

Bachelor Thesis 2014 presented to obtain the Bachelor of Sciences HES-SO in Tourism

Examination of perspective and feasibility of Lugano as a business tourism destination
focusing on the group meetings industry



Student: Elodie Oulevey

Professor: Dr. James Holleran

Expert: Mrs. Silvana Redemagni

Submitted on: 7th July 2014 in Sierre

HES-SO Valais Wallis - Economie & Services – www.hevs.ch

Source of visual on the title page:

http://www.parcomaraini.ch/en-gb/aparkintheheartoflugano.aspx#.U6wV8_1_un4

ABSTRACT

Despite its popularity as a leisure destination, data shows that Lugano's potential as a business tourism destination is underexploited. This shortcoming, however, is in itself rarely given due consideration, since research focusing on Lugano as such a destination is scarce. This paper looks at Lugano from this less documented angle with a focus on the meetings industry, with the goal of evaluating the potential of the City as a business destination and giving recommendations for improvements.

In order to achieve this objective, studies of secondary data were undertaken and actors of the business tourism industry in Switzerland and Lugano were interviewed. These actors included participants of a congress held in Lugano, as well as several Swiss Meeting Planners/PCO's, and some business hotels in Lugano.

The results of secondary research showed that while Lugano already fulfills key success criteria in the field of business tourism –with a Congress Center listed in the ten largest of Switzerland, several business hotels, and a University- the low occupation rate of the different venues, an apparent lack of cooperation and coordination between them, and an insufficient interest from the local and regional tourism offices suggest that Lugano could embrace its potential more fully. Primary research results also indicated that while promotion and exercise of the City's business tourism are not inexistent, much more could be done in order to improve its standing as such a destination. This thesis constitutes an attempt to illuminate the first steps in that direction.

Keywords: Lugano, business tourism, meetings industry, business destination.

TABLE OF CONTENTS

ABSTRACT	ii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
FOREWORD AND ACKNOWLEDGEMENTS	viii
INTRODUCTION	9
1 LITERATURE REVIEW	10
2 THEORETICAL FRAMEWORK	13
2.1 Business tourism definition	13
2.2 Organization of business tourism	15
2.2.1 Demand side intermediaries	15
2.2.2 Supply side of business tourism	16
2.3 Profitability of business tourism for a destination.....	17
2.4 Economic impacts of business tourism in Switzerland	18
3 LUGANO - ANALYSIS OF SECONDARY DATA	19
3.1 Financial situation of Lugano	19
3.2 Accessibility	20
3.3 Public transportation.....	21
3.4 Leisure offer	21
3.5 Meeting facilities	22
3.5.1 Congress Center	22
3.5.2 Exhibition center	23
3.5.3 Universities.....	24
3.5.4 Lugano Art and Culture (LAC)	24
3.5.5 Business hotels	25
3.6 Analysis of business tourism in Lugano.....	27
3.6.1 Congresses at the Congress Center.....	30
3.6.2 Analysis of the reasons for the unconfirmed requests at the Congress Center.....	31
3.7 Economic impact of business tourism in Lugano.....	32
3.8 Analysis of the hotel offer in Lugano.....	33
3.8.1 Hotels in the region of Lugano and in the Malcantone region	33
3.8.2 Hotel Occupation Rate	34

3.8.3	Hotels in the City center	35
4	LUGANO - EMPIRICAL RESEARCH	38
4.1	Objectives and methodology	38
4.1.1	Participants of a congress	38
4.1.2	Swiss meeting planners and PCO's	39
4.1.3	Business hotels and venues	41
4.2	Analysis of the results	41
4.2.1	Importance-Performance Analysis	41
4.2.2	Participants of the SASRO (Scientific Association of Swiss Radiation Oncology) 2014 Congress 43	
4.2.3	Swiss meeting planners and PCO's	46
4.2.4	Business hotels in Lugano	50
5	BRIEF BENCHMARK WITH DAVOS.....	54
6	LIMITATIONS OF THE STUDY.....	57
	CONCLUSIONS AND RECOMMENDATIONS.....	58
	REFERENCES	64
	APPENDIX I: QUESTIONNAIRE FOR THE PARTICIPANTS OF THE SASRO CONGRESS.....	69
	APPENDIX II: QUESTIONNAIRE FOR THE PCO'S/MEETING PLANNERS	70
	AUTHOR'S DECLARATION (BACHELOR THESIS).....	73

LIST OF TABLES

Table 1: Number of international, national, and Cantonal congresses per year in Lugano between 2011 and 2013	31
Table 2: Reasons for organizations to chose another destination over Lugano	32
Table 3: Average length of stay in Lugano between 2005 and 2013	33
Table 4: Number of rooms and beds in Lugano in 2014 according to hotel categories.....	36
Table 5: Hotels of more than 50 rooms listed by their category	37
Table 6: Participants answers regarding the importance of the attributes listed	44
Table 7: Participants' rankings of Lugano compared to another similar Swiss destination	46
Table 8: Meeting Planners/PCO's answers regarding the importance of the attributes listed.	48
Table 9: Meeting Planners/PCO's' rankings of Lugano compared to another similar Swiss destination	49
Table 10: Answers of the business hotels – part I.....	52
Table 11: Answers of the business hotels – part II	53
Table 12: Short profiles of Lugano versus Davos.....	55

LIST OF FIGURES

Figure 1: Business travel's different categories	14
Figure 2: Number of congresses per year in Lugano between 2004 and 2013	29
Figure 3: Distribution of congresses per month in Lugano between 2004 and 2013.....	29
Figure 4: Congress venues used in Lugano between 2004 and 2013.....	30
Figure 5: Evolution of the number of listed hotels in Lugano between 2005 and 2013	34
Figure 6: Evolution of the number of hotel rooms in Lugano between 2005 and 2013	34
Figure 7: Evolution of the occupation rate in Lugano during the year 2013	35
Figure 8: IPA standard grid	43
Figure 9: IPA matrix gathering the results of the participants and the meeting planners/PCO's' answers	50
Figure 10: Subjects of congresses in Lugano and Davos between 2004 and 2013.....	56
Figure 11: Congress venues used in Lugano and Davos between 2004 and 2013.....	57

LIST OF ABBREVIATIONS

PCO: Professional Congress/Conference Organizer

DMC: Destination Management Company

MICE: Meetings, Incentives, Conferences, Exhibitions

OTR: Regional Tourism Organization (Organizzazione Turistica Regionale)

ETL: Local Tourism Entity (Ente Turistico Locale)

ATT: Tourism Agency of Ticino (Agenzia Turistica Ticinese)

ICCA: International Congress and Convention Association

SWOT: Strengths, Weaknesses, Opportunities, Threats

SCIB: Switzerland Conventions & Incentive Bureau

EIC: Event Impact Calculator

IPA: Importance-Performance Analysis

FOREWORD AND ACKNOWLEDGEMENTS

This thesis is written with the view of completing the bachelor program in tourism at the HES-SO University of Applied Sciences of Western Switzerland. As part of this bachelor program, I have done an internship at EZ Associates, a small company specialized in conference market research and marketing. Mr. Enrico Zuffi, the company's manager, offers coaching in this field to a wide range of cities. Notably in the years 2013 and 2014, the City of Lugano mandated EZ Associates to evaluate the implementation of a new congress center. In light of this, I was in turn mandated by Mr. Enrico Zuffi to examine the perspective and feasibility of Lugano as a business tourism destination, and more particularly in the field of the group meetings industry, be it associative or corporate. The objective of this thesis is to complete this mandate. Moreover, it can be hoped that, while looking at one specific part of the business tourism industry, this paper might subsequently encourage further research focusing on other areas, such as incentive trips or individual business travel, for instance.

I would like to warmly thank my supervisor from the HES-SO University of Applied Sciences of Western Switzerland, Doctor James Holleran, who provided me with useful advice and guidance from the very beginning of this work, both methodologically and in terms of content. I also would like to particularly thank Mr. Enrico Zuffi for sharing his professional knowledge and insights of the meetings industry with me and for his help and support throughout this work. I thank as well every person who helped me complete this research and write this thesis for taking the time to answer my questions: the Meeting Planners/PCO's interviewed, the participants of the SASRO congress 2014, Mrs. Silvana Redemagni from Lugano MICE, Mr. Sacha von Bueren from the Lugano Congress Center, and the staff at Lugano Tourism, to mention a few. I also thank Carlos Zorrilla for his support.

INTRODUCTION

This paper looks at the current situation of Lugano in the field of business tourism with a focus on the meetings and conferences industry. The performance of Lugano in this field is here evaluated, with the help of secondary and primary data. This paper thereupon builds on the results and conclusions drawn with the aim of delineating possible measures to fully bring its potential as such a destination into fruition.

A literature review on the subject is first presented. It is followed by a theoretical framework clarifying terms and concepts used throughout this paper in order for the reader to have a clear view of what business tourism is, and more particularly in the field of professional gatherings including meetings and conferences.

A critical analysis of Lugano's situation as a business tourism destination built on the secondary data available was conducted as the first step of this research. As a second step, and in order to have a more complete picture of the current situation, empirical studies were pursued in order to find out how both the demand side and the offer side of the business tourism industry perceive the performance of Lugano as a business tourism destination.

The objective of this paper is, consequently, to use the results of this secondary and primary research in order to recommend measures aimed at fully exploiting Lugano's potential as a business tourism destination. The recommendations this paper suggests in its conclusion could prove particularly useful in light of the revised law on tourism that will come into effect in 2015 in the Canton of Ticino. The novelty of this law resides in the fact that promotion, marketing and product development in the Canton of Ticino will subsequently be in the hands of four regional touristic bodies (OTR) – as opposed to managed by each local touristic entity (ETL) - with the hopes of having a more efficient coordination in the Canton. (Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia, 2013, p. 5) Lugano will now be part of the OTR Luganese, one of the four OTR's, which comprises Lugano region and the Malcantone area and will be able to focus on preferred areas, of which business tourism could possibly become a major focus.

1 LITERATURE REVIEW

Business tourism is a constantly growing sector. Just in Switzerland, the Switzerland Meeting Report from Switzerland Tourism relates that 19% of the total tourists' overnights in 2011 were estimated to come from business travelers, generating over 2.2 billion Swiss Francs in revenue. (Switzerland Conventions & Incentive Bureau [SCIB], 2012) As is the case with any such profitable field or market, a great deal of effort and research has gone into determining which factors contribute to the success of a given destination in branding itself as a business tourism destination. This has in turn produced a considerable amount of specialized literature in recent years.

In order to be competitive and attractive to business tourism, a destination needs to be aware of the criteria on which, on one hand, associations, meeting planners, or companies base their decision to hold their event, and on the other hand, on which delegates choose to attend a meeting or not. (Comas & Moscardo, 2005) Meeting planners have an important responsibility in choosing the destination for their meeting as it can greatly influence the number of attendees and ultimately the success of a meeting event. (Lee & Back, 2005) The destination has to be attractive while matching the company's or association's image. From the meeting planners' and professional conference organizers' point of view, several factors were frequently identified as critical in various studies, such as accessibility, meetings facilities, accommodation facilities, venue technology, safety/security, price, destination image, attractions/entertainment offer. (Oppermann, 1996) (Crouch & Ritchie, 1998) (Comas & Moscardo, 2005)

Studies have also included examination of the decision-making from an attendee point of view to attend or not a meeting event. Factors influencing the attendee decision are mostly the same as the ones of meeting planners; however studies have found that various other factors play an important role as well. Oppermann and Chong (1997) developed a model taking into consideration additional factors such as personal/business factors, association/conference factors, location factors and intervening opportunities. More recently, studies have found additional factors motivating delegates' participation, such as activities and opportunities, networking, convenience of conference and education benefits. (Severt, Wang, Chen, & Breiter, 2007) The leisure offer at the destination and its influence on the decision of delegates to participate at an event has also been analyzed. In their study, Tretyakevich and

Maggi (2012, p. 392) found that almost 80% of the delegates interviewed considered the leisure offer as important or very important in their decision-making process and that among the twelve motivations analyzed, the ones coming out most frequently were experiencing another culture, discovering the destination where the event is held and, in third position, an appealing destination image.

Lee and Back (2007) carried a study on members of a particular association who had been invited to take part to a conference at a specific destination. The survey consisted in evaluating importance and performance of certain attributes relatively to the destination image the respondents had of the destination and their decision of participation. The study showed (p. 70) that even though there was a strong causal relation between the importance of attributes and the destination image, it is the evaluation of the performance of attributes at a destination that actually builds the destination image.

Destination image and branding are therefore of great importance for a destination to position itself on the market and attract smartly targeted visitors. Literature about destination branding mainly focuses on leisure tourism (Walmsley & Young, 1998) and Graham Hankinson (2005) was the first to publish a study focusing on destination brand images from a business tourism perspective. After analyzing how 25 organizations using business tourism facilities perceived 15 destinations in the UK, eight clusters of brand image attributes were identified: physical environment, economic activity, business tourism facilities, accessibility, social facilities, strength of reputation, people characteristics and destination size. This study showed that there was indeed a strong relationship between a destination brand image and its perceived quality. Many of these clusters are similar to the commercial criteria that are usually followed to choose a destination for an event. However, the study showed that commercial criteria are related to the nature of the event, whereas brand image attributes are related to the environment in which the event would take place. Several of the previously cited critical attributes for a successful business tourism destination were used for the empirical research of this paper made to evaluate the potential of Lugano as such a destination. Apart from these cited critical attributes that influence especially meeting planners' and participants' decisions, other success factors for business tourism destination have been defined. Leadership, networking, branding, skills, ambassadors, infrastructure, and bidding are critical factors for a business tourism destination. (Haven-Tang, Jones, & Webb, 2007) Convention Bureaus are key in fulfilling the task of coordinating the different business

tourism actors in a destination, while developing these critical success factors. (Haven-Tang, Jones, & Webb, 2007) It is also the role of Convention Bureaus to build long-lasting relationship between the destination, the clients, and the Meeting Planners. (Lee & Back, 2005)

There was no study found focusing on Lugano and its potential as a business tourism destination. In the report *Ticino Turismo Relazione annuale 2012* that Ticino Tourism published in 2013, the efforts Ticino is making in marketing are mentioned at the very beginning of the document but only put forward leisure tourism. The leisure offer, both cultural and natural, is described extensively, while only one page talks about the meeting industry. Ticino has collaborated with Switzerland Convention & Incentive Bureau (SCIB) and was present with them at the EIBTM fair in Barcelona. By itself, Ticino tourism also received some visibility in Italy and organized the Ticino Open Doors in 2012, where MICE professionals from Switzerland were invited to learn more about the offer of the Canton for this type of tourism. The *Rapporto finale del gruppo tecnico per la revisione della legge sul turismo*, a report written in November 2013 about the revision of the tourism law in the Canton of Ticino (Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia, 2013) analyses the actual touristic organization in Ticino and introduces a new model to be put in place from the year 2015. However, not once is business tourism mentioned in this report, which might translate into a lack of awareness of the importance of business tourism and the benefits it brings to the region.

The report about the revision of the tourism law in the Canton of Ticino describes the main challenges that the Canton of Ticino is facing regarding tourism. One of the four mentioned challenges is the decline of tourism demand, which might be because of the diminution of available hotel beds, as well as the fact that the region depends mainly on the tourism demand during summer months. (Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia, 2013, p. 17) The new model this report presents seeks to enhance the coherence and cooperation between the different touristic actors in the Canton of Ticino by keeping the service chain in the foreground and by giving more power to regions. Instead of Ticino Tourism being at the top working with the different local tourism entities, four regional touristic organizations are being created and will actively cooperate with the c (ATT), which will oversee and coordinate the development of touristic products, promotion and marketing. (Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia, 2013, p. 5) By not

recognizing the importance of development of business tourism for the region in this document focusing only on leisure tourism, the Canton of Ticino might not fully explore its potential for this segment. In light of the fact that one of the four regional touristic organizations that are being put in place is the Luganese, comprising the City and the area of Lugano, this research paper takes steps to address this gap by evaluating and analyzing the potential of Lugano as a business tourism destination, using primary and secondary research. This paper provides recommendations for a better positioning of Lugano as a business tourism destination.

2 THEORETICAL FRAMEWORK

2.1 Business tourism definition

For the sake of clarity, it is important first of all to define what is business tourism and to differentiate it from leisure tourism. According to the World Tourism Organization:

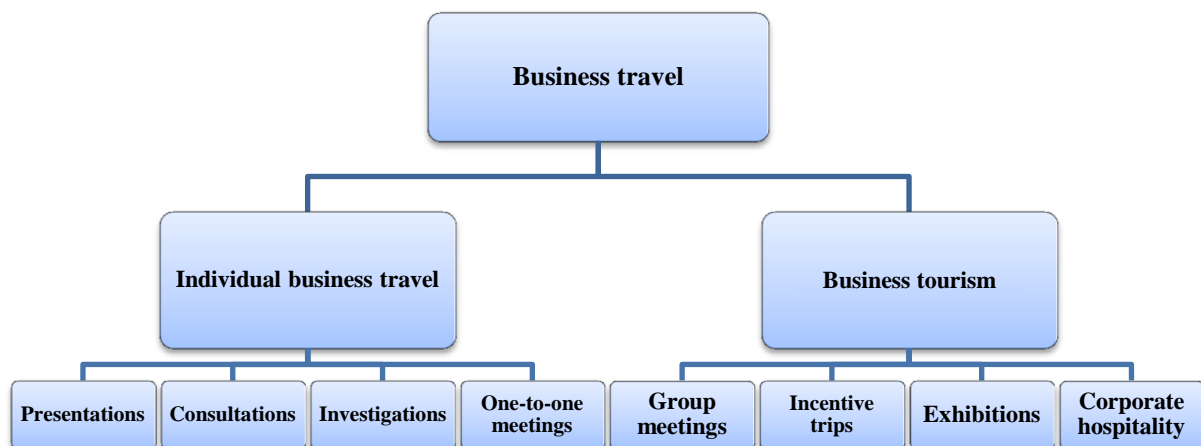
A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise. (World Tourism Organization (UNWTO))

Business travelers are therefore also considered as tourists, even if terms such as "tourism", "travel", and "trip" usually recall an idea of pleasure and leisure. (Davidson & Cope, 2003, p. 3) « Business tourism comprises all trips whose purpose is linked with the traveller's employment or business interests » (Davidson & Cope, 2003, p. 3) In this regard, a clear distinction can be made between business and leisure tourism, the latter of which has an entirely different motivation at its source. However, as Tony Rogers (2013, p. 28) mentions in his book, both leisure and business tourism are dependent on relatively the same infrastructure, meaning mainly accommodation, transportation and entertainment offer. This explains also why Convention Bureaus or tourism offices responsible for the organization of meetings in their city must sell a destination as a whole, while at the same time selling the infrastructure specific to the meetings industry, such as a convention center, conference

hotels, or special venues. (Rogers, 2013, p. 27) Moreover, in practice, the two spheres often coexist. An example of which is the fact that business tourists often travel with their spouse or partner, and that it is common that they extend their stay at the destination after or before the meeting they will be attending.

The figure below illustrates how business tourism is inserted within the broader field of business travel and further shows the different subcategories it comprises.

Figure 1: Business travel's different categories



Source: Adapted from Davidson & Cope (2003, p.4)

As can be seen, the general category of business travel is separated into two different branches. On the one side is individual business travel, which is undertaken by individuals who must travel for their job, such as journalists or politicians, for presentations, consultations, investigations, and one-to-one meetings. (Davidson & Cope, 2003, p. 3) On the other side is business tourism, which is more often undertaken by a group of persons travelling for meetings, incentive trips, exhibitions, or corporate hospitality. One can also define business tourism with the acronym MICE standing for Meetings, Incentives, Conferences, and Exhibitions. (Davidson & Cope, 2003, p. 4)

This research paper focuses on business tourism and more precisely on group meetings. Group meetings can be of the corporate, governmental, academic, or associations sectors and they can be linked as well with an exhibition. The term "business tourism" will be used in this paper to represent these four sectors of group meetings.

2.2 Organization of business tourism

2.2.1 Demand side intermediaries

Various actors take part of business tourism. On the demand side of this type of tourism, associations or companies can organize their group meetings on their own, but often hire external professionals. A professional congress/conference organizer (PCO) generally fulfills this role, with the experience and organizational skills that group meetings requires. Large associations or companies might also sometimes have an internal meeting planner, who is a board member or an employee and who acts as a PCO for a particular association or company. (E. Zuffi, director of EZ Associates, personal communication, 13 March 2014)

2.2.1.1 Professional Congress Organizer (PCO)

The PCO's portfolio of services can typically include the following: selection and booking of a suitable venue, management of participants' accommodation, marketing of the event, help in planning the conference as well as the social programs, coordination of the audio-visual and catering services, preparation of event budgets, all while being the point of reference for both delegates and contracted staff. (Rogers, 2013, p. 65)

There are number of other intermediaries that can provide help in planning a group meeting. A venue finding agency, for instance, as its name implies, specializes in researching and finding suitable venues for events and offers therefore a more limited scope of services than a PCO. (Rogers, 2013, p. 65) A conference production company will focus on the staging of an event, taking care of the technology and the audio-visual equipment necessary. (Rogers, 2013, p. 66) Event management companies provide a wider scope of services than PCO's as they manage all kind of events whereas PCO's focus on meetings and conferences. However, they provide the same services as the PCO's for the planning of such events. Also, event management companies generally mainly cater to the needs of corporate clients while PCO's are usually requested by associations and academic bodies. (Rogers, 2013, p. 67) Destination management companies (DMCs) services are more often requested for incentive events, but they can also act as PCO's by finding a venue, taking care of participants' accommodation and planning the conference program. (Rogers, 2013, p. 73)

2.2.1.2 Convention Bureau

A Convention and Visitor Bureau, also often simply called Convention Bureau, has more or less the same role as a DMC, being the intermediary between the services providers at a destination and a corporation, government, academy, or association organizing a congress or a meeting event of any kind in the destination. The main difference is that a Convention Bureau usually does not organize events per se but functions as the official point of reference for conference organizers. (International Congress and Convention Association [ICCA], 2012) The objective of a Convention Bureau is to increase the number of conferences held in a destination by promoting the destination and keeping close contacts with local institutions, professors, and scientists, in order to provide conference organizers with useful advice on who to contact and on how to progress in the organization of the event. (International Congress and Convention Association [ICCA], 2012) Building long-lasting relationships is key for Convention Bureaus, as it helps destinations securing businesses and thus having a regular revenue stream. (Lee & Back, 2005, p. 416) Their portfolio is very large and, in addition of being an intermediary between the suppliers and the organizer, includes between others: assistance with putting together the conference and the social programs, help in writing the candidature bid and booking hotel rooms and venues, and distributing welcome packs or information to attendees. Most of the time, the Convention Bureau is a non-profit organization, often obtaining its funding support fully or partially from Government sources, and thus usually provides its services free of charge. (International Congress and Convention Association [ICCA], 2012)

2.2.2 Supply side of business tourism

According to Roger (2013, p. 61), there are three main categories of suppliers in the business tourism industry: the venues, the destinations, and others. Hotels are the most used venues in business tourism, especially for corporate meetings. When not used as meeting venues, hotels have still a major role to play in this industry, especially when they are located in the vicinity of another event oriented venue such as a conference center, as they offer housing for delegates attending conferences at a destination. Purpose-built centers also known as congress/conference centers, make another of the main venues used in business tourism, with universities, multi-purpose venues and unusual venues completing this list. (Rogers, 2013, p. 62) Destinations are evident suppliers as well and can be cities, regions or even sometimes a whole country, with usually a destination marketing organization or a Convention Bureau in charge of its promotion. Other suppliers are numerous and variable

depending the type of meeting. Transport operators, audio-visual contractors, florists, caterers, and translators are a few examples of frequently active suppliers. (Rogers, 2013, p. 64) In addition to these main suppliers, one can obviously also take into consideration other actors also supplying services to business tourism in a less obvious way, such as restaurants, shopping centers, providers of activities on site, etc., also benefiting from the economic impacts of this type of tourism.

2.3 Profitability of business tourism for a destination

It is complicated to measure with exactitude the economic impact of business tourism. Just as for tourism in its broad sense, various factors are to be taken into consideration in the calculation. Indeed, what tourists spend on accommodation, food, shopping, activities, etc. is only one part of the economic impact of tourism in a destination. Cooper and al. (1993) (cited in Rogers, 2013, p. 255) already underlined this important point, saying that other factors such as indirect and induced effects are to be analyzed in order to obtain a more precise picture. A "cascading" effect, as Cooper and al. describes, operates since from direct impact of tourist expenditure (e.g: on restaurants), indirect effects follow (e.g: on local food producers, companies of transportation of merchandises, etc.).

However, compared to leisure tourism, business tourism is a high-quality and high-cost segment which impacts the economy on various levels. It generates first of all higher revenue at a destination. For instance, it was found out that international conference delegates can spend sometimes up to six times more than a regular leisure tourist on an expenditure-per-day basis and that they spend on average one and a half times as much per trip. (Business Events Council of Australia, 2011) This high-profitability of business tourism explains why more and more destinations are developing this sector of the tourism industry. As Hiller wrote, destinations therefore try to make the most of the business visitors often proposing pre- or post-conference tours, social programs and special events. (cited in Tretyakevich & Maggi, 2012, p. 392)

Business tourism is also known for helping to reduce seasonality; leisure tourism usually has clear peak seasons due to public or school holidays, while business tourism is an all-year-round activity, noting, of course, higher activity in spring and autumn (Rogers, 2013, p. 28) These are generally low seasons of the leisure tourism sector. Thanks also to the growing globalization, business tourism encourages sharing of information, creativity and knowledge,

while giving opportunities for regenerations to destinations. (World Tourism Organization (UNWTO), 2014, p. 4)

Moreover, business goes hand in hand with the trend and necessity of greener tourism, as it is recognized to be more sustainable than leisure tourism. (Rogers, 2013, p. 30) Indeed, conferences or meetings participants tend to travel in groups and usually use shuttle transfer services and public transportation. It is also easier to educate in advance a group of people about a destination and raise awareness, than individual leisure tourists. It bears however some paradoxes, since business visitors usually travel more often per year and with shorter stay than an average leisure tourist.

2.4 Economic impacts of business tourism in Switzerland

Let us now have a closer look at the economic impacts of business tourism in Switzerland. According to the Switzerland Meetings Report that Switzerland Conventions & Incentive Bureau (SCIB) has published in September 2012, the meeting sector's economic impacts in Switzerland had been until then underestimated. Although Christian Dembach points out that the findings of this study cannot be taken as absolute facts since they do not come from exact quantifications (Switzerland Conventions & Incentive Bureau [SCIB], 2012, p. 59), they do however give a more adjusted picture than what had been previously stated. Indeed, it was found that in the year 2011, with more than 18'000 recorded meetings (SCIB, 2012, p. 6), the meeting sector registered about 6.6 million overnight stays, which translates into 19% of the total number of overnight stays in Switzerland (SCIB, 2012, p.7), 14% more than what was previously thought (SCIB, 2012, p.25). The total financial contribution of the meeting sector was estimated at about 2.2 billion Swiss Francs in 2011. The SCIB divided events in Switzerland into four regions: large cities, small towns, rural regions, and mountain regions. (SCIB, 2012, p.17) For the interest of this particular paper about Lugano, the data about small towns is the most relevant according to the size of the City. The Meeting Statistic Database that the SCIB uses indicates that out of the 18'000 recorded meetings in Switzerland in 2011, about 75% are day events while the 35% left are multi-day events. However in the "small towns" day-events and multi-day events are more or less equally distributed, with 53% day-events and 47% multi-day events (SCIB, 2012, pp.7-9)

SCIB used the Event Impact Calculator (EIC) in order to get more precise figures depending on the size of the event and the location. Large day events (more than 100 participants) accounted for a total of direct and indirect sales of more than 16 million Swiss

Francs in small towns in 2011. Large multi-day events, which obviously use lodging and make a greater use of food and beverage, accounted for about 154.5 million Swiss Francs in small towns in 2011. (SCIB, 2012, p.21) One can then easily conclude that multi-day events are a lot more profitable for a destination than day events and that the longer a meeting lasts, the more positive economic impacts it will have on a destination.

Having established the theoretical framework, this paper will now proceed to an assessment of Lugano's current business tourism situation by means of an analysis of secondary data.

3 LUGANO - ANALYSIS OF SECONDARY DATA

Lugano is the largest city of the Canton of Ticino (before Bellinzona and Locarno), with over 65'000 inhabitants in the City and the surrounding area and a surface area of over 42km². (Città di Lugano, 2014) Located on the north banks of the lake of Lugano, and surrounded by mountains, the City offers a mild climate all year long. This Mediterranean atmosphere of the Canton of Ticino is particular in Switzerland and much appreciated by the leisure and business tourists visiting Lugano, especially from spring to fall. (Lugano Tourism, n.d.) The tourism industry represents the first sector of the economy of Lugano, since its development in the 19th century and the second sector of the economy of the City is trade. Its location close to the Italian border and on the North-South axe between Zurich and Milan had already made Lugano a strategic crossroad since the Middle-Ages. (Lugano Tourism, n.d.) Today the City continues to be active in various fields, such as technology, electronics and pharmaceuticals. (Città di Lugano, 2012)

Lugano is also the third most important financial place in Switzerland after Zurich and Geneva. (Présence Suisse) This makes also for the third sector of the economy of Lugano, with over 70 banks and a thousand companies operating in the trade, financial, and real estate sectors based there. (Lugano Tourism, n.d.)

3.1 Financial situation of Lugano

Despite the fact that Lugano is the third financial place in Switzerland and hosts more than a hundred banking institutes (Lugano Tourism, n.d.), the City is now having serious financial trouble. Its budget for the year 2014 shows a deficit of 37.5 million Swiss Francs, while its public debt that was about 41 million in 2004 grew to 561 million in 2013 (Zuercher, 2014),

which corresponds to a rise of 1255%. (Agence Télégraphique Suisse [ATS], 2014) According to Michele Foletti, Head of Finance Department of Lugano, the situation has gotten much worse because of the 2009 financial crisis (Zuercher, 2014). In order to slowly make up for this debt, the Mayor of Lugano, Mr. Borradori has announced in the beginning of 2014, an increase of the taxes multiplier by up to 80%. The benefic economic impacts business tourism can have on a City has already been stated previously in this paper and this type of tourism could therefore be of great interest for Lugano in these difficult financial times. Moreover, tourism is not in such a bad financial position as in 2012. Lugano Tourism had a budget of 7 million Swiss Francs and despite the large amount of costs, managed to turn in a profit, albeit if only a minimal one. (Lugano Tourism, 2013, p. 19) It is also interesting to note that the largest part of receipts Lugano Tourism made comes from the occupancy tax with almost 5.5 million Swiss Francs in 2012. (Lugano Tourism, 2013, p. 26)

3.2 Accessibility

Lugano is accessible by various means of transportation. By car or by train, it is respectively about one hour from Milan and two hours, thirty minutes from Zurich. Lugano can be reached in about three hours, thirty minutes by car from Geneva and five hours, thirty minutes by train. (Lugano Tourism, 2013, p. 5)

In the near future, the accessibility of Lugano will increase greatly thanks to the further work in the Gotthard Tunnel called AlpTransit, planned to be achieved by 2016 (AlpTransit Gotthard Ltd, 2012, p. 3) The transalpine railway passing through the Gotthard Tunnel will ease considerably the access to Lugano from the North-South axe, linking Zurich International Airport to Milan Malpensa Airport in less than three hours and Zurich International Airport to Lugano in only one and a half hours. (AlpTransit Gotthard Ltd, 2012, p. 7)

In addition to the AlpTransit project, a new train line Lugano-Mendrioso-Varese-Malpensa is also currently being built and should be finished by 2017. (Città di Lugano, 2014) This will also further facilitate the access to Lugano from Milano Malpensa airport, with a journey of less than an hour with a train departing every hour. (Lob, 2012) Furthermore, this new line will allow passengers to reach Lugano from Lausanne and Geneva in one hour less than today, using first the Simplon Milan - Geneva line with a change of train in Gallarate, Italy. (Lob, 2012)

Lugano Regional Airport located in Agno, six kilometers from Lugano, connects the City with direct flights from and to Geneva and Zurich. A shuttle-bus ensures the relation between the City and the airport five times per day. (shuttle-bus.com, 2014) Taxis or car rentals are also available from and to the airport and the train station of Agno on the line Lugano-Ponte Tresa (FLP) is only a ten-minute walk away from Lugano airport. (Lugano Airport, n.d.) From Monday to Friday, there are trains every 15 minutes to or from Lugano and the trip lasts itself about 15 minutes. The weekend or on holidays, trains depart every 30 minutes. (Lugano Airport, n.d.)

3.3 Public transportation

The importance of public transportation at a destination cannot be overstated; without such a network, business travelers will be unable to commute easily and at low cost between their accommodation and the different meeting venues.

Lugano's public transportation system consists mainly of buses and of the well-known funicular linking Lugano's train station to the city center in only 2 minutes. The traditional funicular dating back from 1886 will however stop functioning from the 1st of July 2014 until December 2016 because of the restructuration of the main train station and will be replaced by a shuttle bus. (Trasporti pubblici luganesi sa, 2014)

There are 15 bus lines covering Lugano city center and the area near-by that mostly operate every ten to fifteen minutes during the week and a slightly reduced cadence during the weekends and holidays. (Trasporti pubblici luganesi sa, 2014)

3.4 Leisure offer

When looking at Lugano Tourism's website, as well as the different reports or brochures made by Lugano Tourism and the Canton of Ticino, it is easy to see that Lugano is positioned mainly as a leisure tourism destination. Lugano Tourism has developed and offers numerous activities of different types for visitors to do in the City or the region, including: cultural visits, exploiting natural resources in the area with pedestrian routes or mountain biking, and as well exploiting the opportunities of activities to do on the lake, such as boat tours to discover the region, boat rentals, etc. All year long various events take place in Lugano, such as theatrical and musical representations and several music festivals during the summer months. Additionally, a casino and an 18-hole golf course complete the broad leisure offer of Lugano.

Lugano can also be taken as a smart point of departure to visit several cities close-by, such as Locarno, famously renowned for its film festival in August, or Bellinzona and its three famous medieval castles listed as UNESCO heritage sites since the year 2000 (Bellinzona Turismo, n.d.), both within very easy reach. Moreover, cities in Italy, such as the famous town of Como, Milan or even a little further Turin represent interesting day-trip or weekend visits opportunities.

The leisure offer in Lugano is not only attractive to leisure tourists per se; it can also encourage business travelers on site for a meeting or a conference to take part of some of the activities noted above during their stay. This is in line with the secondary objective of a given business tourism destination, namely to encourage business travelers to extend their stay to explore the city, the surroundings, and enjoy the leisure offer. Therefore, spending more money and increasing the opportunity of returning.

3.5 Meeting facilities

3.5.1 Congress Center

Together with Basel, Bern, Davos, Geneva, Interlaken, Lausanne, Lucerne, Montreux, and Zurich, Lugano's Congress Center is part of the Swiss Convention Center Association, uniting the ten most important congress centers in Switzerland. It completes therefore various criteria, such as an exhibition area of 1'000 sqm, sufficient hotel accommodation nearby, and expertise. (Swiss Congress, 2014)

Lugano's Congress Center is located in the City center, close to the lake and next to the Parc Ciani. The historical Villa Ciani, located right next to the Congress Center and built in 1933 can also be used for events or meetings. (Città di Lugano, 2013) This house offers several small rooms and a 280 sqm patio. (Lugano Tourism, 2013, p. 95)

The Congress Center was built in 1975 and is only now going through some minor renovations. The Piazza Castello, where the entrance of the center is located, was nevertheless modernized between 2004 and 2006 and offers a nice car-free area at the entrance. (Maggi, Mengis, Scholz, & Brandberg Realini, 2011, p. 14) There is also a parking available for 250 cars in the front of the Center. (Lugano-Tourism, n.d.) The Center provides an auditorium that can host up to 1'130 persons and seven meeting rooms that can host from 25 to 550 persons. This allows different events to be held simultaneously. Some meeting rooms can be split and

the total offer goes up to 12 rooms all in all. The exhibition space that it provides is on two levels and is altogether of 2180 sqm. (Lugano-Tourism, n.d.)

In order to stay competitive, the Center has invested in new technologies and has installed the Lugano Digital Congress Network that uses fiber optic connection to interconnect all the rooms of the center and consequently allowing the Center to offer a virtual common room of 2000 seats. This system will then be extended to other structure in the City, such as hotels, the university and hospitals, in order to ease meetings and communication. (Swiss Congress, 2014)

3.5.2 Exhibition center

Larger exhibitions or congresses of up to 2'500 persons can be held at the exhibition center, a ten-minute walk from the Congress Center, in the Campo Marzio area. This center has a surface of 12'000 m² and is managed by Luganofiere, the City department in charge of fairs in Lugano. (Città di Lugano, 2014)

3.5.2.1 Congress Center - critical analysis

The fact that the Congress Center was built almost 40 years ago does raises questions for the City of Lugano. A large investment of 45 million Swiss francs was first considered by the City for the renovation of the structure. However finally, renovation costs were limited to 8 million Swiss francs, covering just the necessary work to be done, such as ventilation and electricity. The renovations have started this year and should be finished in four years. The reason for limiting the renovation of the structure to the strict minimum is that the City is now considering building a brand new congress center in the Campo Marzio area that would replace the existing structure. (S. von Bueren, head of Lugano's Congress Center, personal communications, 28 March 2014 and 30 June 2014)

In order to be highly competitive and profitable, a congress center should be perfectly adjustable to the needs of the organizers and should ideally offer all the meeting facilities under the same roof. (E. Zuffi, PC, 13 March 2014) At this point, the existing Congress Center has already a decent size for attracting small to medium sized congresses (up to 1000 persons). However, the fact that to be able to use the Villa Ciani or the Exhibition Center in the Campo Marzio as extra meeting facilities the attendees have to walk outside from one place to the other can be a drawback in situations of bad weather or difficulties to get around walking. Moreover, the exhibition space available directly at the Congress Center is limited in

size, and does not allow much flexibility, especially because of the space shared between different floor levels and the pillars holding the structure. It is surprising that the Exhibition Center is managed yet by another entity, the Luganofiere, and not by the Congress Center directly. While it might work smoothly at the moment, one entity in charge of the Congress Center and the Exhibition Center would be preferable, for the sake of easier organization and coordination.

3.5.3 Universities

The Università della Svizzera Italiana, the University of Lugano, is very international with more than 65% of the students who are from abroad. It has now four faculties and is currently conducting feasibility studies to evaluate the benefits of developing a medical and a science faculty as well in the future. (Università della Svizzera italiana, n.d.) The University Aula Magna can host up to 450 persons and the auditorium up to 220 persons (S. Malisia, administration office, personal communication, 9 may 2014)

3.5.3.1 University of Lugano - critical analysis

The University of Lugano is regularly hosting conferences, especially related to one of the current academic faculties. However, according to Mr. Malisia from the administration, the University does not keep any record of the events hosted and of the number of participants. (PC, 9 May 2014) On the University website, no page or mention were found on the meeting facilities and space either. This might translate into a lack of interest or understanding from the University to actively promote its meeting facilities to the larger public.

On a positive note, it should not be omitted to say that the availability of a university and faculty staff frequently serve the purpose of increasing a destination's chances of hosting certain kinds of events, such as technical or academic conferences. It is common in the meetings industry for local professors of a city university to form a local scientific committee to host and organize the conference. It is therefore significantly more challenging when a city or a destination does not have a university, which also influences the city overall image of a serious destination depending on the type of event.

3.5.4 Lugano Art and Culture (LAC)

The Lugano Art and Culture (LAC) is a project that is currently taking shape and will open its doors in the fall of 2015. The objective of the City was to build a facility dedicated to art and culture and this new center will offer a thousand-seat theatre and concert hall and a

museum. These facilities, as well as the 2360 m² exhibition area will be primarily used for artistic and cultural events. (Lugano LAC, n.d.)

Only the multipurpose hall of 600m² is aimed to be used also for conferences and meetings with up to 500 seats, as well as two smaller rooms of 100 and 60 seats each. (Lugano LAC, n.d.)

3.5.4.1 LAC - critical analysis

The LAC, thanks to its architecture and modernism, will certainly attract a lot of locals and tourists, and might well become a unique selling point for the City. However, for the very important financial investment this new project represents, one could argue that the scope of the events targeted by the LAC could also include business meetings as one large target segment in order to ensure a high occupation rate of the building. Indeed, a highly flexible theatre and concert hall could have extended even more the possibilities this new center could offer.

3.5.5 Business hotels

On Lugano Tourism website (www.lugano-tourism.com), about 40 hotels are listed as meeting & business hotels. Of these, almost 10 are not actually in the region of Lugano but are located further away, such as in Mendrisio, Chiasso or in Italy. The others are mostly located in Lugano City or in the area close by. (Lugano Tourism, n.d.) Of the ones located in Lugano or in the vicinity, only two of them have more than 100 hotel rooms: the Hotel de la Paix with 131 rooms and the Grand Hotel Eden with 115 rooms. For the remaining, nine of them offer between 71 and 100 rooms, and the remaining ones offer less than 70 rooms.

Regarding the hotel based meeting facilities, the Hotel de la Paix, the Grand Hotel Eden, the Lugano Dante and the Hotel Splendide Royal are the only ones offering between 101 and 500 seats in theatre style and at the same time offering all the following services: microphone, beamer, TV video, stage, disabled access. The three last mentioned additionally offer simultaneous translation. There are additional hotels offering between 101 and 500 seats in theatre style but that are offering only basic services such as are microphone, beamer and TV Video. These hotels are the Best Western Hotel Bellevue au Lac, the Grand Hotel Villa Castagnola au Lac, the Hotel Pestalozzi Lugano, the Novotel Lugano Paradisio, the Suihotel Parco-Paradisio, the Swiss Diamond Hotel Lugano and the Villa Principe Leopoldo. (Lugano Tourism, n.d.) The Villa Sassa is not mentioned on the business hotel list

available on the website from Lugano Tourism but is located right in Lugano and has seven meeting rooms available with various capacities from 18 seats in theatre style to 130 seats for the largest room. (Lugano Tourism, 2013, p. 66)

With a bit less than 100 hotel rooms, the newly renovated Kurhaus Cademario Hotel & Spa that just reopened in 2013 is also worth mentioning because of its unique location. Being 850 meters above sea level, it offers large views on the Lugano Lake and the surrounding area. It is located 12 km away from Lugano but offers an interesting alternative away from the City life for meetings and conferences up to 80 seated persons in theatre style or more in two additional meeting rooms. (Lugano Tourism, 2013, p. 68)

In total, the business hotels in Lugano and region offer over 8'300 sqm of meeting space and over 1'900 hotel rooms. These meeting capacities are shared between about 30 business hotels and only three of them offer over 800 sqm meeting space, with the Grand Hotel Eden offering the largest meeting space with 1256 sqm. As a point of comparison, the Fairmont Montreux Palace in Montreux, by itself already offers 2'800 sqm of meeting space and 236 hotel rooms. Its largest meeting room can host 900 persons, while in Lugano no hotel can host more than 500 persons in the same meeting room. Montreux is a city similar in size to Lugano, also located next to a lake and with a Congress Center also part of the top ten Congress Centers in Switzerland. (Fairmont Hotels & Resorts, 2014)

3.5.5.1 Business hotels - critical analysis

For obvious practical reasons, having the meeting venues and the hotel rooms under the same roof are very interesting for companies, organizations, and associations, and often considered as a decisive factor. Lugano has several options of business hotels offering that; however all the options are more or less in the same scale of number of bedrooms and meeting rooms available. The biggest business hotel in Lugano, the Hotel de la Paix, has 131 rooms and can accommodate up to 480 persons in theatre style if three of its biggest meeting rooms are put together. This consequently means that if the attendees come from outside Lugano, they will all need to be accommodated, often with a partner or a spouse traveling with them, and that if the group is larger than 100 persons, it will most probably not be possible to accommodate them all in the same hotel. Development of larger business hotels offering both enough meeting space and accommodation capacities could be a good

alternative to the Congress Center for medium meetings and conferences (between 300 and 600 participants).

3.6 Analysis of business tourism in Lugano

The Department of Tourism of the City of Lugano was created in Lugano in the beginning of 2012. (Lugano Tourism, 2013, p. 15) This Department is in charge of three sectors: the event sector, the congress sector, and the development and image sector. (Città di Lugano, 2014). It is therefore this department who is for the moment in charge of promoting the meeting sector in Lugano and of the management of the congress center, while Ticino Tourism is the Cantonal tourism body promoting tourism in the Canton as a whole and overseeing the ten local tourism entities. As explained earlier, the revised tourism law introduced by the Canton of Ticino will come into effect in 2015 and will include four regional touristic organizations (OTR) of which the OTR Luganese will be one. (Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia, 2013, p. 5) The four different OTR's will oversee the different local tourism entities of their region and be the link between them and the Tourism Agency of Ticino (ATT) also known as Ticino Tourism. This was supportive of the objective of improving cooperation and coherence in the tourism field throughout the Canton. This will then allow each regional touristic entity to focus on preferred areas of development in a more integrated way, of which the Department of Tourism of Lugano could highly profit from. There is at the moment no Convention Bureau in Lugano. However in September 2013, a small department called Lugano MICE has been created in collaboration as a public and private partnership between HotellerieSuisse Lugano, the City of Lugano and Lugano tourism in the goal of attracting business tourism in Lugano, and especially in the business hotels part of this partnership. The three entities are also currently evaluating the real need of the MICE department or of a Convention Bureau for Lugano and changes might happen in the next coming years. (V. Maspoli, Director Assistant of Lugano Tourism, personal communication, 16 June 2014) It is for now uncertain if this new department will thrive or not as it has not been decided yet if the current contract will be renewed by the end of 2014. (S. Redemagni, Lugano MICE Director, personal communication, 25 June 2014)

As of today, there is no report focusing on business tourism in Lugano or any document made available to the public keeping track of all business-related events held in Lugano, the number of business visitors and the economic profit linked to them. Since 2011, the Congress

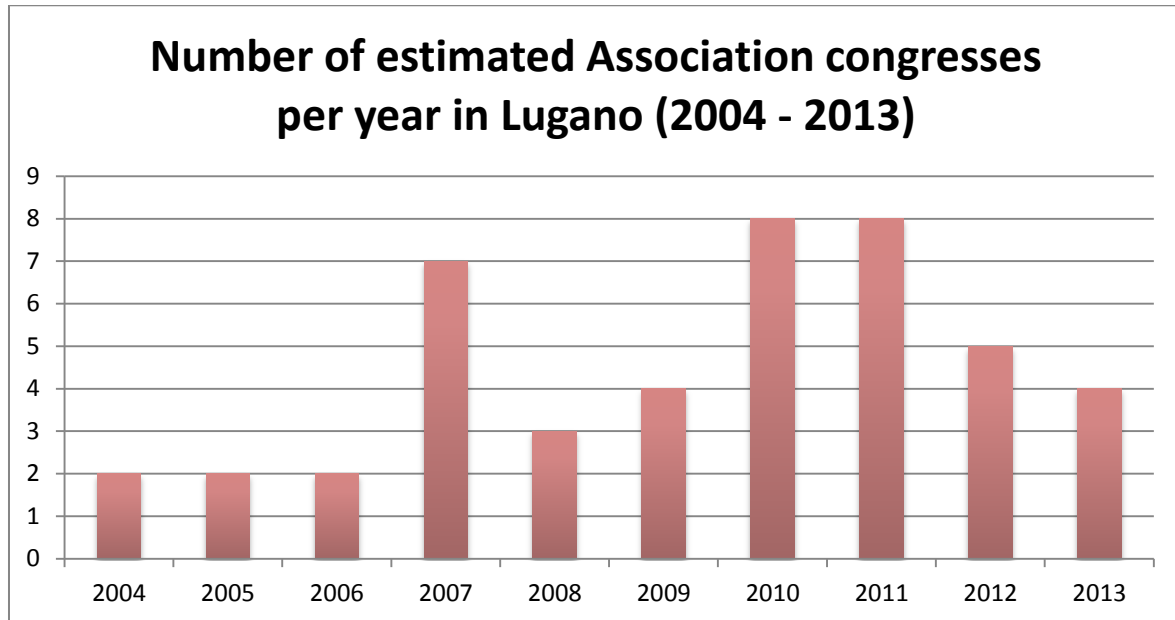
Center keeps more precise records of the different events held there, as well as of the events for which Lugano's Congress Center was initially considered as a possible venue and which finally opted for a different venue or destination. (S. von Bueren, PC, 7 April 2014). However requests for organizing meetings in Lugano and not held in the Congress Center, for instance at the University or at another venue, are taken care of by Lugano Tourism. In 2012 the Incoming Department of Lugano Tourism totalized 23 congresses and meetings organized through them at different venues such as the University or hotels, which made up altogether for a total of 900 persons and 2'000 overnights. (Lugano Tourism, 2013, p. 15) This numbers do not take into consideration the number of events taken care of by private agencies and PCO's of which Lugano Tourism does not have track of, as well as the numbers of meetings/congresses held in the Congress Center of Lugano since the latter is managed by the Department of Tourism of the City of Lugano and not Lugano Tourism itself. (Lugano Tourism, 2013, p. 15) From the information received from the Congress Center of Lugano, 22 congresses have been held there in 2012, totalizing 6'255 persons over 57 days. (Palazzo dei Congressi di Lugano, 2014)

The International Congress and Convention Association (ICCA)'s database provides additional insightful information about meetings and conferences held in Lugano over the years. It is however important to underline that this database only includes associations meetings organized on a regular basis, of more than 50 participants, and that rotates between at least three different countries. (International Congress and Convention Association [ICCA], 2013)

Figure 2 below shows how many association congresses registered in the ICCA database where held in Lugano between 2004 and 2013 and figure 3 shows their distribution per month. These tables are meant to show the general trends, since they do not take into account corporate meetings and other business events. Moreover it is very probable that not all the associations meetings that came to Lugano are registered into the database, since it is the responsibility of the associations and the congress centers to register themselves, which might have not been done for some. Nevertheless this allow for a general evaluation over the years which shows the situation of Lugano as a business destination has improved since 2004, even though it is not yet possible to see a clear positive curve. From the table showing the distribution of the congresses over the year, taking into consideration again the association

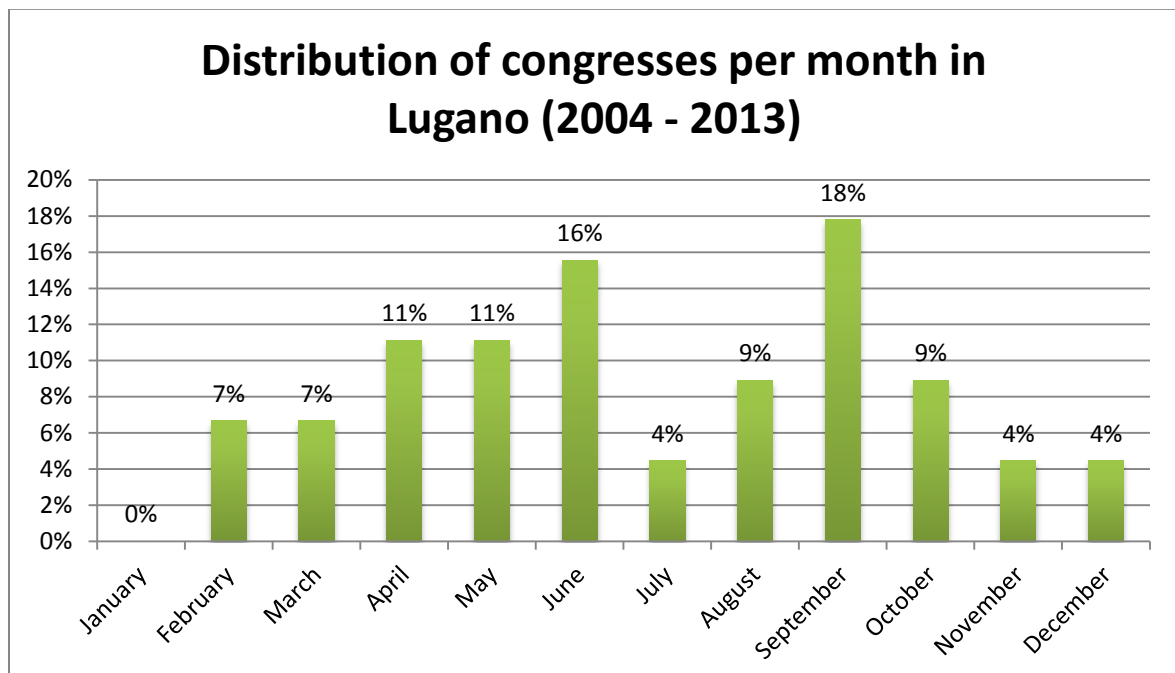
conferences held from 2004 to 2013, one can also clearly see that Lugano follows the trend of hosting business events especially in the spring and in the fall seasons.

Figure 2: Number of estimated Association congresses per year in Lugano between 2004 and 2013



Source: Adapted from International Congress and Convention Association [ICCA] (2014)

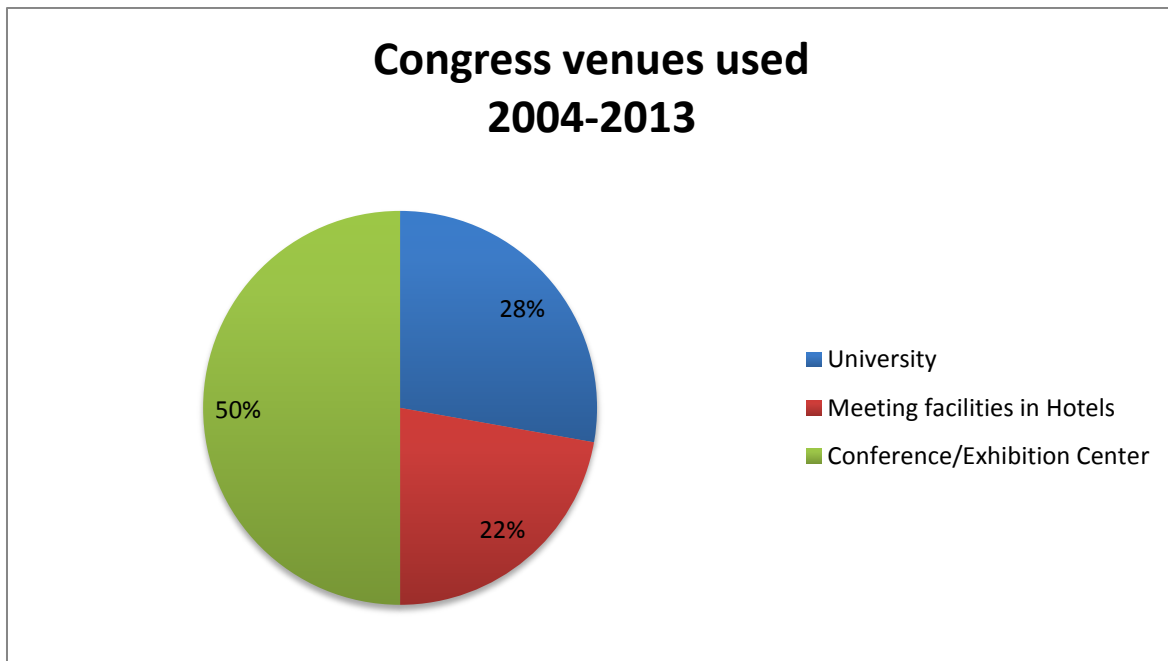
Figure 3: Distribution of congresses per month in Lugano between 2004 and 2013



Source: Adapted from International Congress and Convention Association [ICCA] (2014)

The pie chart below shows in what kind of venues the registered conferences were held. One can see that the Congress Center gets over the half of the share, while the University and the meeting facilities in hotels make up for the other half, which shows their importance in the business tourism field in Lugano.

Figure 4: Congress venues used in Lugano between 2004 and 2013



Source: Adapted from International Congress and Convention Association [ICCA] (2014)

Unfortunately, the University did not have any document or information to share listing the events that have been held there so far. Business hotels might keep some records independently from each other and in order to get a more precise idea of the number of meetings they host, eleven hotels were asked how many meetings they have had each year for the past three years and of how many participants. From the answers received, one can estimate that each business hotel in Lugano hosts in average between 100 to 200 meetings each year, going from 800 up to 8'000 participants per year, depending of the capacity of the hotel. The hotels interviewed said the type of meetings varied greatly, from conferences, incentives, workshops, product presentations, etc. (data collected by the author, survey 2014)

3.6.1 Congresses at the Congress Center

Table 1 shows the different type of congresses (international, national, and vantonal) which have been held in the Congress Center between 2011 and 2013 and the number of days the center was occupied. International congresses tend to last longer, with an average of 3 days.

Between 2011 and 2013 only four congresses have attracted more than 1'000 participants, of which two of them in 2013. International congresses and national congresses can have about the same attendance level, with 450 persons on average, and Cantonal congresses that generally last only one day have an average attendance of 335 persons. While the total of participants was of more than 11'000 persons in 2013 compared to 6'000 in 2012, the occupancy of the Congress Center with meetings and conferences was still only of 65 days over 365 in 2013. (Palazzo dei Congressi di Lugano, 2014)

Table 1: Number of international, national, and Cantonal congresses per year in Lugano between 2011 and 2013

Year	International congresses	Number of days	National congresses	Number of days	Cantonal congresses	Number of days	Total congresses	Total days
2011	11	48	7	20	3	3	21	71
2012	10	33	7	18	5	6	22	57
2013	8	33	8	21	9	11	25	65

Source: Adapted from Palazzo dei Congressi (2014)

Apart from the international, national, and Cantonal congresses, there are numerous smaller gatherings, such as reunions, conferences and seminars in the Congress Center. According to the information received from the Congress Center, there were 167 of these small meetings in 2013. The Congress Center can otherwise also be occupied by other events not especially related to business, such as concerts, shows, banquets, receptions and others, of which 271 have been accounted for in 2013. It is most likely that a large share of these events not related to business tourism will be hosted in the future at the LAC center from its opening in the fall 2015 on.

3.6.2 Analysis of the reasons for the unconfirmed requests at the Congress Center

Additionally to the confirmed and registered meetings/conferences that were held or will be held in the Congress Center, many requests each year to hold an event were not finalized. This is obviously the case as well for any venues, hotels, and any destination in general. For instance, Lugano Tourism received about two times more requests than the number of events

which finally confirmed their wish to hold their event in Lugano. (Lugano Tourism, 2013, p. 15) The Congress Center since august 2012 is registering all the requests they have in a document with the reasons why an association or a company finally chose not to host its event at the Congress Center. From 2012 to 2015, there has been for now about 30 meetings/congresses for which the decision to either go to another destination or another venue in Lugano was taken. The table below gathers the different reasons most often cited for these decisions.

Table 2: Reasons for organizations to chose another destination over Lugano

Reasons	Explanations
Chose another destination	<ul style="list-style-type: none"> ❖ The Congress Center of Lugano was too small ❖ Found another destination with a more modern congress center with more sophisticated technology ❖ Needed to host all the participants in one or two hotels maximum
Costs were too high	<ul style="list-style-type: none"> ❖ Found a better offer somewhere else
No availability	<ul style="list-style-type: none"> ❖ Other events already confirmed at the requested dates ❖ Congress Center already partially occupied by other events and large meeting rooms are lacking
Chose to host their event at another venue in Lugano	<ul style="list-style-type: none"> ❖ Hotel de la Paix

Source: Adapted from Palazzo dei Congressi (2014)

3.7 Economic impact of business tourism in Lugano

For now no coordinated system has yet been designed for the hotels of Lugano to classify guests according to the aim of their stay, even if certainly each hotel might have its own database or is trying to evaluate the demographics of its guests for marketing purposes. It is therefore very difficult to know exactly what percentage of visitors were in Lugano for business purposes. The average length of stay of people visiting Lugano City varies as well

over the year and one can see in the table 3 below that as a general trend the average length of stay has diminished since 2005 over the whole year.

Table 3: Average length of stay in Lugano between 2005 and 2013

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2005	2.03	1.90	1.98	2.04	2.12	2.16	2.10	2.25	2.07	2.09	1.76	1.72
2007	1.94	1.80	1.76	2.07	2.09	2.03	2.05	2.21	1.97	1.94	1.92	1.93
2012	1.87	1.81	1.93	1.97	1.90	1.90	1.95	2.02	1.89	1.85	1.88	1.84
2013	1.84	1.77	1.90	1.88	1.85	1.97	1.94	2.01	1.86	1.88	1.79	1.80

Source: Adapted from Federal Statistical Office (2014)

In 2013, Lugano Tourism, overseeing both the Lugano and the Malcantone regions, registered 484'871 arrivals and 945'277 overnights in total. Lugano Tourism does not have data available to estimate the percentage of the total of overnights in Lugano attributed to business tourism. (V. Maspoli, PC, 16 June 2014) According to Enrico Zuffi, director of EZ Associates in Geneva, one can estimate that business tourism accounts for about 40% of the total of overnights in Lugano. (PC, 20 June 2014) As an estimation, one can therefore say that business visitors approximatively spent 378'111 overnights in Lugano and its region in 2013. E. Zuffi also estimates that each business visitor in Switzerland spends about 400.- Swiss Francs on a daily basis for accommodation, transport, meals, and other spendings. (PC, 20 June 2014) The economic impact of business tourism in Lugano can therefore be estimated to be over than 151 million Swiss Francs.

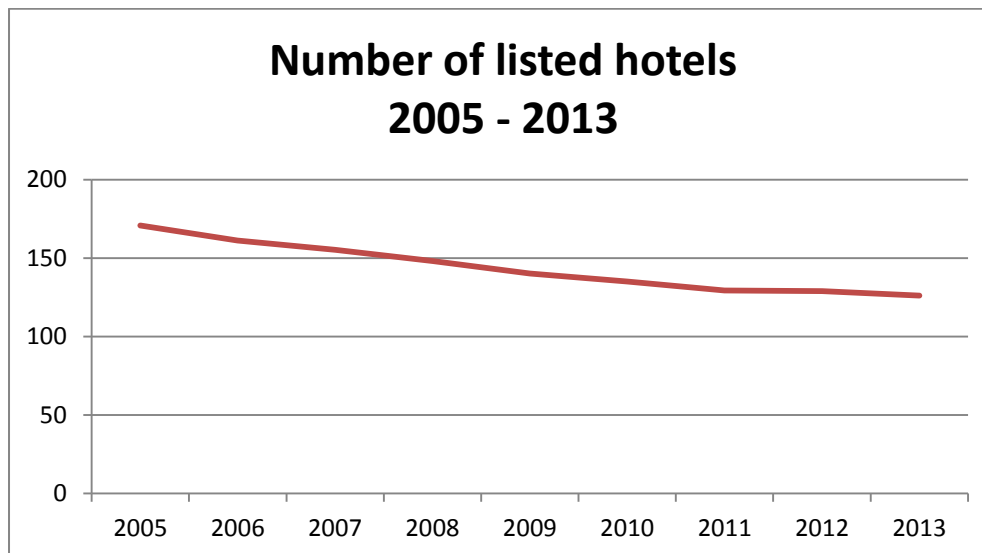
3.8 Analysis of the hotel offer in Lugano

3.8.1 Hotels in the region of Lugano and in the Malcantone region

In addition to the business hotels that were previously presented in this paper, Lugano also has numerous hotels of various standards. Figure 5 shows the evolution of the number of listed hotels over the years 2005 to 2013 and figure 6 shows the evolution of the number of hotel rooms available over the years 2005 to 2013. These numbers comprise the region of Lugano and the region of the Malcantone, which recently fused with Lugano Tourism in January 2012. (Lugano Tourism, 2013, p. 5) There was more than 170 hotels in 2005 (respectively 132 in Lugano and 39 in the Malcantone) and while many have closed over the

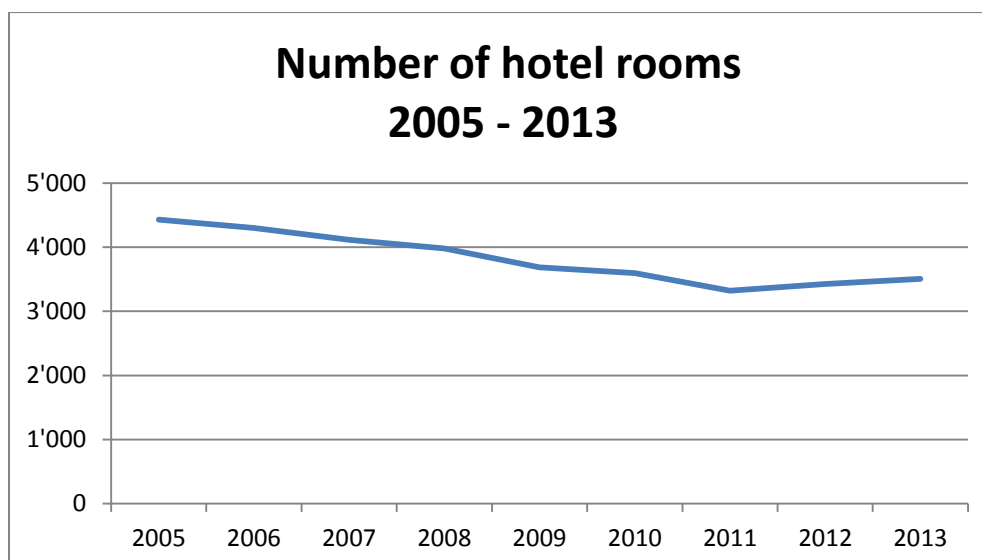
years and some new ones have opened their doors, the number of hotels has been constantly falling, with 126 hotels in 2013 (respectively 100 in Lugano and 26 in the Malcantone).

Figure 5: Evolution of the number of listed hotels in Lugano between 2005 and 2013



Source: Adapted from Federal Statistical Office (2014)

Figure 6: Evolution of the number of hotel rooms in Lugano between 2005 and 2013



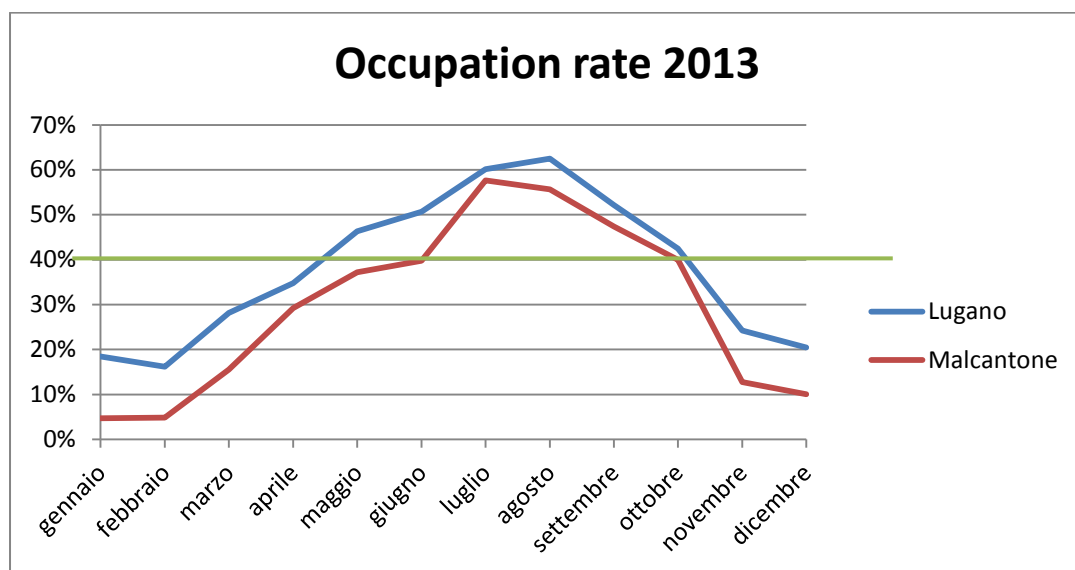
Source: Adapted from Federal Statistical Office (2014)

3.8.2 Hotel Occupation Rate

The hotel occupation rate over the year in Lugano corresponds to a typical summer leisure tourism destination, with a distinct peak in summer. Figure 7 shows the occupation rates for both the region of Lugano and the region of Malcantone over the year 2013. Malcantone

attracts mostly leisure tourists, thanks to its wellness hotels and natural settings. One can see that Lugano follows the same trend with a slightly higher occupation rate. The months of May and June have already a higher occupation rate while Malcantone sees a fall during these months. The different conferences and business meetings that were organized during these months in Lugano are certainly the explanation for this difference between the two regions. All in all, an average of 40% occupation rate is observed in both the regions and is represented by the green line in the graph.

Figure 7: Evolution of the occupation rate in Lugano during the year 2013



Source: Adapted from Federal Statistical Office (2014)

3.8.3 Hotels in the City center

3.8.3.1 Distance

An important aspect to take into consideration for a city with a congress center is the lodging facilities in the vicinity of the latter. Large congresses or meetings that cannot be held in business hotels will host their event in larger meeting venues, such as a conference center or a university for instance. As mentioned in the literature review, one of the critical criteria considered in choosing a suitable destination to host a conference/meeting, is the accommodation criteria; by the number of available rooms but also by the distance of the hotels from the main meeting venue.

Let us now have a look at the hotel offer in the vicinity of the congress center of Lugano. In the City of Lugano there is an average of 44 hotels, with about 10 that are only open in the summer months. (Federal Statistical Office, 2014) Of these city hotels, 14 can be reached in

10 minutes by foot from the congress center, which represent a total of approximately 618 hotel rooms at walking distance.

3.8.3.2 Standards

The majority of the hotels in the City of Lugano and its vicinity are three-star hotels or above. (Lugano Tourism, 2013, p. 59) Table 4 below shows the total of rooms and beds for each category of hotel in the whole region of Lugano Tourism. The total of rooms and beds are reduced by about the half for the area of Lugano City only. (Lugano Tourism, 2014)

Table 4: Number of rooms and beds in Lugano in 2014 according to hotel categories

Hotel category	Number of rooms	Number of beds
5*	491	916
4*	840	1639
3*	810	1524
2*	253	534
1*	151	391
0*	841	1739
B&B	78	156
Totals	3'464	6'899

Source: Adapted from Lugano Tourism (2014)

Table 5 below gathers all the different hotels of more than 50 hotel rooms, ordered by category. One can clearly see here that most of the hotels of more than 50 rooms, which consequently are also the most requested for business tourists, are of high standards, with a majority of four and five-star hotels.

Table 5: Hotels of more than 50 rooms listed by their category

Category	Number of rooms	Number of beds	Name of the hotel	Locality
5* superior	78	152	Grand Hotel Villa Castagnola au Lac	Lugano
5*	115	194	Grand Hotel Eden	Paradiso
5*	75	152	Leopoldo Hotels & Restaurants	Lugano
5*	93	176	Splendide Royal	Lugano
5*	84	182	Swiss Diamond Hotel	Vico Morcote
4*	131	231	Albergo De La Paix	Lugano
4*	64	144	Best Western Hotel Bellevue au Lac	Lugano
4*	96	192	Holiday Inn Lugano Center	Paradiso
4*	82	164	Kurhaus Cademario Hotel & SPA	Cademario
4*	64	128	Lido Seegarten	Lugano
4*	87	153	Lugano Dante Center	Lugano
4*	96	192	Novotel Lugano Paradiso	Paradiso
4*	65	138	Suitenhotel Parco Paradiso	Paradiso
3* superior	50	80	Hotel Delfino	Lugano
3* superior	80	120	International Au Lac	Lugano
3*	50	100	Hotel Vezia Sagl	Vezia
3*	52	119	Centro Paladina	Pura
3*	114	200	Continental Parkhotel	Lugano
2* superior	70	140	Ibis	Lugano-Paradiso
1* superior	83	166	Ibis Budget	Lugano-Paradiso
0*	55	100	Ceresio	Lugano
0*	55	93	Pestalozzi	Lugano
0*	59	102	Acquarello	Lugano
0*	104	227	Centro Evangelico	Magliaso
Total	1'902	3'646		

Source: Adapted from Lugano Tourism (2014)

3.8.3.3 Hotel Room Prices

When an employee is required to attend a meeting or a conference by its employer, it is usually the company that pays the attendee's stay. However when a person chooses to attend a meeting or a conference by its own will, it is him/her who is in charge of his accommodation (as well as registration and other fees). In both cases, the price criteria of hotel rooms also matters significantly, as seen previously in the literature review. Average price for a four-star hotel in Lugano is between 200.- and 400.- Swiss francs and for a three-star hotel between 120.- and 200.- Swiss francs. (Lugano Tourism, n.d.) A relevant point that can be raised after having analyzed the hotel offer in Lugano, is that with a majority of high-standard and high-price hotels, attracting associations and companies not related to highly profitable sectors such as the Medical, Technological, and Financial sectors could be a real challenge for Lugano.

This can also be a reason why up until now Lugano has hosted mainly meetings/conferences from these particular sectors.

The analysis of the secondary data available shows that Lugano does already get a share of business tourism in Switzerland. The Congress Center is in the top ten of the Swiss Congress Centers because it fulfills several critical criteria of success, several business hotels offering meeting facilities, the University and the future Lugano Art & Culture also offering some meeting space. However, it was underlined that the Congress Center's and the hotels' occupation rate throughout the year is far from being constant or high. Therefore, in order to evaluate in a more in depth way the potential of Lugano as a business tourism destination, an empirical research was undertaken.

4 LUGANO - EMPIRICAL RESEARCH

4.1 Objectives and methodology

The goal of the primary research conducted as part of this study was to find out and understand how Lugano is perceived by the key actors of the business tourism industry and to analyze if common issues or concerns would be raised among the different interviewees.

In order to get a broader and more objective idea of the views that actors in business tourism have on Lugano, actors of the demand and of the supplier side were interviewed. On the demand side, Swiss Meeting Planners and PCO's as well as participants of a conference held in Lugano were interviewed. On the supplier side, event managers of several business hotels and facilities in Lugano were also presented with a brief set of questions.

4.1.1 Participants of a congress

To get insights of what delegates participating at a meeting taking place in Lugano think of the City as a business destination, a second questionnaire was developed targeted to them.

During the period of time this bachelor thesis had to be conducted, there was the Annual Meeting SASRO (Scientific Association of Swiss Radiation Oncology), a Swiss medical congress attracting nevertheless also international participants. In general terms and for understandable reasons of protection of personal data, it was not possible to get the list of attendees of a congress and, even less, a list with their contact information, such as a telephone number or an email address. In light of this, a day-trip to Lugano was undertaken in

order to personally meet a random sample of 50 participants and to ask them to answer a short survey.

The survey was in the format of a one-page paper questionnaire. First, participants were asked to rank attributes of a business destination according to the importance they had to them, similarly to what was asked to the meeting planners in their online survey, on a five-point Likert scale going from “not important” (1) to “indispensable” (5). The attributes were reduced to the number of five in order to keep the questionnaire short and concise, keeping only the most important ones for participants according to the literature review; these attributes were:

- ❖ Accessibility
- ❖ General affordability
- ❖ Accommodation at walking distance (max. 10 min.) of meeting facilities
- ❖ Attractions/entertainment/shopping offer
- ❖ Destination image

Two close-ended questions were then asked to know what means of transportation the respondent took to come to Lugano to attend the meeting and to know if he/she had extended his/her stay for tourism purposes. After that, the respondent was asked to choose another destination to be able to then evaluate the performance of Lugano for the attributes previously ranked in importance in comparison of the other destination. The scale of evaluation was as well a five-point Likert scale going from “definitely worse” (1) to “much better” (5) and the participants were asked to give their own perceptions.

4.1.2 Swiss meeting planners and PCO's

First, 25 names of Swiss Meeting Planners and PCO companies were gathered. Of these 25 contacts, the majority (21) were Swiss PCO's and the balance were Meeting Planners in Swiss-based Associations. Each person or company was first contacted by telephone in order to be informed on the study and on the importance of their participation. After every contact kindly agreed to participate to the study, a personalized email was sent with a link to an online survey to answer.

The survey's first question was “Have you already organized or are you currently planning a congress/meeting in Lugano?” If the answer was yes, the participant to the survey was asked to enumerate the different meetings and to indicate the number of attendees for each cited. If

the answer was no, the respondent was asked if he/she would see any possibility of planning a meeting in Lugano in the future.

The respondents who had already organized a meeting in Lugano or who saw a possibility of organizing one there in the future were asked which type of meeting they would particularly see taking place in Lugano.

After answering these introducing questions, all respondents were asked to grade in importance seven critical attributes when considering potential destinations to host a congress or a meeting. A five-point Likert scale going from “not important” (1) to “indispensable” (5) was used and the attributes were:

- ❖ Accessibility
- ❖ General affordability (meeting facilities, hotels, restaurants, etc.)
- ❖ Accommodation at walking distance (max. 10 min. walking) of the meeting facilities
- ❖ Possibility to use public transportation for commuting between meeting facilities and chosen accommodation
- ❖ Meeting venue technology
- ❖ Attractions/entertainment/shopping/restaurants
- ❖ Destination image

These attributes are the most commonly used of the ones found in the results of the literature on critical attributes for a successful business tourism destination. Seven of them were selected by the author as the most interesting to be analyzed by the Meeting Planners and PCO's, as others such as security/safety are not considered really relevant for a country like Switzerland at this time.

Once having ranked the attributes in importance, the respondents were asked to choose a secondary city in Switzerland were they had already organized a congress/meeting and then evaluate how Lugano compared to the destination they had picked in regards to the attributes they had previously ranked in importance, on a five-point Likert scale as well, going from “poorly” (1) to “considerably better” (5). It is important to note that the respondents were asked to use their own perceptions to answer, independently of having already organized an event in Lugano or not.

4.1.3 Business hotels and venues

Several business hotels and venues were approached to get insight from one the most important supplier side of the business tourism industry. A person of contact from the Events Department of each hotel or venue had been recommended by Mrs Silvana Redemagni, in charge of the MICE sector in Lugano, and each person was contacted by telephone. They were explained the project and they each agreed to receive a short email with four questions about business tourism. The four questions were:

- ❖ What estimated percentage of bed occupancy of your hotel is from business tourists (either attending a conference somewhere in Lugano or directly at your hotel)?
- ❖ What types of meetings does your hotel mainly host (corporate meetings, conferences, incentive meetings, etc)?
- ❖ How many meetings and of how many participants each (approx.) have you hosted at your hotel these three previous years?
- ❖ On a scale of 1 to 6 (1 = poorly, 6 = very well) how do you feel the City of Lugano exploits its potential in promoting itself as a business tourism destination?

The email encouraged them as well to write any general comments they could have on the subject. A first reminder was done later on by phone again in order to increase the number of answers and a second and last reminder was finally sent by email.

4.2 Analysis of the results

4.2.1 Importance-Performance Analysis

The Importance-Performance Analysis (IPA) was the tool used in this study to analyze the quality perceptions of the demand size actors interviewed, i.e. Swiss Meeting Planners and participants of the SASRO 2014 Congress, relative to perceptions of Lugano as a destination for business tourism.

This method was first proposed by Martilla and James in 1977 (cited in Tyrrell & Okrant (2004)) in order to analyze the importance of attributes versus their performance and uses a matrix with four quadrants placed on two-dimensional axes. (Lambin, 2007, p. 1) The horizontal axis represents the importance of the attributes from low to high and the vertical

axis represents the perceived performance of these same attributes, from low to high. Each attribute analyzed will find its place in one of the four quadrants of the matrix corresponding to different strategies to be undertaken.

The IPA has been and is still today widely used in various service fields as it is a very useful and easily applicable tool to analyze customer satisfaction while providing directions to follow for marketing purposes. (Fuchs & Weiermair cited in De Nisco, 2009, p.1)

Figure 8 below shows the concept of the IPA, with the four quadrants indicating the following: (Lambin, 2007, pp. 1-2)

- **Quadrant A:** “Concentrate here” gathers attributes of high importance and low performance. They can be seen as “opportunities” from the well-known SWOT analysis in marketing (analysis of strengths, weaknesses, opportunities and threats). Work is needed to improve the performance in order to respond to the demand.
- **Quadrant B:** “Keep up the good work” gathers attributes highly ranked both in importance and in performance. They can also be seen as the “strengths” of the SWOT analysis and efforts should be made to keep the standards at the same level or to even towards continuous improvement.
- **Quadrant C:** “Low priority” gathers attributes of both low importance and low performance. As these attributes are not important for the demand side, it is a wise choice not to be focusing on those at the moment.
- **Quadrant D:** “Possible overkill” gathers the attributes rated low in importance and nevertheless highly ranked in performance. Ideally, the efforts previously put for these attributes should be invested in the attributes located in quadrant A.

Figure 8: IPA standard grid

	Low performance	High performance
High importance	A. “Concentrate Here”	B. “Keep Up The Good Work”
Low importance	C. “Low Priority”	D. “Possible Overkill”

Source: Adapted from Martilla & James (1977) cited in Tyrrell & Okrant (2004, p. 71)

Since Martilla and James have proposed this matrix in 1977, it has been underlined that performance is not a totally objective indicator. Indeed as Lambin (2007) writes: “in reality, buyers do not evaluate an object in a competitive vacuum but in comparative terms. Thus relative performance scores should be determined for each attribute by reference to priority competitor(s).” For this reason, Meeting Planners and participants of the SASRO congress were asked to evaluate how Lugano compares to another destination in regards to the attributes they had previously ranked in importance.

4.2.2 Participants of the SASRO (Scientific Association of Swiss Radiation Oncology) 2014 Congress

50 participants were asked to fill in the survey questionnaire and have completed it. It was explained to each one of them the purpose of the study and how important their opinion was. Clarifications about the questionnaire were provided if needed. The sample of participants was randomly chosen and no demographic questions were asked. As general observations and suppositions however, most of the participants were between 30 to 50 years old, about 65% of them were male and 70% were from Switzerland.

- At the question “how did you come to Lugano?” the majority (30 persons) identified “by train”, followed by 16 persons who responded “by car”. Only 4 persons came by plane and one person was from Lugano and came by foot. One of the participants had used both the plane and the train, meaning he did not fly directly to the Lugano airport, but had arrived at a different airport and took the train to Lugano afterwards.
- Out of the 50 participants, only 5 (10%) have extended their stay in Lugano for tourism purposes.

Table 6: Participants answers regarding the importance of the attributes listed

	Not important	Somewhat important	Important	Very important	Indispensable
Accessibility	1	5	16	23	5
General affordability	5	15	19	9	2
Accommodation at walking distance of meeting facilities	1	7	14	24	4
Attractions/entertainment/shopping offer	8	28	11	2	1
Destination image	5	21	17	5	2

Source: author's data – survey 2014

Attributes that were ranked by the majority of the participants (48%) as “very important” were “accessibility” with 23 persons and “accommodation at walking distance (max. 10 min.) of meeting facilities” with 24 persons. These two attributes were also ranked respectively by 16 and 14 persons as being “important”. “General affordability” came next in importance, being “important” for 19 persons, “somewhat important” for 15 persons and “very important” for 9 persons. Destination image mattered slightly less in importance, with 21 persons ranking the attribute as “somewhat important” and 17 as “important”. Attractions/entertainment/shopping offer were ranked by the majority (56%) as “somewhat important” only.

The respondents were then asked to pick another destination where they had already attended a congress in order to compare it with the performance of Lugano for the same attributes previously ranked:

- 27 persons compared the performance of Lugano with Davos, the city where the SASRO congress was hosted in 2013
- 4 persons picked Winterthur
- 2 persons picked Como (Italy)
- 2 persons picked Lucerne
- 2 persons picked Berne

- 2 persons picked Zurich
- 2 persons picked Geneva
- 1 person picked Aarau
- 1 person picked Lausanne
- 7 persons had never been to any other congress in Switzerland nor to any secondary destination in Europe and picked large European cities such as Berlin, Vienna, Prague and Barcelona.

All in all, even with the European cities taken into considerations, Lugano was evaluated for all of the attributes as “equally as good” in majority, followed by “better”. In order to have the most reliable results as possible, only the comparisons with Swiss cities and Como (because of its close location to Lugano) were taken into consideration in the following table that shows the results of the 43 respondents put together. Here also, one can see that when compared to another destination of their choice, Lugano was rated for all the attributes in majority as “equally as good”. For the two attributes “accommodation at walking distance (max. 10 min.) of meeting facilities” and “Attractions/entertainment/shopping offer”, the ratings were closely followed by “better”, which indicates that, all in all, participants were satisfied with Lugano’s performance compared to another Swiss destination where they had previously attended a meeting. Knowing that Lugano can be quite far to reach for the participants coming from the German or the French part of Switzerland, the fact that “accessibility” was nevertheless rated by 20 persons (46.5 %) as “equally as good” followed by 13 persons (30 %) rated even “better” can come as a surprising result. That could be explained by the fact that out of the 43 respondents taken into consideration, 27 (63 %) compared Lugano with Davos, which is also a hard to reach destination and might be considered even as harder to reach depending on where the respondents came from.

Table 7: Participants' rankings of Lugano compared to another similar Swiss destination

	Definitely worse	Not as good	Equally as good	Better	Much better
Accessibility	1	5	20	13	4
General affordability	1	5	31	3	2
Accommodation at walking distance of meeting facilities	1	6	17	16	2
Attractions/entertainment/shopping offer	1	5	18	16	3
Destination image	1	3	21	13	5

Source: author's data – survey 2014

4.2.3 Swiss meeting planners and PCO's

Out of the 25 Swiss Meeting Planners and PCO's who have been contacted personally, 19 opened the online survey and answered the first question asking them if they had already planned a congress or if they were currently planning a congress in Lugano. 13 persons answered "yes" but only 11 of them have completed the whole survey, together with the 6 persons who had never planned a congress in Lugano. On these 6 persons, only one sees a possibility to organize a congress/meeting in Lugano in the future.

Of the list the Meeting Planners/PCO's made of congresses/meetings that had already been hosted or that are planned to be hosted in Lugano, all of them were from the medical field and varied mostly between 200 and 1'000 participants, with the exception of an incentive trip allied with a congress that gathered 60 persons. About the type of congresses/meetings that the participants would see taking place in Lugano in the future, here is a summarized list of the responses that were cited:

- Medical meetings between 200 to 600 participants
- Medical congress up to 200 participants
- Congresses with small exhibitions - maximum 500 sqm and 400 to 1000 participants
- Meetings combined with incentive programs

- Up to 10-50 participants because of difficulties to find a hotel accommodating the whole group
- No medical congress as Lugano is considered to be a leisure city
- Several-day congresses, as the arrival from the German or the French part of Switzerland is long

The table below reflects all the answers of the 17 respondents regarding the importance of the seven chosen attributes to be judged by the meeting planners/PCO. Regarding the results, almost no attributes was considered as “not important” for the respondents. The accessibility and the general affordability of the destination were ranked by the majority (65%) of participants as being very important factors when choosing a destination to host a meeting/congress. Having accommodation at walking distance (max. 10 min.) of meeting facilities or the possibility to use public transportation to commute between meeting facilities and chosen accommodation, and technology of the meeting venue were all ranked to be important or very important by the majority of respondents. Only the attribute “attractions/entertainment/shopping/restaurants” was ranked as being “somewhat important” by the large majority (65%).

Table 8: Meeting Planners/PCO's answers regarding the importance of the attributes listed

	Not important	Somewhat important	Important	Very important	Indispensable
Accessibility	0	1	1	12	3
General affordability (meeting facilities, hotels, restaurants, etc.)	0	0	5	10	2
Accommodation at walking distance of meeting facilities	0	4	7	6	0
Possibility to use public transportation for commuting between meeting facilities and chosen accommodation	1	3	9	3	1
Meeting venue technology	0	0	7	7	3
Attractions/entertainment/shopping/restaurants	2	11	2	1	1
Destination image	0	4	6	6	1

Source: author's data – survey 2014

The 17 out of 25 Meeting Planners/PCO's who filled in this online survey then compared the performance of Lugano with another similar Swiss destination. Most of the participants chose Montreux, Lucerne, Davos or Berne and their answers are computed in the table 9 below. One can see that the majority of the attributes were rated as being average, with “accessibility” and “possibility to use public transportation from the meeting facilities to the hotels” rated by the same amount of persons as being average and below average. The only attribute that Lugano was rated to perform above average compared to another destination was the attractions/entertainment/shopping/restaurant offer.

Table 9: Meeting Planners/PCO's' rankings of Lugano compared to another similar Swiss destination

	Poorly	Below average	Average	Above average	Considerably better
Accessibility	0	7	7	1	2
General affordability	0	2	10	3	2
Accommodation at walking distance of meeting facilities	0	5	8	2	2
Possibility to use public transportation for commuting between meeting facilities and chosen accommodation	0	6	6	2	3
Meeting venue technology	0	3	8	5	1
Attractions/entertainment/ Shopping/restaurants	0	1	3	13	0
Destination image	0	2	9	4	2

Source: author's data – survey 2014

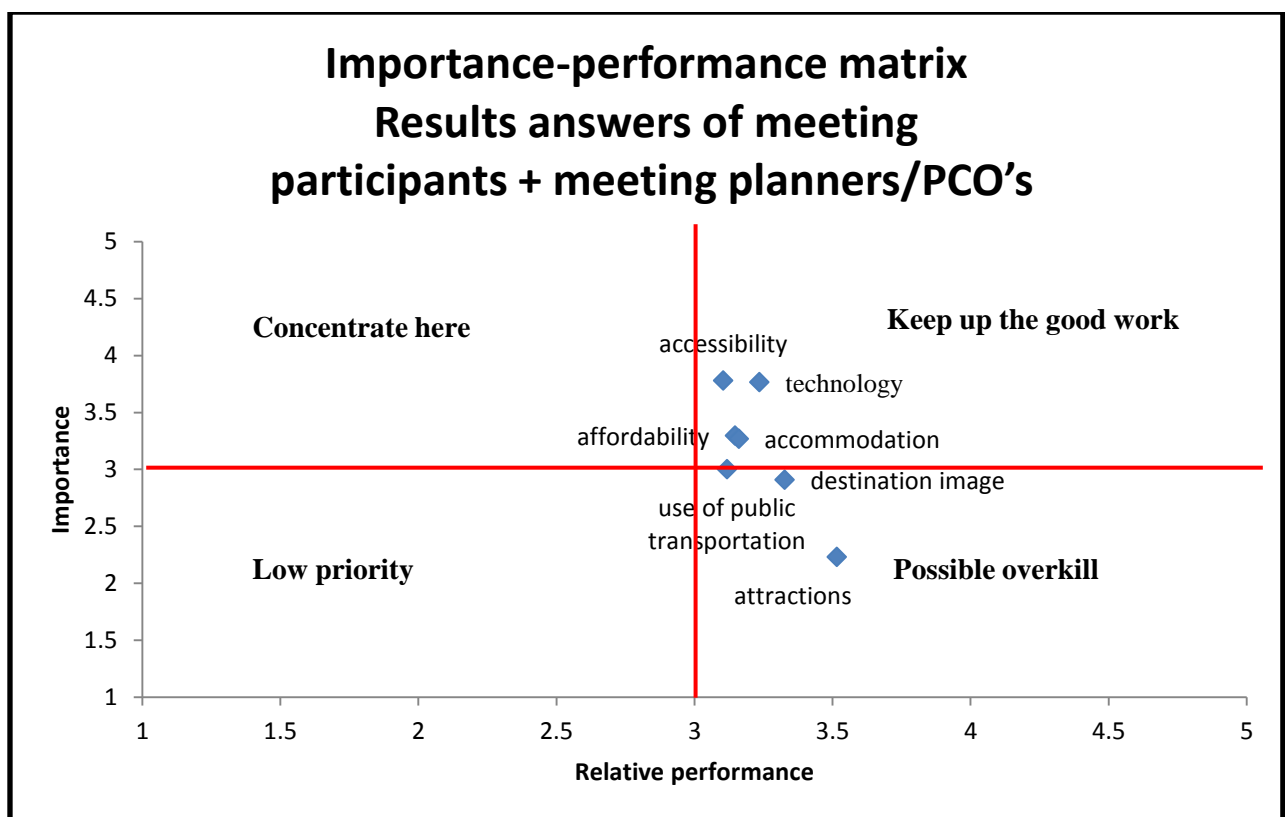
In order to see if general trends in the perceptions of both the participants of a meeting and Swiss Meeting Planners/PCO's could be noticed regarding the importance of the chosen attributes versus the relative performance of Lugano compared to another destination for the same attributes, an Importance-Performance Matrix was done gathering the averages of all the answers received.

The following matrix shows that no distinctive weaknesses could clearly be defined with the results of this study and that the respondents were generally satisfied with the performance of Lugano. One can however see that the leisure offer such as attractions, entertainment, shopping and restaurants was perceived as being usually good or even better in Lugano than in other destinations and since this attribute was for the majority of the respondents important but not indispensable, it appears in the matrix already in the “possible overkill” category. This result makes sense, knowing that Lugano has been focusing for years on developing leisure tourism. It should however not be interpreted negatively since it is well understood that a developed leisure offer in a destination is always seen as an advantage in the tourism sector

and that it is especially on this point that a destination can differentiate itself and increase its chance to be chosen as a family or couple holiday destination to extend a business trip.

All in all, one can see that in general, all the attributes have average rankings/ratings, between 3 and 3.5, corresponding at “important”/”very important” and “equally as good or average” or ”better or above average” in the surveys. This shows that major improvements could still be done to compete with other destinations and be chosen as preferred destination in the future.

Figure 9: IPA matrix gathering the results of the participants and the Meeting Planners/PCO’s’ survey responses



Source: author’s data – survey 2014

4.2.4 Business hotels in Lugano

Out of the 11 business hotels which were sent an email with the four questions previously presented, nine answered the questions and sent back the email. The person in charge of the Events Department at the Swisssdiamond Hotel answered that they did not have this kind of information, which could either mean that they do not have any system to keep track of the events or that they simply do not wish to share this information.

The answers are gathered below in tables 10 and 11. The tables contain the same questions on the left-hand side and the hotels are listed vertically at the top of the tables in a random order.

Table 10: Answers of the business hotels – part I

	Dante	Eden	De la Paix	Pestalozzi	Parco Paradisio
What estimated percentage of bed occupancy of your hotel is from business tourists (either attending a conference somewhere in Lugano or directly at your hotel)?	around 70%	60%	40%	50%	around 35%
What types of meetings does your hotel mainly host (corporate meetings, conferences, incentive meetings, etc)?	corporate meetings: 80% conferences: 15% Incentive meetings: 5%	corporate meetings 40%, conferences 40% incentive meetings --, etc.	corporate	conferences, workshops	corporate meetings, conferences, very little incentives
How many meetings and of how many participants each (approx.) have you hosted at your hotel these three previous years?	2011: We had 198 meetings and approx. 7'920 participants. 2012: We had 188 meetings and approx. 7'520 participants. 2013: We had 207 meetings and approx. 6'210 participants	Average participants: 50	100 per year, 50 pax medium.	Year 2012 = 219 Year 2013 = 281	Average 23pax Meetings per year approx. 180meetings
On a scale of 1 to 6 (1 = poorly, 6 = very well) how do you feel the city of Lugano exploits its potential in promoting itself as a business tourism destination?	3	4	3	4	2-3
Any comments welcome	Chiara: I think that Lugano city is not doing much for promoting itself as a business tourism destination. I think I will choose a 3. Sabrina: true, but finally we put in place a real office dedicate to meetings and Incentives travel			In a professional business tourism destination WIFI for free is a "must". Lugano is not ready yet but they are working on it!!	

Source: author's data – survey 2014

Table 11: Answers of the business hotels – part II

	Villa Sassa	Villa Castagnola	Villa Principe Leopoldo	Kurhaus Cademario
What estimated percentage of bed occupancy of your hotel is from business tourists (either attending a conference somewhere in Lugano or directly at your hotel)?	about 65%	approx. 45%	30%	13% is our goal
What types of meetings does your hotel mainly host (corporate meetings, conferences, incentive meetings, etc)?	everything: corporate, incentive, conferences, product presentations, human resources seminars, management meetings, etc.	Corporate event in house or outside the property; Daily/Half Day or 24H conference; Incentive (with in house or outdoor activities); Private meeting from 2 to 120 people; Videoconference from 2 to 20 people	Conferences/presentations, board meetings and corporate meetings	All three types mentioned. All of them have the same part of importance.
How many meetings and of how many participants each (approx.) have you hosted at your hotel these three previous years?	over 500, about 10'000 participants	Due to the amount of tiny and big conference or meeting, the 12 months opening of the property and because we unfortunately do not have a special "event schedule" system, we cannot give you an estimate number of MICE event and number of participant.	About 200 meetings, with an average of participants around 50/60 guests each	20 participants in average and around 40 meetings
On a scale of 1 to 6 (1 = poorly, 6 = very well) how do you feel the city of Lugano exploits its potential in promoting itself as a business tourism destination?	4	5	4	4
Any comments welcome		We are very well known in Switzerland (French and German side), in Italy and also in all Europe. We do also host a lot of tiny MICE event from USA. I believe we could do more to gain more business tourism but we do not have to forget that Lugano is an important MICE site such a LEISURE location. If we will lose the charm of our natural and gastronomical region we will ruin the holiday effect of Lugano.	the City is working hard to improve and promote business tourism	

Source: author's data – survey 2014

One can see that these hotels, which cater to the needs of business tourism, estimate the occupancy rate of business tourists at their hotel of about 40 percent in average, some even estimating it up to 65 to 70 percent, such as the Villa Sassa and the Hotel Dante. In light of the fact that business tourism is generally more active in the spring and in the fall, these occupancy rate estimations are nevertheless quite positive and promising for the business tourism sector in Lugano, showing that an actual demand exists. From the answers received, it seems that the incentive sector only represents a small share of the business events at these hotels, with corporate events and conferences being the most frequently cited and with the biggest percentages. The responses also showed that these hotels are used to hosting numerous meetings, with most hotels having more than 100 meetings per year. However despite larger capacities available, the average of number of participants stays low, with a general average of 20 to 50 participants.

When asked to rate how Lugano exploits its potential for attracting business tourism, the majority of the hotels chose the grade four on a scale of one to six, one standing for poorly and six standing for very well.

5 BRIEF BENCHMARK WITH DAVOS

The city of Davos was very often chosen as destination of comparison for both the participants of the SASRO Congress and by the Meeting Planners/PCO's surveyed. It is therefore interesting to review briefly some data about business tourism in Davos.

Davos, contrary to Lugano, is famous to leisure tourists principally in the winter season thanks to its ski resorts and its 320 km of guaranteed snow-covered slopes. (Davos Klosters) Professional gatherings have been held in Davos since the 19th century and since that Albert Einstein opened the first university course in Davos in 1928, the city was considered as business tourism destination in addition to its leisure attractions. Davos is also internationally known thanks to the globally visible World Economic Forum held there every year and bringing more than 3'000 leading figures in Politics, Economy, Science and Business.

The table below makes a short portrait of the two cities, comparing different data related to business tourism. One can see that even though Davos tends to attract more participants per congress, due especially thanks to the World Economic Forum, both destinations are very similar. Given the fact that Lugano and Davos are both typical business tourism destinations in the way that they attract meetings mainly in the spring and in the fall (International

Congress and Convention Association [ICCA], 2014), they can be thus seen as true “potential” competitors.

Table 12: Short profiles of Lugano versus Davos

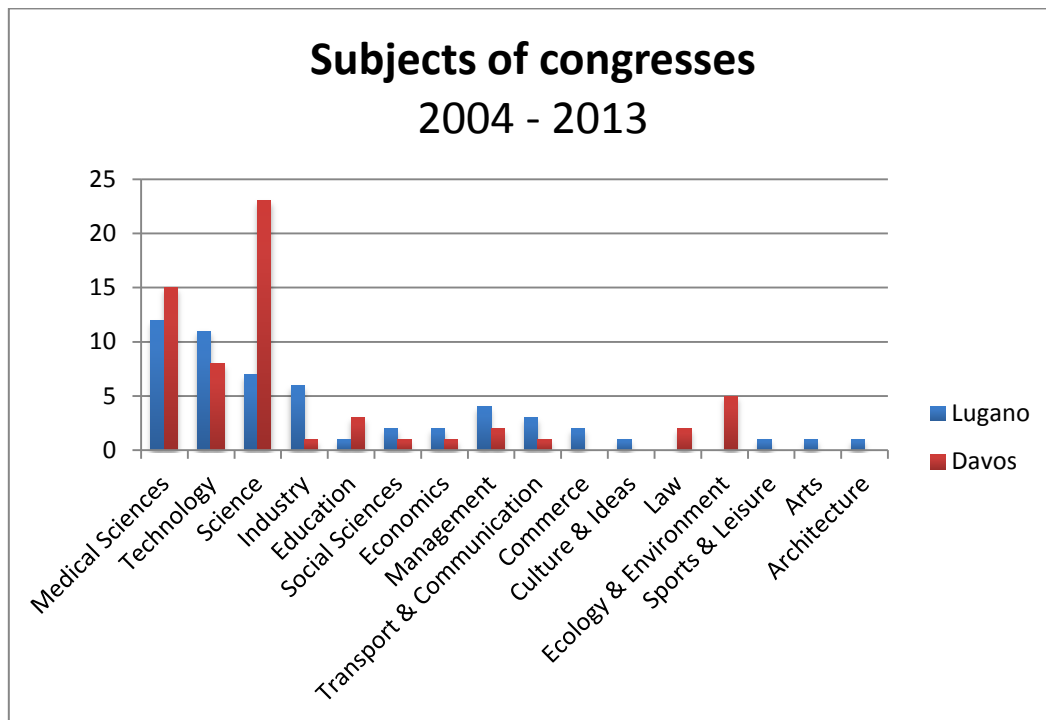
	Lugano	Davos
Number of hotel rooms	3'464 a.	3'000 b.
Capacity of the largest plenary room	1'130 seats in theatre style c.	1'180 seats in theatre style d.
Business hotels	30 e.	13 f.
Number of congresses registered in the ICCA database these past 10 years	46 g. (six in 2012 and five in 2013)	48 g. (six in 2012 and seven in 2013)
Average number of participants based on the past 10 years according to the ICCA database	268 g.	407 g.

Source: Table by the author with multiple sources

- a) (Lugano Tourism, 2014)
- b) (Live help chat on davos.ch, personal communication, 30 May 2014)
- c) (Lugano-Tourism, n.d.)
- d) (Davos Klosters, 2010, p. 10)
- e) (Lugano Tourism, n.d.)
- f) (Davos Klosters, 2010, p. 9)
- g) (International Congress and Convention Association [ICCA], 2014)

Figure 10 below classifies the different congresses held between 2004 and 2013 in Davos and Lugano according to their subject. Judging from the congresses registered in this database, one can see that Lugano is in competition with Davos, especially for congresses about Medical Sciences, Technology, and Science.

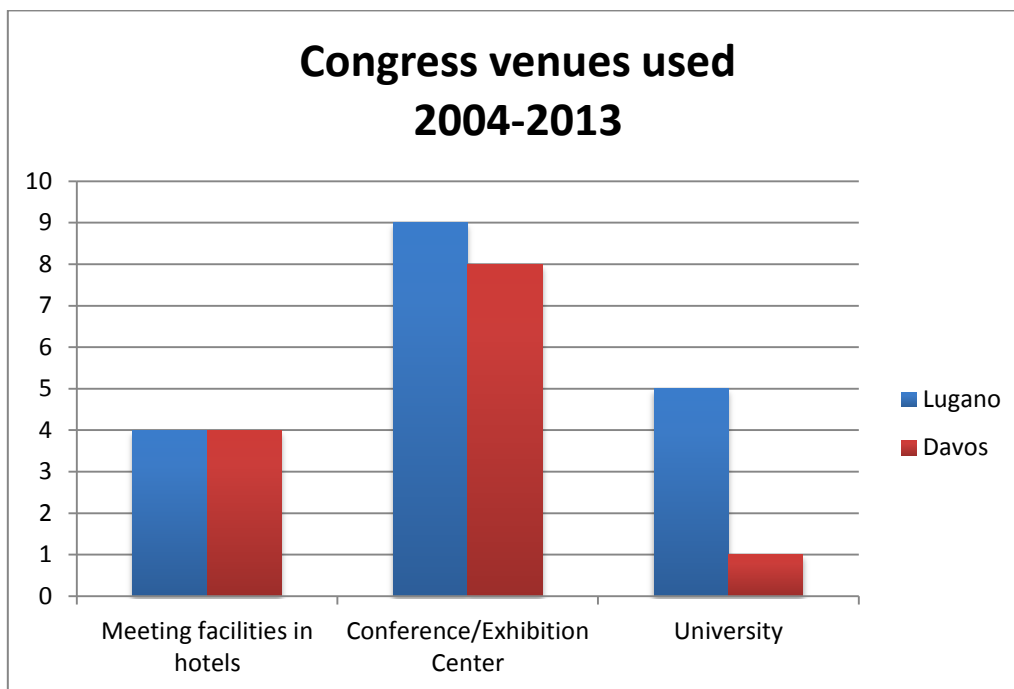
Figure 10: Subjects of congresses in Lugano and Davos between 2004 and 2013



Source: Adapted from International Congress and Convention Association [ICCA] (2014)

The following figure shows in what venues the different congresses registered in the ICCA database between 2004 and 2013 in Davos and in Lugano were held. On the events registered, all of them were either held at the Congress Center, the University, or in meeting facilities of hotels. Even though again the list of congresses is not exhaustive, one can see that while the Congress Centers are the most widely used venues for both destinations, Lugano takes more advantage of its university to host events, as compared to Davos.

Figure 11: Congress venues used in Lugano and Davos between 2004 and 2013



Source: Adapted from International Congress and Convention Association [ICCA] (2014)

6 LIMITATIONS OF THE STUDY

One of the most important limitations to the primary data collection portion of this study is the fact that it was not possible to get information from delegates and doctors who had the opportunity to attend the congress in Lugano but who decided not to take it. This particular study started off with a considerable “a priori”, since only attendees who had already agreed to the fact that Lugano was at least good enough to make the trip and to attend this congress were interviewed. In addition to this point, out of all the participants of the SASRO Congress 2014, only a sample was interviewed, and the results reflect the responses of this particular sample of 50 persons, out of over 500 participants. Furthermore, because of logistical, financial, and time constraints, another limitation is that in the frame of this Bachelor Thesis, it was only possible to interview participants of one congress. This also constitutes a significant limitation in the study.

For the PCO’s/Meeting Planners interview, an important limitation of the validity of this study was that usually only one person per PCO company could be interviewed and therefore since the results also reflect to a large extent personal perceptions, they could be more complete with an exhaustive list of all the Swiss PCO’s employees and Swiss Meeting

Planners. An additional worth mentionable limitation is the constraint of the period of time in which this study took place. As a lot of meetings/congresses take place in the spring season, this was a fairly busy time for Meeting Planners/PCO's and business hotels, which made it more difficult for them to be fully available for the undertaking of this study. A longer period of time including lower season periods like the end of fall would represent a considerable advantage to improve the answer rate.

In a broader aspect, the lack of data available from the different entities that have a role to play in business tourism in Lugano made it difficult to analyze with exactitude the situation of business tourism in the City. Moreover, it is to be underlined that reduced distances between the place this paper was written and Lugano could have eased contacts and access to certain information, as well as allow more face-to-face meetings with the different actors.

CONCLUSIONS AND RECOMMENDATIONS

As previously stated in this paper, business tourism has a high return on investment and is very profitable to a destination. Business travelers usually spend more in average for their accommodation as well as on an expenditure-per-day basis compared to a regular leisure tourist. Business tourism also helps to reduce seasonability. In the case of Lugano, it is nonetheless difficult to know exactly how much business tourism brings to the City, as there is at the moment no unified system keeping track of what kind of tourists come to Lugano. As the City suffers from the economic crisis and has currently important debts, business tourism and its high profitability could be a valuable sector to develop and to further focus on. Yet while Lugano has indeed devoted some effort and resources to promote and develop business tourism, there is still much more to be done in order for its status as one of the leading destinations to be consolidated. The following considerations will help illustrate and substantiate this claim.

For instance, there is a whole section about business tourism on the Lugano Tourism website and a specific domain name exists (www.luganoconventions.com). The website appears in the top five of the Google search engine results when the words "business tourism Lugano" are typed in the research tab. Also, a brochure "Travel & Meeting Guide" regrouping as well all useful information for meeting planners or business travelers has been developed. Moreover, since September 2013, about 20 business hotels from HotellerieSuisse Lugano together with the City of Lugano and Lugano Tourism have put in place a small

MICE office, which has for main objective to bring business tourism in Lugano and especially in the business hotels part of this partnership. It is however not yet decided if this new MICE department will continue to exist as the contract needs to be renewed in the end of the year 2014, a fact which threatens to nullify progress so far achieved and lead to a retrogress in the City's attraction potential.

This is not the only aspect in which positive achievements and attributes fall short of reporting the expected benefits due to the pervasiveness of a related shortcoming which overshadows their operation or benefits. Another example can be seen when considering the uneven relationship between Lugano's meeting venues and its nearby accommodation capacity. Indeed, in terms of the offer of places to hold meetings and conferences, Lugano fulfills most criteria that define a successful business destination. Its Congress Center is in the top ten Congress Centers in Switzerland and is currently undergoing renovation. Apart from the Congress Center, Lugano also benefits from its University which could play a major role for the City at the time of bidding for and winning a conference. All of this notwithstanding, the number of hotel rooms close to either one of these venues is fairly limited by comparison.

In a similar vein, several business hotels are available for all kind of meetings and have the advantage of offering accommodation under the same roof, which is something often asked by meeting planners as it makes logistics of the event much easier. Moreover, it can be concluded from the answers of the different business hotels interviewed that even though they do estimate the share of business guests at 40-50% of the total guests they host per year and that they host numerous meetings each year, the number of participants per meeting is kept fairly low, with usually a maximum of 20 to 50 participants only. Attracting larger meetings on a regular basis could be much more cost-effective and increase the revenue of business hotels that have large meeting rooms facilities. But the bottomline is that while the largest business hotel meeting capacity in Lugano is of about 480 persons in theatre style, not all the persons would be able to be accommodated in the same hotel as there are about three times fewer rooms than the venue capacity.

If the City further pursues the idea of either renovating the Congress Center or of building a brand new one, the results of this study should encourage Lugano to keep as a priority matter accommodation possibilities offered close to the center. This holds specially true because, as seen previously, the number of hotels and the number of rooms have been gradually falling since 2004. For a new architectural project of a Congress Center, it would

then be important to carefully consider the option of building a hotel adjacent to the center, as this is a more and more appreciated attribute for meeting planners. With the Milan International Airport soon less than an hour away by train from Lugano, a very own regional airport and an improved access by train from major cities in Switzerland, Lugano is now in a good position to take measures to develop business tourism.

The results of the surveys from the participants of a congress in Lugano and from the PCO's/Meeting Planners have not shown any clearly definable weaknesses or strengths. Rather, the Importance-Performance Matrix shows Lugano is positioned in a very average spot with most criteria analyzed appearing in the middle of the matrix, just barely achieving the average performance (point three on the five-point Likert scale). In almost all attributes included in the evaluation criteria, Lugano's performance was rated as average when compared to another destination. While these results may point to Lugano's present competitiveness with other secondary Swiss destinations on the market, at the same time they highlight no clear trend of superior attractiveness. In this regard, it is interesting to notice the difference of perception between the participants of the Congress, and the PCO/Meeting Planners when it comes to the performance of Lugano compared to another destination. From the congress participants' point of view, all the attributes were evaluated as "equally as good" in majority, followed by "better". However from the PCO/Meeting Planners' point of view, even though in majority Lugano is also evaluated to be "equally as good", it is then more generally followed with "below average" grades. The reason for this difference in evaluation might stem from the fact that PCO's/Meeting Planners have a broader view and knowledge of the destination of comparison, such as the hotel offer for instance. Thus, taking the example of the accommodation offer, PCO's/Meeting Planners might have different opinions on how far the different hotels are from the Congress Center, whereas participants make the comparison mostly based on their own accommodation experience in the two destinations.

In light of the fact that with the revised law on tourism in the Canton of Ticino, by 2015 the region of Lugano and its marketing will be overseen by one of the four new regional tourism organizations in the Canton - the Luganese OTR - it seems like a right time for action to put in place a coherent cooperation between the different actors of the business tourism industry in Lugano. Although in the document presenting the revised law and the tasks to be further pursued, business tourism is not mentioned, the new regional tourism entity that will

take care of Lugano should be encouraged to seize the opportunity to further develop this kind of tourism.

As previously stated in the literature review, success factors for a business destination are leadership, networking, branding, skills, ambassadors, infrastructure, and bidding. (Haven-Tang, Jones, & Webb, 2007, p. 114) A good use of these factors in turn naturally helps a destination to develop a defined brand/image, necessary to be positioned strongly in the market. Convention Bureaus, as non-profit organization, fulfill this role of umbrella organization coordinating the different actors in business tourism and building long-lasting relationships with the clients, associations, and meeting planners. Building long-lasting relationships is key for the Convention Bureau representing the destination, as it provides security in providing revenue. Indeed often conferences are organized on a rotation basis and might come back to a destination where a successful meeting took place and excellent relationships were kept. (Lee & Back, 2005, p. 416)

Lugano should therefore carefully evaluate the possibility of having a real Convention Bureau. The current MICE department which has existed now for almost a year does indeed already fulfill major tasks a traditional Convention Bureau would take care of. However, the fact that this MICE department is a public private partnership including about 20 business hotels in Lugano influences its role in attracting business tourism in Lugano. While a Convention Bureau represents a destination and works toward attracting business tourism at the destination as a whole, the Lugano MICE department is commercially-oriented since it is partly funded by HotellerieSuisse Lugano and works with the goal to not only attract business tourism at the destination but especially in the different business hotels funding this department. This does not particularly profit the Congress Center or the University, where larger congresses and meetings could be hosted on a more frequent basis.

As seen throughout this paper, the different business tourism suppliers in Lugano take care of their own entity, without knowing much about the others. A recommendation is to put in place a unified computerized reservation system that all the venues and hotels in Lugano would use. This system would prove useful on several levels:

- ❖ Firstly, while keeping some data private, it could, for instance, let the Convention Bureau see the availability of all the different meeting venues in Lugano. This would allow a venue (e.g. the Congress Center) that has no availability to grant a particular

request received from a client to transfer the request to the Convention Bureau. The Convention Bureau might then be able to find another suitable venue for the meeting/conference to take place, thus keeping this particular business in the City.

- ❖ Secondly, this computerized system could be used by each meeting venue and hotel to keep track of its hotel and/or meeting rooms occupancy. This would allow the different entities to make comparisons with previous years and could be used as a basis to formulate their future marketing strategies.
- ❖ Furthermore, a strong clients and information database could be put in place under this unified system. For the sake of confidentiality, a policy might prevent the different venues to have access to the other venues' databases. However this database could provide the Convention Bureau or the Department of Tourism of Lugano with extremely useful information on the evolution of business tourism, and especially, its economic impacts. Once these impacts can be more precisely estimated, the City of Lugano would be better suited to take appropriate measures to develop business tourism or other sectors of interest.

The implementation of this common system would allow Lugano to finally have a more integrated approach towards business tourism.

Apart from this system, Lugano should also recognize and exploit the added-value business visitors can bring to the City. The results received from the survey of the participants of a congress showed that only 10 % of the respondents had extended their stay for leisure purposes. Undoubtedly, encouraging business visitors to extend their stay, bring a spouse or their family along, and take part of the leisure activities offered by the destination, should be a priority for a business tourism destination. This would not only tremendously increase the revenue business travelers bring to the City, but would also improve the chances of return of the business travelers to the destination for leisure purposes. In order to take advantage of the business travelers coming to the City, Lugano should consider the following options, some of them mentioned by Rob Davidson in his report *Making the most our business visitors* (n.d.):

- ❖ Offer special packages for business travelers in order to encourage them to extend their stay or use the leisure tourism offer available. Examples:

- Discounts on extra hotel nights directly following or preceding the business traveler stay
 - Discounts on activities and on local restaurants in the region of Lugano
 - Free entrances to museums, local exhibitions, etc.
- ❖ Communicate these special offers already well before the business traveler's stay.

Examples:

- Email of information sent out to all future attendees if the list is made available
- Section about Lugano on the meeting/conference's website with descriptions of the special packages and possibility to buy them in advance
- Be present at business tourism fairs in order to present the destination and its touristic attractions to future clients and gain visibility.

These are a few recommendations to be considered by Lugano in order to improve and ultimately make the most of business tourism. As a very first step, the new regional tourism organization (Luganese OTR) which starting in 2015 will be in charge of the marketing and development of tourism in Lugano, should consider putting in place a Convention Bureau, in order to position the City of Lugano effectively as a business tourism destination and to market it accordingly. This Convention Bureau together with the Luganese OTR could then work towards implementing a common system for all the meetings venues and hotels in Lugano in order to keep close track of business tourism and be able to adjust their marketing strategy towards it. An important aspect Lugano also needs to focus on is the accommodation offer close to meetings venues, as there are only approximately 618 hotel rooms at walking distance from the Congress Center and often business hotels cannot accommodate as much persons as their maximum meeting space capacity. Future studies could be done in order to evaluate what marketing strategy Lugano should follow to promote and develop effectively business tourism.

REFERENCES

- Agence Télégraphique Suisse [ATS]. (2014, January 30). *"Des mesures drastiques pour éviter la faillite" à Lugano*. Retrieved March 21, 2014, from arcinfo.ch:
<http://www.arcinfo.ch/fr/suisse/des-mesures-drastiques-pour-eviter-la-faillite-a-lugano-566-1256945>
- AlpTransit Gotthard Ltd. (2012). *AlpTransit Gotthard*. Retrieved March 11, 2014, from www.alptransit.ch:
http://www.alptransit.ch/fileadmin/dateien/shop/broschueren/atg_broschuere_e_2012_lq.pdf
- Bellinzona Turismo. (n.d.). *The Castles of Bellinzona*. Retrieved June 13, 2014, from www.bellinzoneaturismo.ch: <http://www.bellinzoneaturismo.ch/en/castles.aspx>
- Business Events Council of Australia. (2011). *What is the economic benefit to Australia of business events?* Retrieved May 26, 2014, from www.businesseventscouncil.org.au:
<http://www.businesseventscouncil.org.au/economic-value.html>
- Business Tourism Partnership. (2005, July). *Business Tourism Leads The Way*. London, UK.
- Città di Lugano. (2012, October 8). *Secteurs économiques*. Retrieved March 17, 2014, from [Lugano.ch](http://www.lugano.ch): <http://destinations.lugano.ch/economia/settori-economici.html>
- Città di Lugano. (2013, December 11). *Villa Ciani*. Retrieved May 1, 2014, from [Lugano.ch](http://www.lugano.ch):
<http://www.lugano.ch/lugano-attiva/polo-culturale/Villa-Ciani.html>
- Città di Lugano. (2014, March 31). *Centro Esposizioni*. Retrieved May 1, 2014, from [Lugano.ch](http://www.lugano.ch):
<http://www.lugano.ch/lugano-impresa/fiere-e-congressi/fiere.html>
- Città di Lugano. (2014, February 20). *Department of Tourism*. Retrieved April 22, 2014, from [Lugano.ch](http://www.lugano.ch): <http://www.lugano.ch/en/lugano-politica/dicasteri/dicastero-turismo.html>
- Città di Lugano. (2014, January 31). *Les statistiques de la population de Lugano pour l'année 2013*. Retrieved March 12, 2014, from www.lugano.ch:
<http://destinations.lugano.ch/news/statistiche-popolazione.html>
- Città di Lugano. (2014, January 27). *Linea Lugano-Mendrisio-Varese-Malpensa*. Retrieved June 13, 2014, from www.lugano.ch: <http://www.lugano.ch/lugano-pratica/mobilita/treno/Linea-Lugano-Mendrisio-Varese-Malpensa.html>
- Comas, M., & Moscardo, G. (2005). Understanding Associations and Their Conference Decision-Making Processes. *Journal of Convention & Event Tourism*, 7(3/4).
- Cooper, C., Fletcher, J., Gilbert, D., & Wanhill, S. (1993). *Tourism: principles & practice*. Harlow, UK: Longman.

- Crouch, G., & Ritchie, J. (1998). Convention site selection research: A review, conceptual model and propositional framework. *Journal of Convention and Exhibition Management*, 1(1), pp. 46-69.
- Davidson, R. (n.d.). Making the most of our business visitors. (B. T. way, Ed.) London, United Kingdom.
- Davidson, R., & Cope, B. (2003). *Business Travel*. Edinburgh, UK: Prentice Hall/Financial Time.
- Davos Klosters. (2010, December). *Congress Center Davos Documentation & History*. Retrieved May 31, 2014, from www.davos.ch:
http://www.davos.ch/fileadmin/user_upload/DavosKlosters/Dokumente/Newsroom/Kongressdokumentaion_Wi10-11_E.pdf
- Davos Klosters. (n.d.). *resorts*. Retrieved May 30, 2014, from www.davos.ch:
<http://www.davos.ch/en/experience/winter/ski-snowboard/resorts.html>
- De Nisco, A. (2009). Using Importance-Performance Analysis in Evaluating Tourist Satisfaction. The case of Campania.
- Fairmont Hotels & Resorts. (2014). *Floor Plans*. Retrieved July 3, 2014, from Fairmont Le Montreux Palace: <http://www.fairmont.com/montreux/meetings-weddings/floor-plans/>
- Federal Statistical Office. (2014). *Hotellerie: Angebot und Nachfrage in der Gemeinde Lugano zwischen 2005 und 2013*.
- Federal Statistical Office. (2014, April). *Hôtellerie1: offre et demande des établissements ouverts par commune*. Retrieved May 3, 2014, from Swiss Federal Statistical Office:
<http://www.bfs.admin.ch/bfs/portal/de/index/themen/10/03/blank/key/01/04.html>
- Federal Statistical Office. (2014). *Key figures - Lugano*. Retrieved May 29, 2014, from Swiss Federal Statistical Office:
<http://www.bfs.admin.ch/bfs/portal/en/index/regionen/staedte/5192/key.html>
- Federal Statistical Office. (2014, April 4). *Statistica degli arrivi e dei pernottamenti nel settore alberghiero in canton Ticino, 1992-2014*.
- Federal Statistical Office. (2014, March 7). *Statistica degli stabilimenti, delle camere e dei letti rilevati nel settore alberghiero in canton Ticino, 1992-2014*.
- Hankinson, G. (2005). Destination brand images: a business tourism perspective. *Journal of Services Marketing*, 19, 24 - 32.
- Haven-Tang, C., Jones, E., & Webb, C. (2007). Critical Success Factors for Business Tourism Destinations. *Journal of Travel & Tourism Marketing*, 22(3-4), pp. 109-120.
- International Congress and Convention Association [ICCA] . (2014, May 29). *Lugano, Ti. 2004-2013*. Retrieved May 29, 2014, from ICCA Statistics Tool:
<http://iccadata.iccaworld.com/statstool2013/Report/Result>

- International Congress and Convention Association [ICCA]. (2012). *Working with Convention Bureaux*. Retrieved May 16, 2014, from ICCA World: file:///C:/Users/hp/Downloads/Intelli-bureaux%20FINAL%20CMYK.pdf
- International Congress and Convention Association [ICCA]. (2013, May 2013). *ICCA 2012 statistics: International association sector shows significant growth*. Retrieved May 29, 2014, from www.iccaworld.com: <http://www.iccaworld.com/newsarchives/archivedetails.cfm?id=3541>
- International Congress and Convention Association [ICCA]. (2014, May 30). *Davos, Lugano, Ti*. Retrieved May 30, 2014, from ICCA Statistics Tools: <http://iccadata.iccaworld.com/statstool2013/Report/Result>
- Lambin, J.-J. (2007). *Market-Driven Management: Supplementary web resource material*. (P. Macmillan, Ed.) Retrieved May 25, 2014, from www.palgrave.com: <https://www.palgrave.com/business/lambin/students/pdfs/Note%204.pdf>
- Lee, M. J., & Back, K.-J. (2005). A review of economic value drivers in convention and meeting management research. *International Journal of Contemporary Hospitality Management*, 17(5), pp. 409-420.
- Lee, M. J., & Back, K.-J. (2007). Effects of Destination Image on Meeting Participation Intentions: Empirical Findings from a Professional Association and its Annual Convention. *The Service Industries Journal*, 27(1), pp. 59-73.
- Lob, G. (2012, November 3). *Mendrisio-Varese-Malpensa: Un projet capital pour la Suisse méridionale*. Retrieved June 13, 2014, from www.litra.ch: <http://www.litra.ch/fr/News/Les-News--les-communicus-de-presse/Newsmeldung?newsid=53>
- Lugano Airport. (n.d.). *Public Transport*. Retrieved April 10, 2014, from Lugano Airport: <http://www.lugano-airport.ch/en/facilities/public-transport>
- Lugano LAC. (n.d.). *About*. Retrieved May 4, 2014, from Lugano Arte e Cultura: <http://www.luganolac.ch/7/about/>
- Lugano Tourism. (2013). *Relazione annuale 2012*. Lugano.
- Lugano Tourism. (2013, August). *Travel & Meeting Guide*. Pregassona, Switzerland: La Buona Stampa SA.
- Lugano Tourism. (2014). *Alloggi con più di 50 camere - ETL*. Lugano.
- Lugano Tourism. (2014). *Situazione Alloggi 2014 - Grande Lugano e Regione*.
- Lugano Tourism. (2014). *Situazione Alloggi 2014 - Grande Lugano e Regione*. Lugano.
- Lugano Tourism. (n.d.). *Accommodations*. Retrieved April 16, 2014, from www.lugano-tourism.ch: <http://www.lugano-tourism.ch/en/26/default.aspx>
- Lugano Tourism. (n.d.). *Business hotels*. Retrieved April 13, 2014, from www.lugano-tourism.ch: <http://www.lugano-tourism.ch/fr/594/business-hotels.aspx>

- Lugano Tourism. (n.d.). *Une région: le Tessin – une ville: Lugano*. Retrieved March 13, 2014, from [www.lugano-tourism.ch: http://www.lugano-tourism.ch/fr/35/lugano.aspx](http://www.lugano-tourism.ch/fr/35/lugano.aspx)
- Lugano Tourism. (n.d.). *Ville de Lugano*. Retrieved March 12, 2014, from [www.lugano-tourism.ch: http://www.lugano-tourism.ch/fr/51/ville-de-lugano.aspx](http://www.lugano-tourism.ch/fr/51/ville-de-lugano.aspx)
- Lugano-Tourism. (n.d.). *Palais des Congrès*. Retrieved May 1, 2014, from Lugano-Tourism: <http://www.lugano-tourism.ch/fr/129/palais-des-congres.aspx>
- Maggi, R., Mengis, J., Scholz, C., & Brandberg Realini, L. (2011, April). *An interdisciplinary project on the role of relationality in urban transformation processes*. Retrieved May 1, 2014, from Urbanrelation.org: http://www.urbanrelation.org/wp-content/uploads/2011/10/SciencePart_Maggi-for-website1.pdf
- Martinoli, P. (n.d.). *Welcome to USI Università della Svizzera italiana*. Retrieved May 2, 2014, from USI Università della Svizzera italiana: http://www.usi.ch/en/universita/about_usi/university_about_usi.htm
- Opperman, M., & Chon, K.-S. (1997). Convention Participation Decision-Making Process. *Annals of Tourism Research*, 24(1), pp. 178-191.
- Opperman, M. (1996). Convention destination images: analysis of association meeting planners' perceptions. *Tourism Management*, 17(3), pp. 175-182.
- Palazzo dei Congressi di Lugano. (2014). *Congressi_NON_confermati*.
- Palazzo dei Congressi di Lugano. (2014). *Dettagli Statistiche 11-13*. Lugano, Switzerland.
- Présence Suisse. (n.d.). *Lugano*. Retrieved March 23, 2014, from [swissworld.org: http://www.swissworld.org/fr/geographie/villes_suisse/lugano/](http://www.swissworld.org/fr/geographie/villes_suisse/lugano/)
- Repubblica e Cantone Ticino Dipartimento delle finanze e dell'economia. (2013). *Rapporto finale del gruppo tecnico per la revisione della legge sul turismo*. Bellinzona.
- Rogers, T. (2013). *Conferences and Conventions: A Global Industry, 3rd edition*. Oxon, United Kingdom: Routledge.
- Severt, D., Wang, Y., Chen, P.-J., & Breiter, D. (2007). Examining the motivation, perceived performance, and behavioral intentions of convention attendees: Evidence from a regional conference. *Tourism Management*, 28, pp. 399-408.
- Shimasaki, C. (2013). *CVB, DMO, DMC: What's the difference*. Retrieved March 13, 2014, from [blog.empowermint: http://blog.empowermint.com/meeting-planning-tips-sections/cvb-dmo-dmc-whats-the-difference](http://blog.empowermint.com/meeting-planning-tips-sections/cvb-dmo-dmc-whats-the-difference)
- shuttle-bus.com. (2014, April 7). *orario dal 01.04.2014*. Retrieved April 10, 2014, from [shuttle-bus.com: http://shuttle-bus.com/orario_dal_010414.html](http://shuttle-bus.com/orario_dal_010414.html)
- Swiss Congress. (2014). *Palazzo dei Congressi Lugano - Swiss Convention Centre*. Retrieved May 1, 2014, from Swiss Congress: <http://swiss-congress.ch/convention-centers/lugano.html>

- Swiss Congress. (2014). *Swiss Convention Centers*. Retrieved May 1, 2014, from Swiss Congress: <http://swiss-congress.ch/convention-centers.html>
- Switzerland Conventions & Incentive Bureau [SCIB]. (2012, September). *Switzerland Meetings Report*. Switzerland.
- Ticino Turismo. (2013). *Ticino Turismo. Relazione Annuale 2012*.
- Trasporti pubblici luganesi sa. (2014). *Funicolare*. Retrieved April 10, 2014, from Trasporti pubblici luganesi sa: <http://www.tplsa.ch/8/18/newlinee-e-orari-funicolare.html>
- Trasporti pubblici luganesi sa. (2014). *Linee TPL*. Retrieved April 10, 2014, from Trasporti pubblici luganesi sa: <http://www.tplsa.ch/8/15/newlinee-orari-linee-tpl.html>
- Tretyakevich, N., & Maggi, R. (2012, May). Not just for business: some evidence on leisure motivations of conference attendees. *Current Issues in Tourism*, 15(4), pp. 391-395.
- Tyrrell, T. J., & Okrant, M. J. (2004, January 1). Importance–performance analysis: some recommendations from an economic planning perspective. *Tourism Analysis*, 9(1-2), pp. 63-76.
- Università della Svizzera italiana. (n.d.). *Welcome to the USI Università della Svizzera italiana*. Retrieved May 15, 2014, from Università della Svizzera Italiana : http://www.usi.ch/en/universita/about_usi/university_about_usi.htm
- Walmsley, D., & Young, M. (1998, January). Evaluative images and tourism: the use of personal constructs to describe the structure of destination images. *Journal of Travel Research*, 36(3), pp. 65-69.
- World Tourism Organization (UNWTO). (2014, March). *Global Report on the Meeting Industry*. Madrid, Spain.
- World Tourism Organization (UNWTO). (n.d.). *Understanding tourism: basic glossary*. Retrieved March 2, 2014, from UNWTO: <http://media.unwto.org/content/understanding-tourism-basic-glossary>
- Zuercher, C. (2014, February 18). *Les villes voient rouge. 24 heures*, 8.

APPENDIX I: QUESTIONNAIRE FOR THE PARTICIPANTS OF THE SASRO CONGRESS

Importance analysis of destination attributes

Please rank each of the following attributes according to the importance it has for you by crossing [X] in the appropriate boxes.

	Not important	Somewhat important	Important	Very important	Indispensable
Accessibility					
General affordability					
Accommodation at walking distance (max. 10 min.) of meeting facilities					
Attractions/entertainment/shopping offer					
Destination image					

How did you come to Lugano?

by car by train by plane other:

Have you extended your stay in Lugano for tourism purposes? YES NO

Performance ratings of Lugano compared to another destination

For each following attributes, please rate the performance of Lugano in comparison to another destination (preferably about the same size) you stayed at for a similar event by crossing [X] in the appropriate boxes. (Davos or Winterthur for instance)

Please print in the name of the comparison destination:

.....

	Definitely worse	Not as good	Equally as good	Better	Much better
Accessibility					
General affordability					
Accommodation at walking distance (max. 10 min.) of meeting facilities					
Attractions/entertainment/shopping offer					
Destination image					

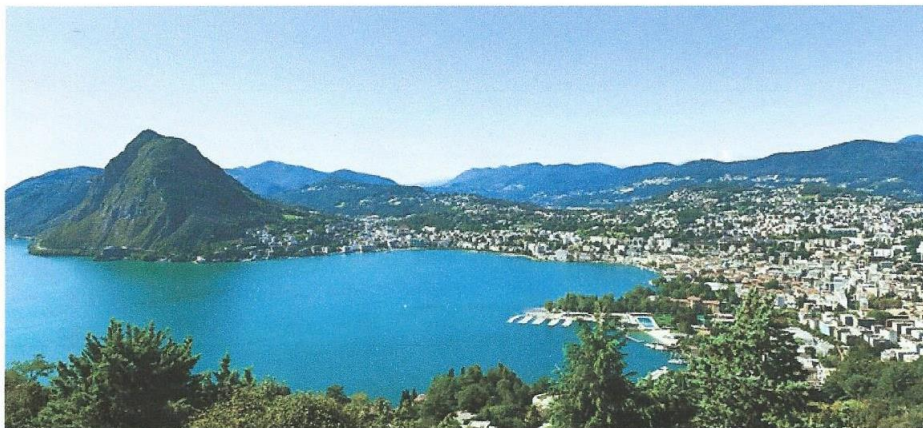
APPENDIX II: QUESTIONNAIRE FOR THE PCO'S/MEETING PLANNERS

Evaluation of Lugano as a business tourism destination

Welcome to this short survey about Lugano as a business tourism destination (i.e. a destination for association conferences/congresses and corporate meetings).

Your participation as a professional congress organizer in Switzerland is of great importance and will provide valuable insights to further evaluate Lugano as a business tourism destination and its perspective as a host city for future congresses/meetings.

This survey will support a Bachelor Thesis for the HES-SO Tourism in Sierre. Thank you for your kind participation!



Picture taken on: www.parcomaraini.ch

Have you already organized or are you currently planning a congress/meeting in Lugano? *

- yes
- no

Page 2

Which one(s)? Please indicate the average number of participants for each one you cite. *

Page 3

Do you see any possibility of planning a congress/meeting in Lugano in the future? *

- yes
- no

Page 4

Which type of congresses/meetings in particular would you see taking place in Lugano in the future?

(type of meetings, number of participants, etc.)

Page 5

How important are the following attributes to you, when considering potential destinations to host a congress/meeting?

*

General questions

	Not important	Somewhat important	Important	Very important	Indispensable
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General affordability (meeting facilities, hotels, restaurants, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accommodation at walking distance (max. 10 min.) of meeting facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possibility to use public transportation for commuting between meeting facilities and chosen accommodation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting venue technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractions/entertainment/shopping/restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Destination image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 6

Please choose one of the following Swiss destinations where you have already organized a congress/meeting. *

In order to compare it to Lugano in the following question

Lucerne

Montreux

Davos

Bern

Other Swiss "secondary" destination

How do you think Lugano compares to the destination you have chosen in regards to the attributes you have just rated? (Please use your personal perceptions. It does not matter if you do not know Lugano). *

Lugano as a business tourism destination vs. another destination - Evaluation of performance

	Poorly	Below Average	Average	Above average	Considerably better
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General affordability (meeting facilities, hotels, restaurants, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accommodation at walking distance (max. 10 min.) of meeting facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possibility to use public transportation for commuting between meeting facility and chosen accommodation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting venue technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractions/entertainment/shopping/restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Destination image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

» **Redirection vers la page finale de Sondage Online**

AUTHOR'S DECLARATION (BACHELOR THESIS)

I hereby declare that I have carried out this final research project on my own without any help other than the references listed in the list of references and that I have only used the sources mentioned. I will not provide a copy of this paper to a third party without the permission of the department head and of my advisor, including the partner company with which I collaborated on this project, with the exception of those who provided me with information needed to write this paper and whose names follow: Enrico Zuffi.

Geneva, Switzerland, July 6, 2014

Elodie Oulevey