is different, we have a full program and assistance for them because they are international. The stand of the Milan Municipality is right at the main entrance of the hall, so trade fairs participants can visit it and gather information about the city. We also promote the city as an urban tourism destination by taking part in international travel fairs abroad

R: Do you want to share some data about the event?

E: Last edition we had 62,000 visitors of whom 96% Italian and 4% foreign. 2,000 exhibitors which were 50% Italian and 50% international. For the international one, we provide information such as city map etc, in the moment the book the stand. Exhibitors most of the time know already the city, they have been already and they usually book their own accommodation because they have corporate deals. The average length of stay of international visitors is usually three or four days. Some of them stay longer to explore the surroundings. They are repeat visitors to Milan, as they come also for other reasons rather than participating in BIT. Maybe other fairs need it more because they target is not someone who works in the tourism industry.

R: What are the tourism related activities that the hosted buyers appreciate the most?

E: In general they appreciate shopping (especially for Asian and Arabic), culture & history (as in their own countries they can't find what we have here in Italy), gastronomy and wine. They visit the city and the surrounding here and then they promote it and sell in their own counties.

R: What is the average length of stay of hosted buyers?

E: Usually 3/4 days, if they attend the Edutour they can stay 2/3 days more so they can discover the city and the surrounding. The majority leaves after the last day (so at least they stay one extra day after the event, on Sunday, and they leave on Monday). Some of them stay even longer and travel around the country.

R: Which are of the city do you usually reserve their hotel?

E: We prefer to allocate them in the city centre, or next to the fair in the city centre Fiera Milano City. We know that they really like to be in the city so that they can walk around and see things.

R: The municipality or the council have never asked you to promote the city in terms as a destination to your visitors and exhibitors with the distribution of brochures etc?

E: Not really, but mainly because our visitors are mainly Italian. The exhibitors from abroad are mainly those who work in National Tourism Board which have offices in Milan, so they already know the city. But in the fair we have the Milan City Council stand; it's the first one in the halls, so everyone can visit it to require more information.

Interview 15

Name of Stakeholder	Comune di Milano (Milan Municipality) Tourism Policies and Marketing Department
Stakeholder Type	Public Institution / City Goverment
Interviewee 1	General Director (GD)
Interviewee 2	Research Manager (RM)

Legend: R= Researcher, E = Expert

E: Today the national government gives the responsibility of tourism planning and promotion to each region. Then the region passes it on to the municipality and the different provinces. In the near future this would probably change, because the provinces probably would be abolished, especially the one in Milan as the city would be integrated with the surrounding towns into the Metropolitan City network. I guess all the competences and responsibility about the tourism sector will be then divided, because currently they are overlapping. The Municipality promote the city itself, the Regione Lombardia promote and works for the entire region with a focus on Milan as it's the main entry gate. So the tourism promotion is done by us, and a little bit by the Province of Milan that use the Tourism Information Office, which are actually public spaces owned by us. We don't dispose of enough young employees with foreign languages and IT knowledge. The staff is ours as well. However, we believe the major source of information is the web. That's why we have a webpage with the tourist information about the city, tours available, activities and also the link to other web pages such as public transport and airports.

R: What's the image of the city you want to transmit to your potential visitors?

E: The tourism promotion strategy of the city of Milan is very easy. Milan traditionally has an image of business tourism destination, especially trade fair tourists. But the estimation and some studies conducted by universities show that 75 per cent of tourists come to Milan for business reasons. The feeling that we have from the industry is that leisure tourism is actually increasing, hotels also confirm this trend. So the strategy focus on changing the traditional image of the city which is business, banking, industrial, work to a more arts and cultural city. The city cultural and arts offer is wide. In addition we focus on the nightlife, restaurants and bars, and events, both concerts, social and sports events at the famous stadium. In Milan is difficult to get bored, and the city represents especially for the emerging markets such as China, Russia, India, Brazil a very good compromise. A stand of Comune di Milano has been organized during the travel fair in Brazil. We wanted to use the event to promote our city as tourism destination That's because Milan offer the same things and experiences of the traditional cultural and historical cities in Milan, like museums, churches, statues, monuments, plus it's a true and vibrant city. It's a dynamic city where people work, live and so on. And tourists like this.

R: Would you say that the promotion of the city is directed to international or domestic tourists?

E: Milan has always been a city with a majority of foreign tourists. About 60% of tourists are from abroad, and 40% is Italian. So we focus on the international markets, and mainly on the high spender markets. We also focus on attracting congress tourism, because the participants are high spender, they usually stay longer than leisure tourists and they represent a prestigious segment. Milan is not a low-cost city. The number of 4 and 5 stars hotels increased by 30% in the past 5/10 years, and the lower stars hotel decreased in number. But we don't have the possibility to count all tourists arriving in Milan.

R: How are statistics elaborated then?

E: They are elaborated by the Tourist Information Office and by the Province which collect the data of the tourist arrivals in the hotels. Another source is the Police Headquarters which collects the data about tourist arrivals from any type of accommodation establishments. These data are combined and forwarded to the Municipality and Regione Lombardia. They show the number of arrivals and the nationality. Unfortunately we can't know the motivation for their visits, because by law we're not allowed to ask them. It would be very important for us to know why they come here and what they're interested to develop specific products. We should implement ad-hoc studies but they are expensive, and there is no enough budget. It is difficult to know how many people come to Milan for business reasons, because nor could the Province or the Police ask to tourists why they are here because of the privacy law which is very restrictive.

R: Talking about the infrastructure, what is the role of the Municipality in ensuring the all exhibitions center area easy accessible?

E: The competitive advantage of the city is the public transport network. We increased the underground network by building two new lines and for examples we place one new metro station just next to Fiera Milanocity and the congress centre. It's very important for us that tourists use public transport or walk around the city. Fiera Milano Rho-Pero is easily accessible by public transport with metro and train. The construction of the metro stations next to the exhibition center was part of the initial master plan of the fairground.

R: When you promote and plan tourism in the city, do you do it as a whole or do you divide the city in sub-zones?

E: There is an initiative to divide the city in different zones, for examples with the Trade sector of the Municipality we try to divide the city into tourism business districts. But on the website for examples we try to promote areas of the city which are usually not that well-known. There is an initiative to divide the city in different zones based on the different shopping experiences. There is a new project to create DUC – Urban Trade Districts – linked to different shopping experiences – and the Tourism Urban Districts, which we will try to create.

Interview 16

Name of Stakeholder	Fiera Milano
Stakeholder Type	Fairground Management
Interviewee Position	Special Projects Manager (SPM)

Legend: R= Researcher, E = Expert

E: We implement different agreements and activities regarding accommodation, airlines and restaurants for the entire company or sometimes just for a few business units that are in charge or managing a specific fair. For examples, with BIT we had an agreement with Cathay because the fair organizers needed to bring to Milan 30 Chinese hosted buyers. This allowed Cathay to ensure 30 tickets from China to Milan for those passengers, and allowed us as main company to signed new and larger agreement. We also work with Lufthansa that give us for our exhibitors and visitors special prices if coming to Milan to take part in trade fairs. The airline provides us with discount vouchers for booking flights. All these agreements have been done by Fiera Milano as fairground management, but all the trade fair organizers can use it.

R: What about partnership with trains?

E: We have an agreement with Trenitalia since the establishment of the fast speed train Frecciarossa, Frecciabianca and Frecciargento. The agreement established with the train companies ensure that the national fast speed trains and the regional trains would stop directly in the fairground. That's a great accomplishment. The fast speed trains connect the country to the city of Milan, and thanks to the agreement those train stops directly at the fairground. Trade fair participants would not have to go to the central station of Milan and then take another metro to come to the fairground, but they come here directly. It's a very convenient thing for our guests and a big success for us. It's important also because train fares don't increase when there are events, while flights tickets do. Looking at the statistics we are very happy because we noticed an increase of visitors during our events. We also made an agreement with Trenord, to easily connect the fairground with the other cities in the Lombardy Region. Also in these cases, participants don't have to go to the main station in the city and then come to the fairground, but the trains would stop directly here. The metro station and the train station were built together with the fairground. It was a political and institutional job in cooperation between Fondazione Fiera Milano which is the owner of the fairground and the City Municipality. It was part of a bigger project which aimed to create a network with the fairground, accommodation system and transport to bring financial resources to the city and the surrounding.

R: What about cooperation with Regione Lombardia and Comune di Milano?

E: We have good relationship with them as well. First because Regione Lombardia is one of the major shareholders of Fondazione Fiera Milano which is the owner of the fairground. Second because we cooperate with them to attract an increasing number of business tourists in the city. There is a department in Regione Lombardia which deals with trade fairs, tourism and services. The department is called Assessorato and they promote all exhibitions centers in the region, but of course the Milan fairground is the largest entity. There is fairly new agreement between us and the Tourism Department of Regione Lombardia. They reserve an institutional promotional stand in our major trade fairs outside Italy. This helps to promote the destination abroad even before tourists arrive in the city. We work very well with the Municipality and the Tourism Department of the Region. They understand how important is the trade fair industry for the city and they sustain it by implementing the infrastructures, public transport and so on.

R: And about partnership with the accommodation and hospitality sectors?

E: We can only sell stand and exhibition space, we're not allowed by the company law to sell flight tickets and hotels rooms. That's why the company decided to have an official travel agency inside the fairground. Anyway, we do implement some direct activities with hotels and restaurants. Every 6 months we send to 4 star and some 5 star hotels the trade fair calendar. They distribute it to their clients. We chose the hotel based on the proximity to the exhibition centers and those hotels we usually work more as the clients like them better. We also have agreements with restaurants in Milan and in its province, and the towns around. The agreement allows exhibitors and visitors to dine in restaurants and get a 10% discount by show the entrance badge for the fairs. We also give the opportunity to hotels to voluntary insert their offer and their packages on our webpage, so that visitors and exhibitors can look at them and reserve their stay. The project of the new fairground included the event venue and the hotel located at walking distance to offer an integrated experience to our guests

R: Do you suggest also any city tours in the city?

E: We organize city tours and in the surrounding. For instance on the Como Lake we offer small cruises in cooperation with the Lake Tourism Board. We did it for a small group of attendees of one fair. The program included accommodation, transfer, gala dinner, cruise, and shopping activities for those who come with families and wives. We also have an agreement with the major and most elegant shopping venue in the city centre, to get the 10% discount card for our participants. These are good projects, but they are organized only for small groups, not for all fair attendees. We like the idea of integrating the trade fairs industry and the exhibition centre with the city and its public entities as well as the private companies. Trade fairs participants are also tourists when they come to Milan, so we should create an integrated offer so make sure we deliver the best experience to them.

Interview 17

Name of Stakeholder	Tuttofood – Milan World Food Exhibition
Stakeholder Type	Trade Fair Organizer
Interviewee Position	Exhibition Director (ED)

Legend: R= Researcher, E = Expert

R: As normally the hotel room rate increase during trade fairs, do you undertake any actions to book room allotment for Tuttofood participants or to ensure fair price?

E: We did, mainly because this year Tuttofood is at the very beginning of the World Expo so we were afraid that our exhibitors and visitors could not find hotel available. We reserved 1 year in advance a total of 16.000 room nights in 4 star hotels for our hosted buyers, and for the international exhibitors. In this way hosted buyer got free accommodation and international exhibitors could easily find an accommodation. All these activities are done not directly but in cooperation with the official Travel Agency. There is also a general trend with the exhibitors of booking their own accommodation by themselves, without using the official partners. But they do appreciate if with our channel they get a cheaper price. This in an example of direct activity we do in the city. Besides this, we also did an event by night, named Tuttofood Night. It was organized in an outdoor club and we invited about 2000 among hosted buyers and exhibitors. In addition we know that our exhibitors and visitors usually organize their own events, dinners, meeting in the city, but we are not informed about all of them. For examples, the trade sector in May 2015 increased by 7% compared to the previous year than Tuttofood was not organized as the fair is every 2 years. This is confirmed by a study conducted by the City Council which shows that expenditures in restaurants, shopping and leisure activities increased in May due to the trade fairs that are held in this period of time. That's because trade fair visitors and exhibitors are high spender tourists, in terms of accommodation, restaurants and activities and they can impact a lot the city's economy.

R: Did you provide any transportation for the participants of your event?

E: For Tuttofood Night we didn't, only for one group of hosted buyers from USA. All the other came by themselves as the venue is located in the city centre. During the trade fairs we provided shuttle buses from the hotel to the fairground and vice versa, and we spent about 90,000 euro, for a total of 50 buses which connect the exhibition center for 4 days with 37 hotels. All hotels were 4 star establishments. This service was for hosted buyers only. We had in total about 1,580 hosted buyers from about 47 countries.

R: Do you organize any other connection for all visitors and exhibitors?

E: No we didn't. We did it in 2013, but now the public transports to the fairground are very good so our shuttle buses were not needed. It was plenty of way to come to the fairground, with underground, train, direct buses from the airport.

R: So the transportation is guaranteed by the public transport implemented by the city municipality?

E: Yes definitely, and it worked well. But we did another interesting thing for our clients. In 2013 we spent about 30,000 EUR in underground tickets that we gave to our exhibitors. The idea was really welcomed that in 2015 we invested about 127,000 EUR because more and more exhibitors required the tickets for public transports. We gave to our exhibitors a four-day ticket for the public transport; we want to increase the chances that they experience and enjoy the city They can use the public transport to commute to the fairground and visit the city as well. We took examples from the German system, where in most of the cases basically if you show the trade fair entrance ticket you can travel for free on any public transport in the city. In Milan we are not able to make this agreement with the City Municipality, so we try to overcome the problem by paying the ticket for our clients.

R: How trade fairs participants perceive these leisure events and activities? Are they satisfied or not interested?

E: Yes they appreciate it. We as organizers tried to have leisure moments included in their fair experience. We want them to explore the city re-known for fashion, design, nightlife and culture. We don't want them to stay only at the exhibition centre, but to experience the Italian style with the typical Aperitivo Milanese in a famous outdoor club, with dancing, show and so on.

R: Did you organize any tours or tourism activities to increase their length of stay in the city before or after the event?

E: We did 2 important things. To all hosted buyers we provided free entrance ticket to the Milan Expo 2015. As it is held just next to the exhibition centre, we provided them the ticket so that they could visit it in the late evening after the fair and stay there at night. They really liked it. We provided a daily entrance ticket to who required it. Another project was related to a smaller number of hosted buyers, about 90 to 100 people. We made an agreement with some local company in the Lombardy Region and we organized tours and activities after the trade fair. It was a sort of business meeting tours organized directly in the location of the company, we paid for the accommodation and the company that was interested in meeting these buyers paid the meals, refreshments. In was in Milan and the surrounding.

R: Do you cooperate with the City Municipality and the Lombardy Region to promote the city in occasion of your trade fairs?

E: We did it this year for the first time I think, we went to Sao Paulo in March to hold the Food Hospitality World Fair and the staff of Comune di Milano came with us to promote the city as tourism destination. They had a promotional stand and we also organized the press conference together. We also have an institutional video that promote TuttoFood but it starts by promoting the city of Milan. We want to create a network, a cooperating system with different stakeholders and the willingness to link the trade fairs with the city where it's held, because we are part of it and we represent it.

R: In your webpage is it possible to find a section to gather information about the city, what to do and see in Milan, tourism activities and so on?

E: There is just a small section with basic information about the city. It should be more structured because it's very important. We tried to put the links to dedicated webpage of the tourism entities, but we noticed that the information they provide are sometimes not correct, or not enough, or maybe just in Italian and partly in English. You won't find a dedicated section on the web page about tourism activities in Milan. But we have a section which offers the web link to the official websites of city tourism entities and some hints about the major cultural attractionsOur website is in more than 5 foreign languages, so we would like that other website would have the same standards as they represent the city tourism entities.

Interview 18

Name of Stakeholder	Host - International Hospitality Exhibition
Stakeholder Type	Trade Fair Organizer
Interviewee Position	Exhibition Director (ED)

Legend: R= Researcher, E = Expert

E: When we organize the event we care about our exhibitors, hosted buyers and visitors, it's like a network of people. Usually trade fair organizers focus on the hosted buyers. I believe that all trade fairs should integrate some tourism activities to complete the attendees' experience in the city. Trade fairs' participants have free hours to dedicate to leisure activities; usually they go to restaurants and cafes, spend time in nice hotels and mainly if they are from abroad and another Italian region they take advantage of visiting tourist attractions. Activities vary depending on the taste and needs of the trade fair participants, from gastronomy tours, wine, culture and history and walking city tours. The reality is that in the majority of cases trade fairs don't have any connection with the destination in which they're held and with the main key players. In my opinion, in case of trade fairs, airports should provide information desks to welcome participants. They could approach people at the airports providing information about trade fairs and also about telling them what they can do in the city and in the surrounding in their spare time. It will be a great opportunity to increase tourism. These sorts of welcome information desks should be located in the city center, in the major business hotel where normally trade fairs participants stay etc. This lack of information negatively impact on the trade professionals because they don't dispose of much time to search information. They don't have time, they have lot of money but they don't know what to do. This results in a loss of tourism opportunity for the city and the tourism industry. Seasonality in Milan is targeted on the trade fairs calendar. For examples April is high season to the Salone del Mobile, May and October every 2 years is high season for hotel rate because of Host and Tuttofood. The availability and the hotel rates in Milan depend on the event calendar. August, which is summer, is low season.

R: Do you believe this lack of network is related to the lack of Convention Bureau or City Tourism Board/DMO?
E: I believe it's a cultural issue in Italy. The territory and the society is characterized by SME, lot of consortium and trade associations. For examples the accommodation or transportation sector, such as the taxi drivers. Taxi drivers are grouped in a trade association, but every taxi driver work for him/her selves; it's very difficult to coordinate them. Same thing for the hotel sector, in Milan the number of national and international hotel chains is very low, they're mainly private hotels. When we tried to reserve the rooms for our guest of the event, we faced a diverse reality: every hotel has its own room rate, its cancellation policy, and its services. All companies work in a different way and there is no coordination. For the final user it's very difficult to understand this and to find a good offer. There is also a lack of common websites which unify the entire accommodation offer, or cultural offer for museums, restaurants etc. Our business tourists don't have lot of time to search for information; they have more money to spend and lot of interest, but no time. So the industry should think about cooperating and establishing a network to provide them with all the necessary information so that they can enjoy the city while they're here for work.

R: Do you provide trade fair attendees with information about tourism related activities and opportunities? If so, how?

E: We have a section on our website; we provide links to the official sources of tourism information such as Comune di Milano and Regione Lombardia. It would be impossible for us to provide information about all the possible activities and tourism opportunity in the city. Therefore we just provide the web links to the websites of the official providers. Regarding accommodation for examples, there is a dedicated page on the website where the visitors and exhibitors can visualize the different hotels available and chose them according to criteria (price range, city zone, features). Then if they want to book they can do it though the official travel agency. We can't provide specific information about attractions and activities because the list will be too long. So we provide the links to the official providers. I believe it is very important to promote the city to trade fairs tourists as they all have a little bit of spare time to enjoy the destination and they all act like tourists when they are not working in the event venue. We want to provide these services to help our customers, but we are aware of the fact that it is just a small service. We should be able to provide hotels, private car with drivers, airport transfer from/to, welcome at the airport, luggage services, travel agency at the airport or travel desk in the hotel if business travel want to change flights booking etc, information point to book restaurants etc, for examples if exhibitors meet some new clients during the trade fairs and want to organize a dinner for the same night, there is no information desk with trained stuff that provide this support.

R: Do you organize shuttle buses from the airport to the trade fairs and vice versa?

E: It's not necessary to organize shuttle buses from the airports to the fairground because it is very convenient and easily to reach the venue with public transport .The airports and the central stations are well connected with the city center and with the fairground directly with underground and local trains. Also the fast speed train stops directly at the Fiera Milano Rho-Pero train station.

R: Do you have any agreements to provide cheaper tickets or free public transports for your clients?

E: No we don't. It should be done by the management of the entire fairground, not just one fair organizer. I guess it's complicated because if they do it for one fair they should do it for everyone, and also in other zone of the city where usually events are organized in relation to the fairs. But the price of underground and train are fair, the service is good so trade fair attendees are satisfied.

R: Do you organize any tours or tourism activities for the attendees?

E: Only for hosted buyers. The event website provides the basic information to survive in the city. The Municipality doesn't contact us to use us as a tool to promote the city, even if they know that we attract thousands of potential tourists. They could organize a stand during the trade fair to promote the city, they do it only during the travel trade fairs, even if maybe for this type of event is less necessary because they already are part of the travel industry. They also need recommendations but less than other fair participants, which on the total they are more than the travel one. All the technical trade fairs attract high spender participants which are not used to look for tourism activities as it is not part of their core business, but they have lot of potential in spending and visiting the city. There should be a permanent office to provide useful tourist information about the city and the surrounding, like a showroom with branding and promotional materials about the city and also the entire country. Often the business tourists stay a few more days in the city and in the country, but there's nothing or no one that can help them in this. For the hosted buyers is easier to organize tourism leisure activities and programs. First because it's a

smaller group of people, among 1000 and 1500 participants, we know who they are, when they arrive and what they do all day. The hosted buyer program include accommodation, flights, transfer and leisure activities which could be city tours, cultural visits to museum, gala dinner, it depends on the budget. Our hosted buyers act like promoters or our city and country, if they like what they see they will come back with their families, they will tell their friends and relatives and so on. Their promotion is much better than just one brochure. They transmit their experiences when they go back to their countries. We are all tourists rather than just business man. We all act like tourists even when we travel for business purposes. So tourism promotion should be done more in those trade fairs which are not related to travel and tourism. I believe that tourism nowadays is made of different features at the same moment. People travel and want to do more things at the same time, they travel for business but also want to have cultural moments, gastronomy etc.

R: **Does the Municipality cooperate with you in order to promote the city as a tourism destination? For example when you go abroad to participate in international trade fairs?**
E: No they don't. The only time they go abroad is to participate in the stand of the National Tourism Board. It should be done an agreement between Fiera Milano and the City Municipality in order to cooperate and promote the destination through the event we take part abroad. We are interested in cooperating with the Municipality, the Region and the Province, but for some reasons it never happened. Maybe due to institutional issues.

R: Do you want to share some data about the event?
E: Yes sure, it will last 5 days, last edition we had 130,000 visitors and this year we expect them to increase up to 145,000, from 151 different countries. Exhibitors are about 1,900 and from 51 countries.

Interview 19

Name of Stakeholder	Regione Lombardia [Lombardy Region] Tourism and Trade Department
Stakeholder Type	Public Institution - Regional Government
Interviewee 1	Council Director (CD)
Interviewee 2	Press Officer (PO)

Legend: R= Researcher, E = Expert

R: How are data collected to elaborate statistics?
E: They're collected by the Milan Chamber of Commerce and then matched with those provided by the Milan Province. We just started a new project about data collection, which should be faster than the one we have now. We are interested in the tourists' motivation, and not just the figures, their satisfaction with tourism in the city, what they do, how much they spend. The project is called TRAVEL. The new tourism laws which will be implemented starting from next month institute a sort of tourism observatory managed by the statistic office of the Region.

R: As Milan is the number one business tourism destination in the Region, do you have any tourism polices or plans to attract an increasing number of businesses and trade fairs tourists?

E: The idea of our Department is that we are supposed to do what the private and public single enterprises don't do. Business and trade fairs tourism in Milan increased enormously since the company Fiera Milano created a company called MICO – Fiera Milano Congressi, which manages the largest convention and congress center in Europe. This company is very dynamic and they work very well, also due to the increasing reputation and image of the city. It's all connected with also the strong reputation for fashion and design. In addition, Milan implemented a great leisure tourism offer to complement the business tourism activities. Business tourists are happier now because they can enjoy more experiences outside work, such as restaurants, culture and nightlife. The city is now more attractive for the meeting and event organizers. Milan is well-known for business, banking and firms. The trade fair industry positively influence the image of the city Tourism and event employees should know that the tourists' experience in Milan depends also on the quality of service they provide. Continuous training should be provided to staff members of tourism and events companies. Fiera Milano attracts every year leading trade fairs which bring to the city international visitors and exhibitors from all over the world. In terms of policies, we approved a program called "From Expo to Giubileo" which is divided into four main themes: religious, eco-green, gastronomy and wine and congress and trade fair tourism. The aim is to promote the city of Milan as the ideal business tourism destination (focusing on congress and trade fairs) and we will work together with private entities. We will provide funding and sponsor these projects which show cooperation among all the tourism enterprises in the community. The limitation of the Italian tourism industry and also here in Milan is that there are several private and public companies with great ideas, but they are all convinced that they can do everything by themselves without any sort of collaboration. They waste resources and they double the initiatives.

R: What is the the role of Regione Lombardia in ensuring public transports to commute to fairground and convention centers?

E: The Region participates in regional planning and in some cases financial support as well. In the case of the underground and local transportation, this is competence of the Municipality. Some of the infrastructures are financed by the Region as well and realized by the Municipality with its companies, such as ATM in the case of the underground. The metro stations next to the event venues have been planned of course as part of the major project of the venue, because we know that it's very important to guarantee good accessibility for the event participants. A trade fairs without public transports is not sustainable due to the large amount of visitors and exhibitors that commute to the venue. Also the exhibition centers are well connected and surrounded by big highways that able to connect the venue with the airports and the major highways of the region and the countries.

R: Do you cooperate with trade fair organizers to promote the city as a tourism destination?

E: In relation to trade fairs we do 2two things: one is related to travel fairs, so for example we organize a regional booth or together with ENIT, the National Tourism Board. In addition now we signed an agreement also with Fiera Milano in order to promote the destination in case of no-travel fairs. We selected some trade fairs of different sectors, for examples food, textile, design and furniture and we reserve a promotional stand for the Regione. We can also have an information desk to reach these visitors and exhibitors who don't belong to the travel sector but could also have travel and tourism interests while being in the city. We do this in 2 ways, in trade fairs happening in Milan to reach all the participants while they are already in the fairground, and abroad by participating to trade fairs organized by Fiera Milano in other countries like Cape Town, Istanbul, Moscow, Shangai, and Sao Paulo.

R: What about the promotion onsite when tourists are already in the city?

E: We use a newsletter called Wonderful Lombardy, and a Guest Book located in the rooms of 4* and 5* hotels as they are used by business travelers. They can use them as a source of information about tourism leisure activities and attractions in the city, restaurants and events. We're planning also to create an integrated network of Tourism Information Office as today they differ in terms of management, information provision etc. They should have all the same standards and be located in airports, train stations, highways, in the city centers or the major tourism locations.

**R: You should maybe have one also in the fairgrounds.**

E: Oh yes true, with dedicated and trained stuff about tourism attractions, cultural activities etc. Milan is the entry gateway to the entire Lombardy Region.

R: What about training and education? Is it part of your new law?

E: Training and education is one of the major focal points of my projects. For example there is a best practice case of one Luxury Chain in Milan. They organize training for their stuff and they enforce them to visit the cultural and historical attractions, they have to eat in Michelin restaurants to experience what they can promote and suggest to the tourists. So that they can tell the tourists their experience and not what they read in the brochures. We want to focus on school such as university and high school, but there is not an established network. We aim to provide skilled employees for each sector tourism industry. We want to standardize the education to the higher level, both high schools and university. Second, we believe a continuous training should be provided to staff members of tourism and events companies. Training and education is useful to learn something new but also to learn to do something in a better and more efficient way. Third, training and education should be done at an entrepreneur level. The tourism and event employees should know that the tourist experience in the city depends on them, on the services they provide and how they approach them.

Appendix F: Supporting Material

Image 1: Brochure "Stay Another Day" Program
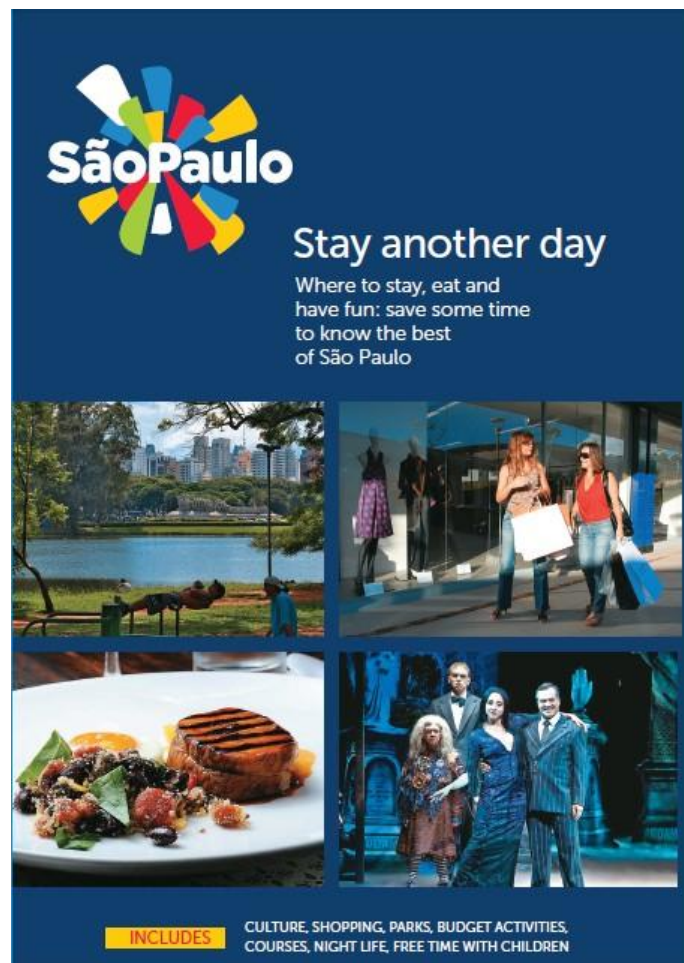
Source: SPCVB, 2015b.

Image 2: Promotional Leaflet Tuttofood Night

Source: Tuttofood, 2015a.

Image 3: Transports connection to Milan Exhibition Centers

Source: Fiera Milano, 2015a.

Image 4: Diploma MOE - Marketing and Organization of Events (Focus on Trade Fairs)

Source: Accademia Fiera Milano, 2015.

Image 5: Master PROGEA - Master in Design and Management of Trade Fair and Events

Source: Accademia Fiera Milano, 2015.

Image 6: São Paulo Promotional Stand at trade fair

Source: SPTuris, 2014c.

Image 7: Comune di Milano Promotional Stands at trade fairs

Source: Comune di Milano, 2014.

Image 8: "Enjoy São Paulo", WTM Latin America

Source: Reed Exhibitions, 2015b.

Image 9: "Visit Milan", Tuttofood World Exhibition

Milan is the heart of Italy's economy. Synonymous of business, it is the city in which 40% of the country's managers live. It is the capital of good taste, fashion, design: this is where Made in Italy is ahead of its time. It is the most European of all Italian cities, the easiest to reach, the best connected to the rest of the world.

It offers 500 hotels, more than 10,000 restaurants, clubs and bars, theatres and cultural events, making everyone's afterfair pleasant and interesting. Not to mention its legendary shopping areas that attract visitors from across the globe! Milan is the town where a "business" trip becomes a "pleasure" trip.

Here are some suggestions to experience the way of life and enjoy the atmosphere of Milan, a vibrant and cosmopolitan city and the capital of design:

COMUNE DI MILANO
TEATRO ALLA SCALA
PINACOTECA DI BRERA
CENACOLO VINCIANO

Lively Milan: from art to design, exhibitions and events

And if you need a little distraction, there are thousands of night clubs waiting for you on the Milan nightlife scene.

Source: Tuttofood, 2015b.

Image 10: "Hospitality Service", Host Exhibition

Hospitality Service

The discounted hotel accommodation and convenient and frequent transfers using the ATM network connecting the city and the Exhibition Centre, are the facilitations with which you can organise and improve your presence, thanks to the collaboration with the Fiera Milano service.

Welcome!

Host welcomes you in Milan!
Our on-line Hospitality Service is at your disposal **24 hours a day** to provide you with all useful information on how to arrive, where to stay, "what's on" and with several "city breaks", tailor-made to make your stay more enjoyable.

SERVICES AVAILABLE:

Travel: Information on all means of transportation, reservations, car rental, either self driven or with driver;
Housing: Reservation of all types of accommodation (hotel, bed&breakfast, self-catering etc.);
Special proposal: for your pre- during and post-Event: Tourist packages and wine&food, cultural, wellness and shopping tours, reservation of theatre tickets, shows and cultural events, booking in typical restaurants or in the city's most trendy spots and clubs;
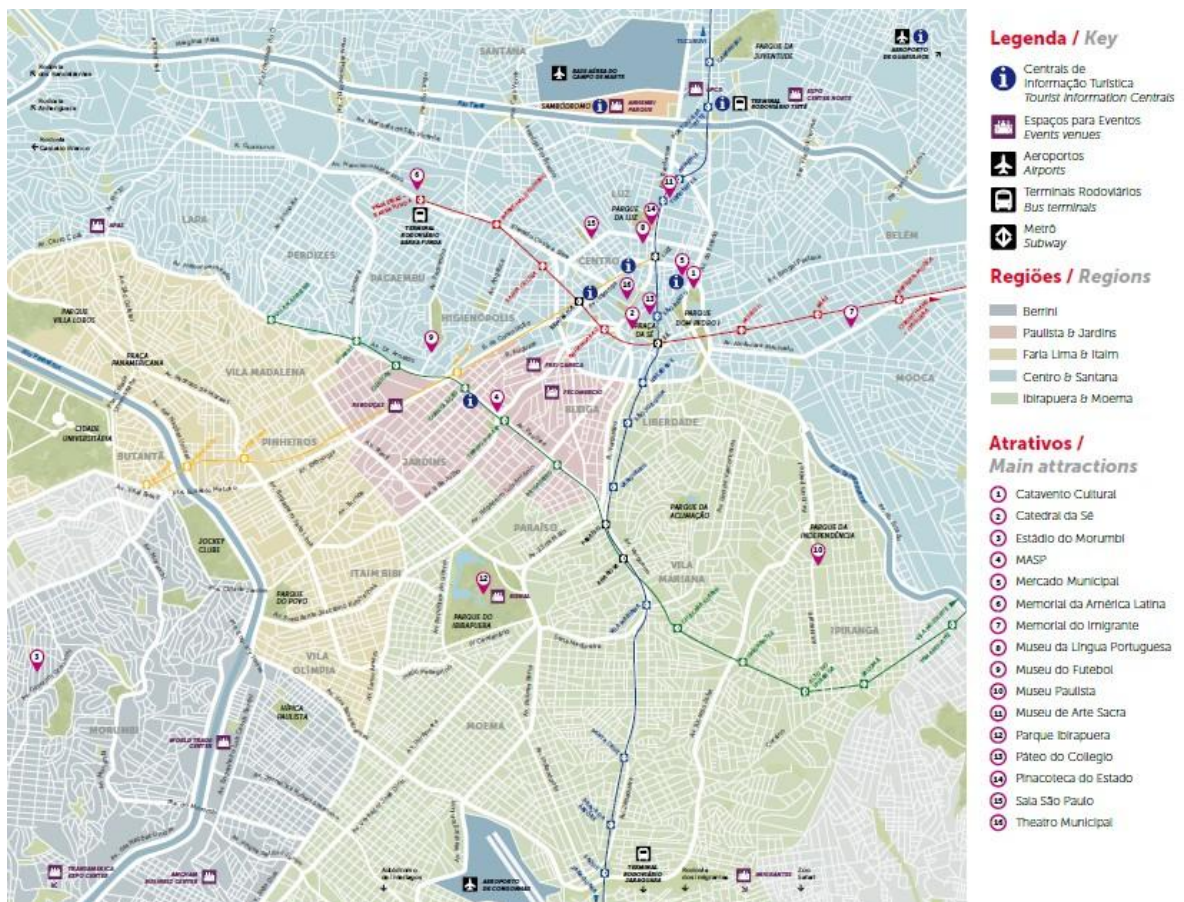
Source: Host - International Hospitality Exhibition, 2015.

Image 11: São Paulo Tourism Urban Districts
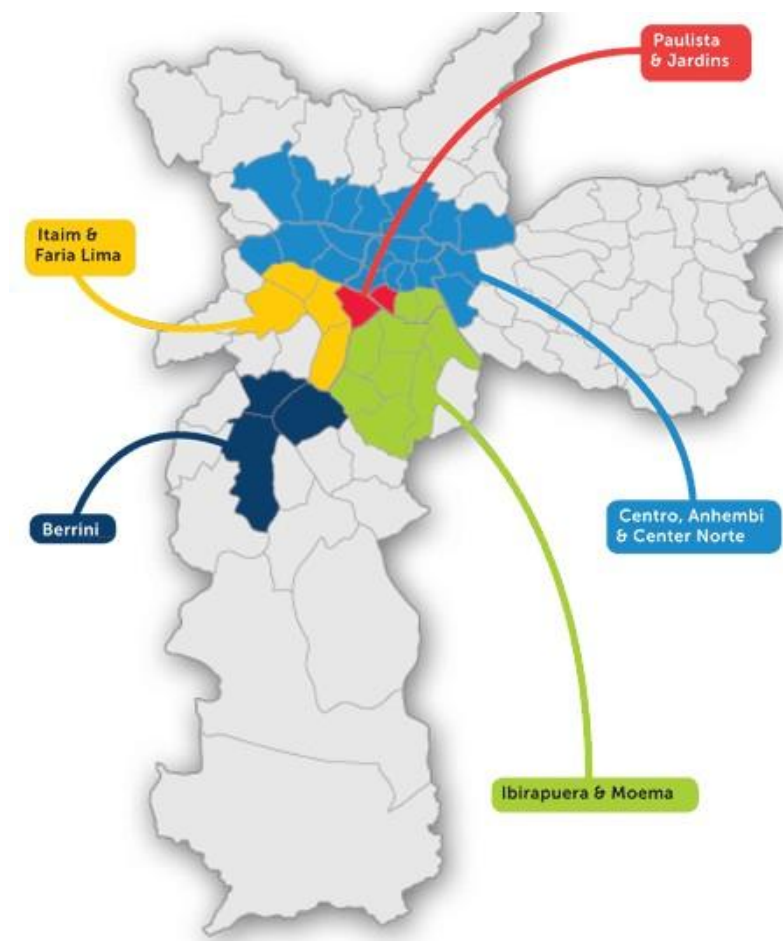
Source: SPTuris, 2014b.

Image 12: São Paulo Tourism Urban Districts in Detail

Source: SPTuris, 2014b.