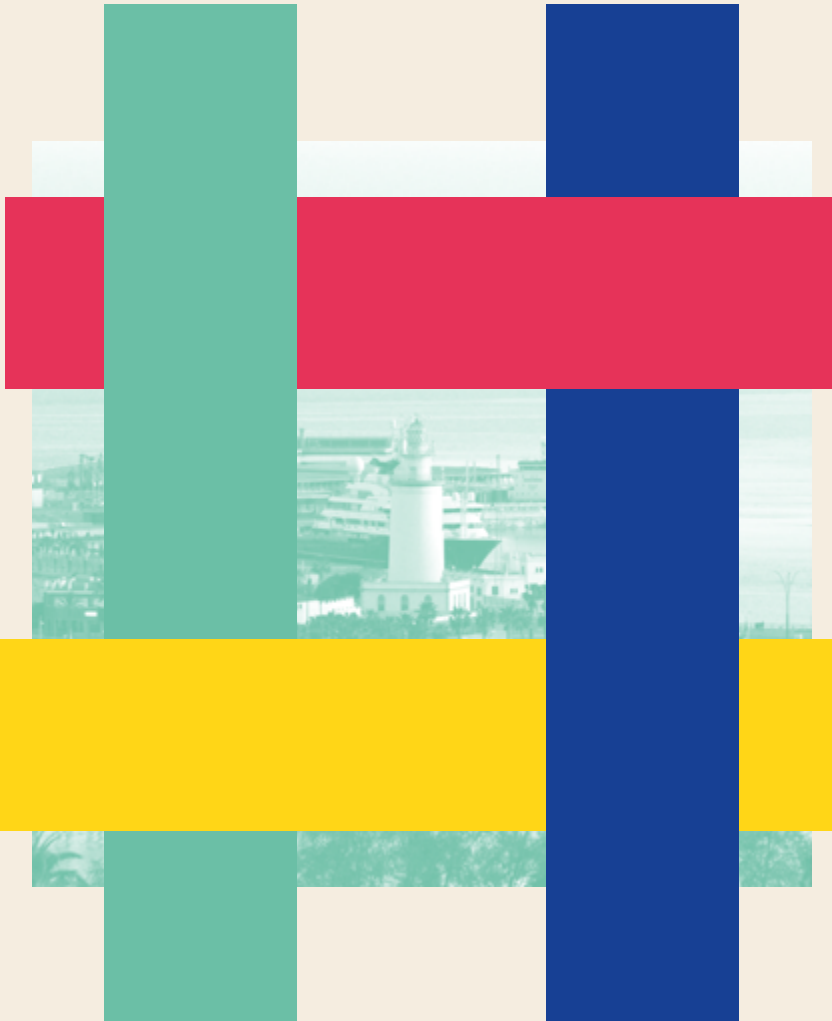EUROPEAN CAPITAL
OF **SMART TOURISM** *MÁLAGA* 2020

PROJECT AND IMPACT
REPORT

Málaga
Ciudad Genial!

Ayuntamiento
de Málaga

SmartTourismCapital.eu

EUROPEAN
CAPITAL
OF **SMART**
TOURISM

MÁLAGA *2020*

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SmartTourismCapital.eu

Malaga,
September 30, 2021

The European Capital of Smart Tourism project was established by the European Parliament in 2018 as a way to promote smart tourism in the European Union by building a network that supports travel destinations and facilitates the exchange of best practices while acknowledging the importance of innovation and technology for the effective management of natural and cultural resources, to the benefit of citizens and visitors alike. The initiative has four main pillars: Accessibility, Sustainability, Digitalisation, and Cultural Heritage & Creativity.

For many years, the City of Malaga has included sustainability, innovation and culture in our strategic plans. In fact, we won the European Capital of Smart Tourism category award for Accessibility in 2019.

In 2020, Malaga was awarded the European Capital of Smart Tourism along with Gothenburg, Sweden, earning recognition as a well-established travel destination in all four categories and edging out 33 other candidates – all of them amazing European cities – in the competition's second edition.

In the past two decades, Malaga has undergone significant changes, so that we can now proudly offer everything locals and visitors need to enjoy our city.

Francisco de la Torre
Mayor of Malaga

This is a City award, which means it is the result of everyone's efforts – not just the City of Malaga and its effective long-term strategic plan but also all Malagueños, as well as our private partners, committed to making a better city.

Also, this award gives us the momentum we need to move forward as a smart tourism destination. The year 2020 was really tough for all of us, especially for those who work in the tourism sector; however, being a European Capital of Smart Tourism gave Malaga the chance to participate in relevant European forums to discuss recovery plans, to be in contact with other cities with similar problems in the area of tourism and to implement a programme including more than 25 special activities aimed at promoting European cities as smart tourism destinations, share best practices in tourism and set an example for other EU cities.

This report contains the events, initiatives, meetings and publications related to Malaga being a European Capital of Smart Tourism in 2020, analysing their impact on the City itself, its residents and its visitors.

Although this year we will pass the title on to two new cities, we will continue to work to make Malaga a leader among innovative and smart cities – a city where culture and technology come together to improve the living standards for residents and visitors alike. Together, we can ensure that Malaga is a sustainable and digital city where people want to live and to invest.

Malaga,
September 30, 2021

In October 2019, I had the honour of receiving Malaga's award as a European Capital of Smart Tourism 2020 in Helsinki, Finland, along with Gothenburg, Sweden. I still remember the award ceremony, where I became acquainted with all the amazing projects submitted by the other shortlisted candidates, which made selecting the winners very difficult. We were so thrilled and grateful when it was announced that Malaga had been chosen to represent the network of European cities specialising in smart tourism.

Of course, this award is the result of collective efforts and many years' of hard work – not only by the City's Department of Tourism, City Promotion and Local & Foreign Investments, but also by all the relevant departments and local government agencies. In fact, a Standing Committee was established for the project, showing how involved and collaborative everyone wanted to be.

This European Capital of Smart Tourism award gives recognition to the work done so far, but it is also an inspiration and a responsibility for the future.

Rosa Sánchez
Deputy Mayor and Delegate of Tourism, City Promotion and Local & Foreign Investments

As we all know, 2020 was a difficult year for Malaga's society and economy; however, the European Capital of Smart Tourism initiative gave us the chance to revisit our strategy and to introduce new technologies and segments while prioritising sustainability in the tourism industry.

In addition to the activities that were part of the European Capital of Smart Tourism programme, we focused on the sustainable recovery of tourism, optimising environmental resources, respecting the community and ensuring long-term economic growth to the benefit of all interest groups.

Being part of the network of European Capitals of Smart Tourism also enabled us to share ideas with other leading cities about the management of knowledge and projects that were instrumental to our destination. Although we will no longer be the European Capital of Smart Tourism, we will continue to be part of the network.

I would like to thank the City's Department of Tourism, City Promotion and Local & Foreign Investments, and our partners, Scholz & Friends and Sextaplanta, for the great job they have done. I would also like to thank Ilona Lelonek Husting and Misa Labarile, PhD, respectively the former and the current tourism policy officer for DG (GROW) - Internal Market, Industry, Entrepreneurship and SMEs, Unit for Tourism, Textiles and Creative Industries, for their support at the European Commission level.

The conclusions reached in this report will help us understand the impact of tourism, analyse results and take appropriate measures to build a sustainable city.

Being chosen as a European Capital of Smart Tourism 2020 was testament to the leadership of Malaga Mayor, Francisco de la Torre, who has been guiding our City for the past 20 years.

Looking to the future, Malaga will continue to have the qualities of a start-up: speed, swiftness and willingness to try new ideas to deliver the best tourist experiences and create the most enjoyable place to live.

ÍNDICE

01.
EXECUTIVE SUMMARY

58 Spanish and international **events**

15 European and non-European **countries**

1,293,530 estimated direct **impacts**

This report gathers the most relevant aspects of the European Capital of Smart Tourism: Malaga 2020 Action Plan, while evaluating the initiative, which was the result of the City's collective efforts.

Many of the projects developed in the past 20 months have become assets for Malaga's tourism offering, including the sculpture contributed by the European Commission, the **strengthening of Malaga's image as an innovative city, at the vanguard of the tourism industry**, and – more importantly – the membership to the network of European Capitals of Smart Tourism.

Without a doubt, the COVID-19 pandemic which reached Europe in the first months of 2020 has changed our lives. The activities celebrating Malaga's title as a European Capital of Smart Tourism were severely affected.

The original programme included more than 140 activities and events in the fields of education, new technology and marketing. In spite of the social and health crisis triggered by the Coronavirus pandemic, more than 50 activities were carried out – more than a third of the activities originally scheduled – and we added more than 20 virtual meetings with representatives of other European cities and more than 10 events which took place in the extension period in 2021.

In summary, the results of the programme to celebrate Malaga as the European Capital of Smart Tourism 2020 were very positive despite the COVID-19 crisis, especially in terms of visibility. Direct impacts were estimated at **1,293,530**, to which we should add **2,840** impacts on digital media. Among the most remarkable lines of action, we can mention the **58 Spanish and international events** that Malaga organised or attended, with **repercussions in 15 countries in Europe and around the world.**

Malaga as an innovative city, at the vanguard of the tourism industry

The European Capital of Smart Tourism project was a perfect match for the strategic goals in the Malaga Tourism Strategic Plan 2016-2020, which highlighted the importance of participating in leading international forums "to strengthen the city's position among the main urban travel destinations chosen by tourists in Europe."

Project's kick-off meeting, January 2020. ▲

The Award displayed at the Inaugural Gala, January 2020 ©José Báez ▶

The pandemic had a silver lining too: when Europe came to a halt as a result of the state of alarm declared in most countries, the European Commission organised a series of virtual meetings with the cities participating in the programme, including Helsinki, Lyon (European Capitals of Smart Tourism 2019), Gothenburg, Malaga (2020 Capitals), Breda, Karlsruhe and Ljubljana (category winners in the 2020 competition). In these weekly meetings, the 27 representatives from 9 European cities shared information and best practices in the area of smart tourism.

In this report, the programme of activities is divided in two different Action Plans, for the years 2020 and 2021, the latter corresponding to the extension period granted to the European Capitals of Smart Tourism 2020 by the European Commission. Whereas the Action Plan for the year 2020 followed the original structure, divided into three main sections – marketing, new technology and promotion –, in 2021, the activities were not grouped by section.

After the Executive Summary (Section 1) and the Introduction (Section 2), Sections 3 and 4 describe the competition and the reasons why Malaga was chosen as a European Capital of Smart Tourism 2020. Section 5 focuses on the internal organisation of the team at the Department of Tourism for the coordination of the programme's activities. Sections 6 and 7 introduce the Action Plans for 2020 and 2021, respectively. Section 8 offers a summary of the project's quantitative and qualitative impact, as well as a description of the methods used to measure them. Finally, the conclusions can be found in Section 9.

Despite all the difficulties, the European Capital of Smart Tourism project can be considered to have had a positive impact for Malaga, both as a City and a travel destination. It enabled us to solidify the synergies between the different areas of City Government and strengthen those lines of action in which we hold a leading position. We were among the first to organise hybrid events and conferences, we drew attention to cutting-edge projects like the

use of driverless buses or to the City's most prominent accessibility aspects which are the foundation of Malaga's new Accessible Tourism Plan. We attended international forums to show the world Malaga's leadership in such areas as accessibility, sustainability, and culture and digital transformation, which are the fundamental goals for the development of smarter cities that are better places to live, to work and to visit.

▲ Inaugural gala. ©José Báez

02. INTRODUC-TION

"the City's transformation over the years from a traditional urban centre into smart travel destination by using new technology, investing in culture and supporting local business in their intelligent development."

Malaga and Gothenburg were chosen as European Capitals of Smart Tourism 2020, ahead of 33 other cities from 17 European countries. This European Commission initiative is aimed at promoting innovation and smart development in cities across Europe.

In the words of Anna Athanasopoulou, Head of the Tourism, Emerging and Creative Industries Unit at the European Commission, the judges were impressed by "the City's transformation over the years from a traditional urban centre into smart travel destination by using new technology, investing in culture and supporting local business in its intelligent development."

According to Mayor Francisco de la Torre, Malaga's choice as a European Capital of Smart Tourism 2020 came as a recognition of the efforts made over the past few decades.

Without a doubt, 2020 will be remembered as the year of the COVID-19 pandemic and the social and health crisis triggered by it. By restricting mobility at the national and the global level, the pandemic had a very negative impact on the travel industry. Unfortunately, the crisis prevented the people of Malaga from celebrating the award as we had planned.

Malaga, along with Gothenburg, was chosen as a European Capital of Smart Tourism 2020, **ahead of 33 other cities from 17 European countries**

Unlike other places, smart tourism destinations were able to use new technologies during the pandemic to be in contact with residents and visitors, showcasing their tourism offerings through digital channels and maintaining contact with potential visitors.

The programme of activities designed to celebrate the choice of Malaga as a European Capital of Smart Tourism was adapted to the new situation. Responding to the COVID-19 crisis, the cities participating in the European Capital of Smart Tourism initiative built a network to share information about the pandemic and to exchange ideas for recovery and best practices. In this network, Malaga held a leading role in the areas of accessibility, innovation and sustainability.

The programme redesigned in the wake of the Coronavirus pandemic sought to strengthen Malaga's image as a city that is committed to innovation, is capable of adapting to changing circumstances and boasts a highly resilient business community and tourism industry. These characteristics were evident in the 58 events in which Malaga took part as a European Capital of Smart Tourism, as well as in the media interviews held to cover the events.

This report documents the **efforts** made by the City of Malaga as a **European Capital of Smart Tourism** and their outcomes, highlighting the city's **assets** and its **leadership** in the European tourism industry.

03.
ABOUT THE COMPETITION

The 2022 European Capital of Smart Tourism is the third edition of the competition. It was **not held in 2021 due to the COVID-19 crisis**, in order to give the 2020 winners the chance to complete the implementation of their activities.

The **European Capital of Smart Tourism** is an initiative launched by the **Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs of the European Commission**, currently financed under the **COSME programme**. It is built on the successful experience of the Preparatory Action proposed by the European Parliament and implemented by the European Commission in 2019 and 2020.

Implemented for the first time in 2019, the initiative consists in a competition for the European Capital of Smart Tourism title. Two cities are selected as the winners of the competition, which is held every year, while outstanding achievement awards recognize cities in the four different categories.

Both winning cities receive expert communication and branding support throughout the year they hold the title. This includes the production of a promotional video, a large sculpture displayed in a prominent location in the City, several promotional activities and visibility at the EU level. The initiative aims at promoting smart tourism in Europe, strengthening the tourism industry in European countries, and increasing the attractiveness of European cities.

The winners, in turn, must implement a programme of activities to publicise their title and strengthen their position as smart tourism destinations. Furthermore, by giving recognition to smart tourism practices, the competition aims at keeping smart tourism in Europe ahead of the curve.

EUROPEAN CAPITAL OF **SMART TOURISM** *MÁLAGA 2020*

Past **winners from the previous editions:**

▶ **For more information,** please visit:
https://smart-tourism-capital.ec.europa.eu/index_en

2019

2020

2019 winners:
Helsinki and Lyon

2020 winners:
Gothenburg and Malaga

2019 individual category winners:

Ljubljana (Sustainability), Malaga (Accessibility), Copenhagen (Digitalisation) and Linz (Cultural Heritage & Creativity).

2020 individual category winners:
Gothenburg (Sustainability), Breda (Accessibility), Ljubljana (Digitalisation) and Karlsruhe (Cultural Heritage & Creativity).

04.
MALAGA AS A EUROPEAN CAPITAL OF SMART TOURISM 2020

4.1. Accessibility

4.2. Sustainability

4.3. Digitalisation

4.4. Cultural Heritage & Creativity

The present and the future belong to interconnected smart cities that have implemented open and sustainable strategies to meet the needs of residents and visitors alike. During the last 15 years, Malaga has experienced exponential growth in all four categories in the European Capital of Smart Tourism 2020 competition: Accessibility, Sustainability, Digitalisation, and Cultural Heritage & Creativity.

The 1st and 2nd Strategic Plans (1996 and 2006, respectively), based on consensus and the contributions of multiple local stakeholders, already included concepts such as sustainability, environmental protection, social coordination, innovation, education, knowledge and culture as future action plans. In addition, the Tourism Strategic Plan 2016-2020 strengthened the sustainability and strategic vision of Malaga's tourism industry.

Malaga, a city defined as a smart ecosystem now and in the future

The past 10 years have been a wonderful decade, in which Malaga found its place among the leading urban travel destinations in Europe. The positive results are evident. This has given the City indisputable international visibility.

Malaga's leadership is based on a strong museum offering, with as many as 38 venues – including the Picasso Museum and Centre Pompidou –, more than 50 monuments and landmarks, a growing number of pedestrian zones in the Historic District (from 2.3 to 12 hectares in 20 years), 7 culinary areas, and 4 million visitors in 2019, with an impact of 2.85 billion euros on Malaga's economy.

56 percent of those visitors came from more than 30 different international markets, because the Malaga-Costa del Sol international airport is connected to 110 destinations in the world and serves 150 direct air routes, welcoming more than 20 million passengers. Moreover, the Port of Malaga is the second most important cruise port in the Iberian Peninsula.

Malaga is a cosmopolitan city, home to more than 42,000 foreign nationals of 143 different nationalities. The City's diversity, as reflected in its customs and traditions, nurtures the people and the culture of Malaga.

Set on strengthening market diversification in Europe and based on a new concept of tourism promotion and the use of resources, Malaga joined the neighbouring cities of Seville, Cordoba and Granada in an alliance to promote in distant markets based on a multi-destination strategy. The impact of this initiative will be seen in the years to come.

Branded as "Andalusian Soul: The Spanish Essence," this tourism alliance is aimed at transforming Andalusia into the world's top cultural travel destination by promoting long-term development of tourism and joining efforts in the promotion of sustainable tourism and multicultural resources.

The City of Malaga relies on the advice of scholars and researchers from the University of Malaga, as well as on the support and cooperation of the business sector through the Business Confederation, the Chamber of Commerce, the Malaga TechPark and Malaga Valley ecosystem, which has resulted in successful public-private partnerships.

Malaga is a city defined as a smart ecosystem now and in the future, not only from the perspective of the Internet of Things but also regarding the Internet of People, promoting a constant dialogue between the administration and citizens and visitors, in an effort to get to know each other better.

04.1.
EJE DE ACCESIBILIDAD

Malaga was **shortlisted for the 2014 Access City Award**, with a s**pecial mention in the category of Accessibility in Public Transport**

Malaga's 2nd Strategic Plan is the result of public-private cooperation and the contributions of all the relevant stakeholders in the metropolitan area. One of the Plan's strategic goals is Urban Renewal. It includes a project, "Malaga, An Inclusive City", which defines the **City's Annual Accessibility Plan** in accordance with the principles of transferability, accessibility and universal design.

The Accessibility Plan initially focused on road construction projects targeted at residents. Malaga's growth as an urban travel destination was also boosted by these projects. The works included a **shared space** design, wider pedestrian areas, pavements in a **variety of colours and textures**, the **pedestrianizing of the Historic District, the opening of spaces** by removing obstacles (lined trees, lights, containers, etc.), more than **1,500 acoustic traffic signals, smart pedestrian crossings** with LED lights, and **1,515 parking spaces for persons with reduced mobility** (PRMs) across the city, among other improvements.

In addition to the City's Accessibility Plan, which laid the foundation to turn Malaga into an accessible city and travel destination, the local public transport operator, Malaga Transportation Company (EMT), made significant contributions too. They were pioneers in the installation of **dual ramp systems** in all buses (manually and automatically operating modes), as well as in having **100 percent PRM adapted buses**. Moreover, all buses are equipped with **speaker systems** or with **dual-screen systems** giving passenger information in sign language for individuals with disabilities. Regarding street billboards, 65 percent are furnished with **diode lighting designs and speakers**; 80 to 85 percent include **augmented reality devices** and geographic information systems; and 10 percent contain **information in Braille**. Finally, the **EMT app** enables visually impaired passengers to ask the bus driver to stop. Regarding other means of transport, more than half of Malaga's **taxis** are PRM **adapted vehicles**; the Malaga airport, the metro stations and the Renfe railway station are fully accessible; and improvements were made in the cruise ship terminal – a growing segment. All these improvements contributed to Malaga being **shortlisted for the 2014 Access City Award** and getting a **special mention in the category of Accessibility in Public Transport.**

Not only is accessibility important when it comes to moving around a city; it is also very important in tourist attractions. Malaga is a world-class sun and sea destination, offering 15 city beaches along a 14-kilometre coastline. 8 of these beaches are fully accessible, as they are equipped with special parking spaces, access ramps, concrete walkways to the sea, amphibious beach chairs, showers, adapted changing bathrooms and rest areas in the shade with hammocks. Two of these beaches, "La Misericordia" and "El Dedo", include devices for the visually impaired and instructors who take these visitors to the sea – a service that served 1,827 people its first year in 2013 and 3,894 in 2017, with a 90 percent satisfaction rate among users. All these improvements are a part of the **Enjoy the Beach** programme.

In addition to its relevance as a sun and sea destination, Malaga offers cultural and sightseeing tours for all kinds of visitors as part of the innovative programme "Malaga, an Accessible City"

In addition to its relevance as a sun and sea destination, Malaga is a leading cultural and sightseeing travel destination. The innovative programme "**Malaga, an Accessible City**" offers cultural and sightseeing tours for all kinds of visitors. The tours, free of architectural barriers, are available on Google Maps. They include a guide, interpreter, videos in sign language, **QR codes**, information in Braille, adapted transport, etc. In 2017, about 1,000 visitors enjoyed these tours. Moreover, many of Malaga's museums organise activities for visitors with physical or mental disabilities and for groups of at risk of social exclusion. There are interactive tours, art workshops, hands-on activities, the **Eyes Wide Shut** experience at Centre Pompidou, the **Áppside** project at the Carmen Thyssen Museum, and many others. Other cultural initiatives are the **Mobility Area** at the annual Malaga Fair, where visitors with disabilities can find resources to enjoy the event, such as accessibility maps (300 users in 2017) and orthopaedic devices (190 users in 2017); the **Accessible White Night**, offers guided tours, itineraries, concerts and shows and **the accessible movie theatres at the Cine Albéniz**, where persons with reduced mobility or with visual or hearing impairments can enjoy the activities of the Malaga Film Festival – an festival that has gained international recognition.

Remarkable work has been done regarding **cognitive accessibility** too, aimed at visitors who do not speak Spanish and those with learning disorders like dyslexia or cognitive impairments.

The City's Department of Accessibility got the **Excellence in Practice Award** for its good practice, including the use of pictograms to mark town buildings, the reader-friendly access to administrative procedures on the City of Malaga´s website, the distribution of panels and booklets on administrative procedures for pharmacies, restaurants, etc., and the agreement signed with the Chamber of Commerce to establish the **Accessible Facility Network**, uniting more than 700 businesses.

Last but not least, the **ILUNION Malaga Hotel** has been **certified for universal accessibility according to the UNE 170001 standard.** It is part of the only hotel chain in Spain certified under UNE 170001. Malaga's commitment to accessibility and tourism can also be seen in initiatives like the **establishment of the Network of Accessible Cities** or the **2nd International Conference of Technology and Tourism for All.**

04.2. SUSTAINA-BILITY

Over the past few years, economic development and uncontrolled population growth has made the human impact on the environment more prominent. For travel destinations, smart management is needed to minimise the negative effects. Malaga is a reference in this regard, being the first city in Spain to adhere to **the Local Agenda 21** back in 1995.

In February 2010, Malaga was the third Spanish city to sign the **European Green Digital Charter**, committing to the use of information and communication technologies (ICTs) for the improvement of energy efficiency.

Malaga boasts protected **natural areas that cover 48.6 square kilometres, botanical gardens spanning 60 hectares, municipal green areas comprising 439 hectares, and five beaches certified with the Q for Quality in tourism.**

In 2015, the City approved the **Malaga 2015 Agenda 21: Urban Agenda for the Integrated Sustainability Strategy 2020-2050**, thus becoming the first European city to sign a document for the implementation of a sustainable development strategy aimed at improving community wellbeing and the visitor experience.

With these goals in mind and within the framework of the City's Strategic Plan and the Smart Energy Europe (smartEn) programme, Malaga set up its own Energy Agency, which implemented the **Sustainable Energy Action Plan**. This plan was aimed at creating the right economic scenario to implement a more sustainable and competitive model, placing Malaga at the vanguard of sustainable urban development and new technology.

The main actions taken were the use of LED technology in street lighting, the implementation of **energy management systems (EMS), system automation for the control of the electrical grid, the creation of a light map** to understand the current street lighting situation and the needs in each area, the installation of **smart meters**, the use of batteries for storing surplus energy, the construction of municipal buildings in compliance with energy efficiency criteria, and the installation of home automation systems in those buildings (for instance, the Multiple Service Building, home to the City's Department of Tourism).

At present, self-generated energy exceeds consumption in municipal buildings, and represents 46 percent of the entire energy used by the City and its government agencies. As a result, global energy savings amount to 25 percent, while CO2 emissions have been reduced by 20 percent, in compliance with the EU Energy Efficiency, Renewable Energy and Advanced, Large-Capacity Grid Directives.

Regarding energy efficiency and sustainable mobility, we must mention that Malaga was home to the Japanese **ZEM2All project** – a 4-year pilot programme promoting electric mobility to reduce CO2 emissions by 330 tonnes; developed the **Victoria project** – the first bus lane in Europe with **dynamic wireless charging**; and implemented the **Malaga Special Sustainable Urban Mobility Plan**. In addition, a 43-kilometre cycle lane network was developed, with 900 parking racks, and a **public bicycle-sharing system** was put in place with 23 stations, reaching 26,000 users.

In the water conservation field, 44 improvement measures allowed **rainwater and sewage systems** to be **separated** for better drainage of flood water (); a **bio-trickling filter** was used to remove odorous smells; a **smart irrigation system** was implemented in parks and gardens, leading to water, energy and maintenance cost savings; and a **desalination plant** was established **in the "El Atabal" neighbourhood** creating one of the largest, most modern urban water supply facilities in the world.

In the field of noise control and atmospheric pollution, the City implemented the **Air Quality Sector Plan** to reduce air pollution, especially traffic-related pollution. In addition, **pollen count** and sound quality **studies** were conducted. In 2015, a unique pilot project to monitor **air quality** was implemented by installing small sensors in postal delivery vehicles and volunteer bicycles to measure, in real-time, environmental controls (geopositioned data related to temperature, relative humidity and air pressure, as well as detecting the presence of harmful gases) throughout the City. Also, **cleaning equipment** was **improved** for greater sustainability and specialized **waste sorting bins** were installed.

Malaga boasts an amazing natural wealth and beautiful landscapes, including **protected natural areas that cover 48.6 square kilometres, botanical gardens spanning 60 hectares, municipal green areas comprising 439 hectares, and five beaches certified with the Q for Quality in tourism.** Many **natural areas** were **rehabilitated**, the best examples being the "Montes" de Malaga Nature Park and the Natural Site of the Guadalhorce River estuary, where the **hydrologic restoration of the wetlands** was performed, transforming the site into a bird-watching and **sustainable hiking** area for residents and visitors alike.

To this we should add a series of **environmental awareness raising** and responsible consumption campaigns, the work done by **local environmental agents**, the publication of the **Guide for Responsible Consumption** – showing all the organic, responsibly produced foods available in Malaga's shops and restaurants – and the launch of **CAA Malaga**, an app where users can find information about sustainable hotels, shops and businesses.

Finally, Malaga has hosted the annual **GreenCities Forum** since 2010. It gathers all the actors involved in the development of **smart cities** – government agencies, city governments, companies and professionals interested in building **smart, sustainable cities for the future.** Also, since 2011, Malaga has hosted **Transfiere**, an annual event where University professors, researchers and industry experts share ideas and the latest innovation trends.

04.3.
DIGITALISATION

Malaga created a dedicated department for **Innovation and Urban Digitalisation in 2007**, the first of its kind in Spain.

Malaga understood the importance of being a smart city many years ago; moreover, being the fastest-growing urban travel destination in Spain, it offers great business opportunities for technology-based service providers targeting tourists.

One of the first measures taken in the area of digitalisation was the **establishment in 2007 of a special department for Innovation and Urban Digitalisation**, the first of its kind in Spain. In a way, the establishment of this department was a statement about the City's commitment to two of the aspects that would later define smart cities.

Malaga's interest in digitalisation began almost ten years ago and, throughout the past decade, the City took significant measures to become a smart city where citizens are connected, energy is used efficiently, sustainable mobility and connectivity are encouraged, tech-based start-ups get the support they need, and alliances between public administrations and businesses are promoted for further growth.

Numerous projects were carried out in connection with digitalisation to transform Malaga into a smart city and travel destination, including the development of museum and sight apps; the **Malaga Tourism official website**, offering all the relevant content on the City's tourism resources – even an audio guide with its own app –; activities in **social media**, which play a key role in reaching out to visitors and sharing interesting information, giving advice through personalised chat options and gathering useful information about tourists' views and opinions for service improvement; and the use of tools like **QR codes** and beacons (more than 50 **beacons** were installed in main tourist attractions in 2021).

In addition, numerous apps were developed to manage tourist experiences in town, including the **EMT app** – a reference in the use of new technology at the national level –; **Malaga Cruise Shop,** an app where cruise passengers can find shops and their opening hours; **Alert-Cops**, a citizen security alert service; **Playas de Malaga**, enabling users to make reservations and request barbecue permissions on the beach; **Malaga Pass**, offering discount tickets and fast-track access to the main tourist attractions and entertainment venues.

However, one of the most relevant improvements in the area of digitalisation in Malaga is smart mobility, boosted by ICTs and smart transportation systems. Here again, the role of the **EMT** was crucial.

For **integrated traffic management**, the Department of Mobility uses innovative technology systems to monitor, analyse and follow up data about traffic density, travel times or the effects of public works and events in public areas. The Department is currently working on a **smart mobility management system using automatic incident detection (AID) technology** based on machine learning.

Two new parking systems were implemented: **the smart regulation** and **the parking guidance systems.** Additional improvements include: **next-gen parking meters** with centralised management, the **installation of sensors** in parking lots and **the free app developed by** the Municipal Parking Agency, **SMASSA**, to look for available parking spaces.

Regarding data availability, Malaga has made several tools available to share data with residents and visitors. The **Smart Touristic Data**, developed by the Andalusian Region with the active contribution of the metrics and intangible assets analysis of the University of Malaga, enables businesses and tourist destinations to enhance customer experience. The Malaga **Open Data Portal** has over 700 datasets available to citizens and businesses, thus adhering to the initiative at the global level. The data available are accessible and user-friendly and can be used to develop applications that are useful to society.

In addition, Malaga leads the **Smart Costa del Sol** multi-town, open data, big data platform with 15 other municipalities in the Malaga province that offers useful information and services to residents and visitors.

Other projects of interest are **Gecor**, a platform for the management of incidents in the street, and **CitySense**, a citizen participation project to make open data available about Malaga and its sights of interest with the help of sensors installed across the City.

This section on digitalisation cannot conclude without mentioning **Malaga Innov@: A City for Knowledge and Innovation** – a unique flagship project in line with the strategic goal to place Malaga at the vanguard of knowledgeable societies. The project is aimed at turning the City into a hotbed for research, knowledge, culture and ICTs, attracting high numbers of professionals in these areas.

In summary, technological advances, now being support by the recently established **Spanish National Digital Contents Hub**, have had a huge impact on Malaga's tourism industry, driving change in an effort to target new, hyper connected and interactive, tourist profiles and offering them customised products, services and experiences.

04.4.
CULTURAL HERITAGE & CREATIVITY

Taleb Rifai, former Secretary-General of the United Nations' World Tourism Organisation (UNWTO), described Malaga as a "City of Museums" because of the City's strategy to strengthen cultural offerings and promote the destination with art and culture.

Malaga has succeeded in focusing on culture as a driving force of knowledge, innovation, education, citizen participation, creativity and entrepreneurship. Today, Malaga is indeed a "City of Museums." In just 20 years, its available exhibition space went from 400 to 35,000 square metres, from 4 to 38 different venues, transforming a strategy into a reality of an internationally renowned tourism brand: **"Malaga, A City of Museums Where Art Lives."** In June

In just twenty years, Malaga's available exhibition space went from 400 to 35,000 square metres, **from 4 to 38 different venues**

2021, the City was awarded the **Tourism with Identity Award** by the Spanish Press Correspondents' Association, in recognition of its success in leaving the sun and sea model behind and becoming an international reference in culture and technological innovation by hosting world-class museums and transforming into a smart city.

At present, museums are Malaga's most popular tourist attraction. According to the **Supply and Demand Survey of Museums in the City of Malaga**, there are **81.4 visits to museums for every 100 overnight stays,** which mean 2 million visitors each year, **revenues in excess of 540 million annually** and **6,000 direct and indirect jobs** – a real boost to the local economy.

Museums, however, are not only cultural venues. Given the potential and the cross-cutting nature of their positive effects, their growth drives the transformation of the buildings that house them (for instance, the Old Tobacco Factory) and of the surrounding areas (for example, the **Tabacalera District**, the **Thyssen District** and the **Soho Art District**), leading to urban renewal, social regeneration and the attraction of shopkeepers, entrepreneurs and innovators. Residents and visitors enjoy the benefits beyond the museums' walls. Malaga's **Soho Art District** has become synonymous with culture and innovation. When an abandoned wholesale market hall was converted to the Contemporary Art Centre (CAC), now an avant-garde art reference, the idea was to create a new cultural hub and tourist area in the City. **The Malaga Urban Art in Soho (MAUS)** project had its origins in a citizens' initiative to regenerate the neighbourhood and transform it into a vibrant cultural district resulting in a fine example of social transformation.

For the past 10 years, Malaga has held the **White Night festival** – an annual event that promotes **citizen participation in culture** by offering more than 350 activities in 112 different venues across the City and an app that gives users immediate direct access to everything.

The **Malaga Innovative Culture 2025 Plan for the Decade** promotes public-private partnerships and citizen participation for the use of culture to boost creativity, innovation and the economy. The Plan was included in the 2016 General State Budget, offering tax incentives to sponsors of cultural initiatives for the following 3 years.

The Plan's activities take place in museums, cultural centres and theatres, during the Malaga Film Festival and other music and dance festivals and encourage the participation of vulnerable groups such as se-

niors, youths, people with disabilities, people at risk of social exclusion, as well as of artists and creators.

In a similar vein, the **City of Malaga Tourism Forum** was established 14 years ago to promote public-private cooperation. The Tourism Forum has become the perfect place to share ideas, analyse the situation of the tourism industry and make common decisions.

The City has given support to its most deeply-rooted cultural traditions, such as the **Malaga Fair** and the **Holy Week** which is designated as an International Tourist Interest Festival. Several technological tools were developed and made available for residents and visitors to know where to go and what to do during these celebrations.

In addition, the companies in the tourism industry have developed their own innovative products and services, contributing to the image of Malaga as a smart city connected to its own traditions. Among them we can mention the **Malaga Brotherhood Tours**, which guide visitors through the most important brotherhood sites and events in real time; the **Food Tours**, promoting traditional food markets and local cuisine; the **Skewered Sardine Tours**, which has applied to become part of the Intangible Cultural Heritage of Humanity, inviting visitors to explore a traditional fishing village, learn how to make Malaga-style skewered sar-

dines and build a traditional boat (known as jábega); and, of course, the **Picasso Tour** – the flagship itinerary for visitors. Finally, the Association for the Protection of Malaga's Smokestacks and Industrial Heritage studies and shares information about Malaga's industrial past and technological advances, organising activities, participating in domestic and international events including special **industrial tours.**

Digital innovation and culture are strong allies for the **creative processes** in the twenty-first century. Held for the past 25 years, **MalagaCrea** is a competition that gives youths the chance to show their skills and win awards in 8 disciplines: fashion design, stage design, short film making, visual arts, gastronomy, acting, writing and music.

The most accurate description of Malaga's cultural transformation was published in 2015 in the Daily Mail:

 "Chances are you've been to Malaga. Well, the airport at any rate. Every year, millions of us pass through on the way to the beaches of the Costa del Sol or palaces of Granada. But now, the southern Spanish port is having a moment. Thanks to a multi-million-pound regeneration project, and several new galleries and museums, this once down-at-heel city has become one of Europe's hippest destinations."

05.
INTERNAL ORGANISATION

5.1.Standing Committee

5.2. European Capital Malaga Office

5.3. Working Group

5.4. European Secretariat

5.5 Local Secretariat

5.5.1. Work plan and methodology

5.5.2. Project management software

The European Capital of Smart Tourism project required a cross-cutting approach that reaches all the departments within the Malaga City Council.

In order to fully understand the scope of this project, we should look at the project's internal organisation. A number of management levels were created, from a working team made of technical staff from the Department of Tourism to a Standing Committee made of representatives of all municipal departments.

The main goal of the Standing Committee was to monitor the initiative's impact on the City at all times, as well as to ensure that the main projects and activities undertaken by the individual departments that were relevant to the initiative gained prominence and visibility in the Action Plan.

Moreover, these departmental representatives were able to present their projects and activities in meetings and events organised throughout the time when the City held the European Capital of Smart Tourism title.

The table below shows the levels of governance across the City Council and the communication channels involved.
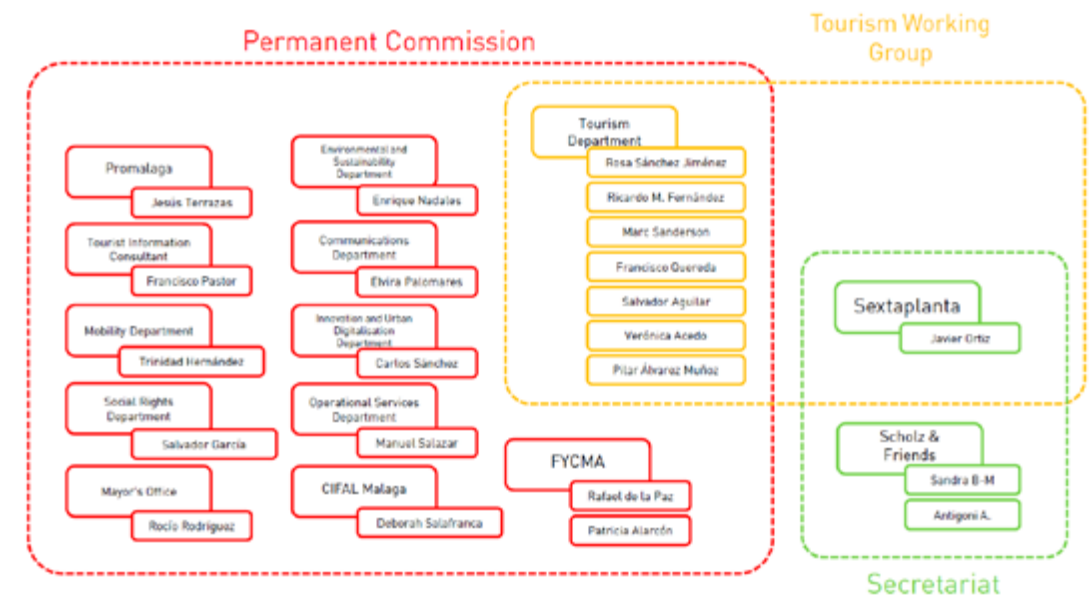
▲ **Original internal organisation chart, February 2020.**

05.1 STANDING COMMITTEE

A Standing Committee was established in December 2019, composed of representatives from different City Council departments. Its goal was to ensure that the activities planned for the year during which the City held the European Capital of Smart Tourism title were effectively completed, as well as to monitor the impact of such activities.

The departments with representatives in the Standing Committee were Tourism, Communication, Innovation and Urban Digitalisation, Operational Services, Sustainability, Mobility, Accessibility and the Mayor's Office, to which we should add the following municipal agencies: Promalaga, Malaga Trade Fair and Congress Centre and The United Nations Institute for Training and Research (UNITAR) International Training Centre for Authorities and Leaders (CIFAL Malaga).

DEPARTMENT OF TOURISM, CITY PROMOTION AND LOCAL & FOREIGN INVESTMENTS	Rosa Sánchez Jiménez
	Jonathan Gómez
	Marc Sanderson
	Francisco Quereda Rodríguez
	Ricardo M. Fernández de la Cruz
	Salvador Aguilar Sepúlveda
	Verónica Acedo Moreno
	Pilar Álvarez Muñoz
MAYOR'S OFFICE	Rocío Rodríguez Manzano
DEPARTMENT OF COMMUNICATION	Elvira Palomares Burrel
DEPARTMENT OF INNOVATION AND URBAN DIGITALISATION	Carlos Sánchez Pacheco
DEPARTMENT OF SOCIAL RIGHTS, EQUALITY, ACCESSIBILITY, INCLUSIVE POLICY AND HOUSING	María Dolores Aurioles Florido
DEPARTMENT OF ENVIRONMENTAL SUSTAINABILITY	Enrique Nadales Zayas
DEPARTMENT OF OPERATIONAL SERVICES, INTERNAL FRAMEWORK, BEACHES AND FESTIVITIES	Manuel Salazar Fernández
DEPARTMENT OF TERRITORIAL PLANNING, MOBILITY AND SAFETY	Trinidad Hernández Méndez
MÁLAGA MUNICIPAL AGENCY FOR BUSINESS ACTIVITIES AND INITIATIVES, S.A. (PROMALAGA)	Jesús Terrazas
IINTERNATIONAL TRAINING CENTRE FOR AUTORITIES AND LEADERS (CIFAL MÁLAGA)	Déborah Salafranca
MALAGA TRADE FAIR AND CONGRESS CENTRE (FYCMA)	Rafael de la Paz y Patricia Alarcón
TOURISM INFORMATION AND MARKETING ADVISOR AND SUSTAINABLE TOURISM ASSISTANT AT CIFAL	Francisco Pastor

05.2 EUROPEAN CAPITAL MALAGA OFFICE

The status of Malaga as a 2020 European Capital of Smart Tourism required a physical location, a place of reference for locals and visitors, and a venue to host events within the framework of the title.

The Malaga Office for the 2020 European Capital of Smart Tourism was established by the Standing Committee at the **Ben Gabirol Visitor Centre,** on Calle Granada, 70. The office was identified with a plaque and opened in January 2020.

◄ **Ben Gabirol Visitor Centre.**

05.3 WORKING GROUP

The ambitious programme of activities designed for Malaga as a European Capital of Smart Tourism needed people who could work **in coordination and without delay**, for the successful execution of each initiative. The working group was dynamic and had to be modified several times as the tourism department lacked a general director for several months and then had two new directors, one after the other, in a short period of time.

The working team was led by the **Head of Service at the Department of Tourism, Ricardo Fernández**, in the operating area, and by the **Director of International Economic Development, Marc Sanderson**, as a spokesman. The current **General Director, Jonathan Gómez**, took office in December 2020 and joined the team.

The working group included technical and managerial staff from the Department of Tourism, as well as technical staff from Sextaplanta, a company selected to follow up and monitor the development of the programme of activities.

05.4 EUROPEAN SECRETARIAT

The **European Commission** hired **Scholz & Friends**, a Germany-based firm, to monitor and coordinate the activities of the programme in the winning cities. Scholz & Friends is a large advertising agency that provides communication and branding support to multinational corporations and public agencies. It has been the link between the winners of the European Capital of Smart Tourism competition and the European Commission since the initiative was first launched in 2018. Moreover, it is in charge of the communication and general management of the programme.

Project kick-off meeting, January 2020. ▲

▲ Project kick-off meeting, January 2020.

05.5 LOCAL SECRETARIAT

For its part, the City of Malaga contracted **Sextaplanta**, a local company specialising in digital tourism. As external advisor, Sextaplanta was the project's secretariat at the local level and in charge of coordination and follow-up.

To coordinate the Action Plan and ensure the activities were appropriately carried out, the specialist team at Sextaplanta developed a comprehensive work programme and designed a multi-step method to guarantee quality assurance.

The Sextaplanta team took on the following tasks:

- Attending the meetings organised within the framework of the project and following up on the conclusions drawn at such meetings.

- Establishing and maintaining communication channels with all the departments that participated in the project.

- Managing and administering the project's online platform.

- Following up on the activities on the online project management platform.

- Following up on emails and phone calls with the hired companies and the agencies involved in the project.

- Preparing general reports and noncompliance reports and submitting them to the Department of Tourism.

- Being the link between Scholz & Friends and the City of Malaga.

- In general, monitoring and checking that all the activities in the Action Plan were carried out properly and on time, and that the resources needed for the success of each initiative were available.

To facilitate team work and accountability, **a cloud-based platform was established for internal project management**. The platform was used as a tool for real-time monitoring and as a repository of documents and contents.

05.5.1 WORK PLAN AND METHODO-LOGY

The Sextaplanta team had the following members:

- **Javier Ortiz Sánchez**, digital strategy and tourism expert

- **Jorge Esteve**, geography, tourism and quality system expert

- **Michele Geroldi**, graphic and web designer, digital marketing expert

- **Marina Ramírez**, project manager

In order to ensure the quality of the work done and seamless communication between the various levels in the organisation, a four-step process was devised to deal with actions: **initial meeting, analysis, validation and certification.**

For more important activities, **special meetings** were held to assign tasks, choose the right approach, and establish goals and deadlines.

After the **initial meeting**, each action was **analysed** to select providers whenever necessary and to decide which services should be hired by the Tourism Department.

The analysis was followed by a **validation** (or rejection) of the proposal.

Finally, actions and hired services were **certified** for completion.

05.5.2 PROJECT MANA- GEMENT SOFTWARE

The project management platform includes a Gantt chart tool, which displays all the activities and tasks within a project. The Gantt chart set up in Redmine for Malaga as European Capital of Smart Tourism was divided into 5 large modules: marketing activities, new technology initiatives, educational programmes, special promotional projects and follow-up meetings.

The project was managed through a cloud-based platform where all the tasks and activities were recorded and monitored.

Since this was an ambitious and complex project, Sextaplanta chose **Redmine**, a widely used project management application including features such as issue tracking, multiple project support, document and file management
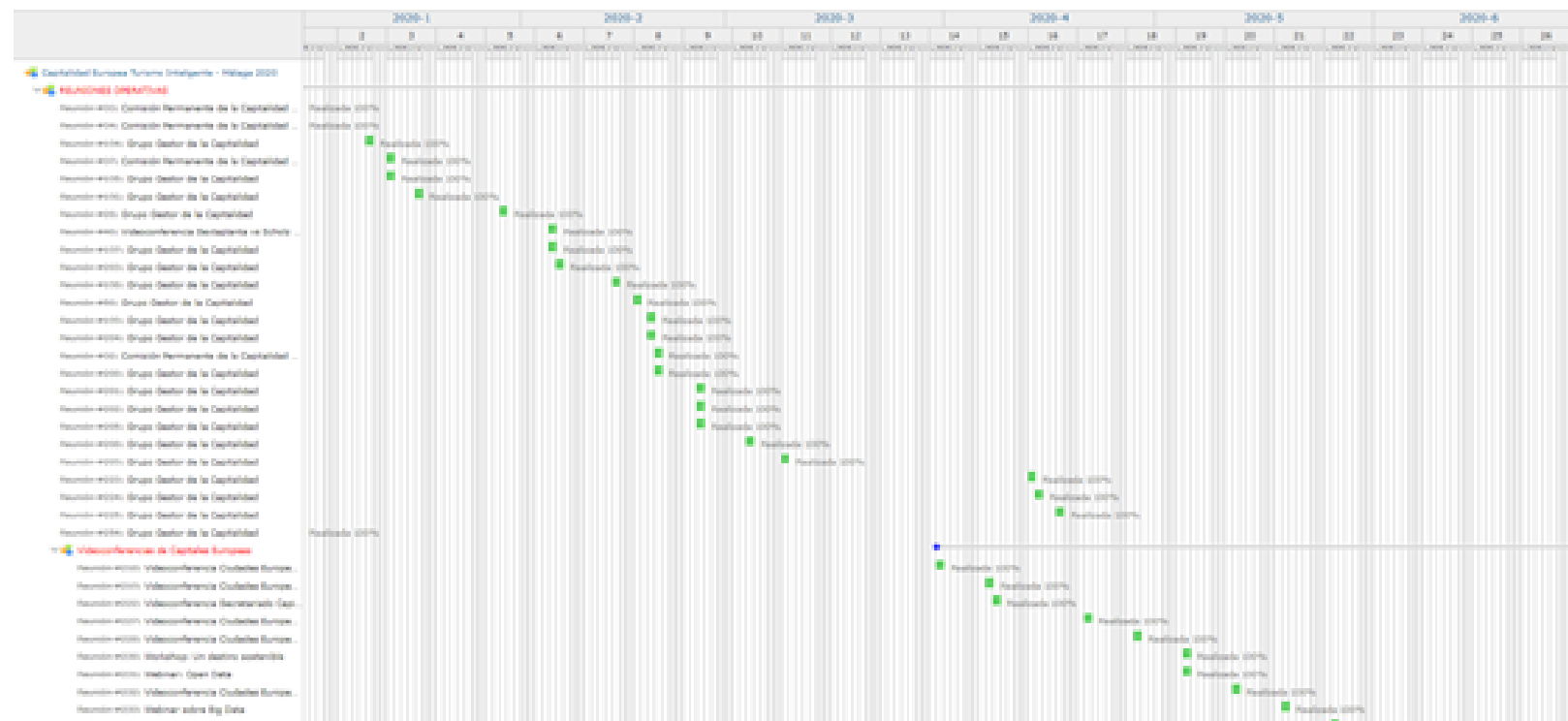
▲ Gantt chart displaying the project schedule.

06. ACTION PLAN FOR 2020

The **Action Plan was the backbone** of the promotion and outreach activities in the context of the European Capital of Smart Tourism: Malaga 2020 project. The original plan was severely affected by the COVID-19 pandemic, the social and health crisis it triggered and the mobility restrictions it imposed. As mentioned in the introduction, the Action Plan described in this report is the one actually implemented, rather than the one originally devised.

The COVID-19 crisis had two main effects on the original Action Plan, namely, the reduction in the number of activities carried out and an extension period for the European Capitals of Smart Tourism 2020 through September 2021.

The original Action Plan comprised more than 140 activities in areas such as education, new technology and marketing action. In spite of the social and health crisis triggered by the Coronavirus pandemic more than 50 of these activities were carried out, representing more than a third of the originally scheduled activities. Also, we added more than 20 virtual meetings with representatives from other European cities.

The virtual meetings were, in fact, one of the positive effects of the pandemic. These meetings gathered 27 representatives from 9 European cities and 3 agencies to share information about the situation and progress of the COVID-19 crisis. For more information about these **webinars**, or **European Capital webinars**, please see section 6.4.

The programme of activities implemented was divided in three main areas: marketing actions, new technology initiatives and special promotional projects, plus the organisational meetings and the virtual webinars mentioned above.

The marketing actions included all the branding tasks specifically related to the European Capital of Smart Tourism Award, such as the design and development of a **special microsite** and the inclusion of the logo in various tourism platforms and networks.

New technology initiatives included activities like the **Malaga Tourism Challenge** or the material related to the European Capital of Smart Tourism project in the **"Victoria la Malagueña" chatbot.**

Finally, the special promotional projects carried out in 2020 included attending conferences, having a unique stand at FITUR 2020 and collaborating with specialised media such as *National Geographic*.

06.1.
MARKETING ACTIVITIES

Marketing activities were the most important block and comprised the largest number of actions. They were aimed at getting the citizens of Malaga involved in such a significant achievement for the City's tourism industry. Also, the objective was to use the official title logo in every official document and communication.

In addition, some of the marketing activities were targeted at visitors too. They were designed to inform them that Malaga had been named European Capital of Smart Tourism 2020 by taking specific actions in social media, placing a sculpture in the Port of Malaga and including the award logo in the tourist information network.

06.1.1.
INCLUSION OF THE TITLE IN PROMOTIONAL MATERIALS AND THE USE OF QR CODES

One of the first challenges to be faced when Malaga was named a European Capital of Smart Tourism was the creation of dedicated promotional material, as well as the inclusion of the award logo in the existing materials.

Flyers were published explaining why Malaga had been named a European Capital of Smart Tourism and what this meant for the City and its population. An example of one of these informative flyers can be seen below.

▲ Promotional flyer

In addition, **branded merchandise** was designed and produced, including 1,500 notepads, 1,500 pens, 1,500 tote bags and 3,000 balloons, as well as flash drives and vinyl stickers for tourist offices and street signs.

QR codes were used in award communications and in physical information devices, in line with the digital strategy of the Department of Tourism. The QR codes enabled users to download multimedia content on their mobile devices or, in the case of the code on the award sculpture, to visit the European Capital of Smart Tourism microsite.

06.1.2.
DEDICATED WEBSITE

The special section dedicated to the European Capital of Smart Tourism Award in the Malaga Tourism official website was the key element of the City's digital strategy. The **microsite** can be accessed from the Malaga Tourism home page: www.malagaturismo.com.

Launched on January 1, 2020, the microsite is available in several languages, including English, and contains the most relevant content for the European Capital of Smart Tourism programme. The information is grouped in five sections: one for each award category and one for general information.

The content includes news, videos and photos, as well as information about activities, events and ceremonies.

The microsite can be accessed directly from the following link:

http://www.malagaturismo.com/en/site/smarttourism
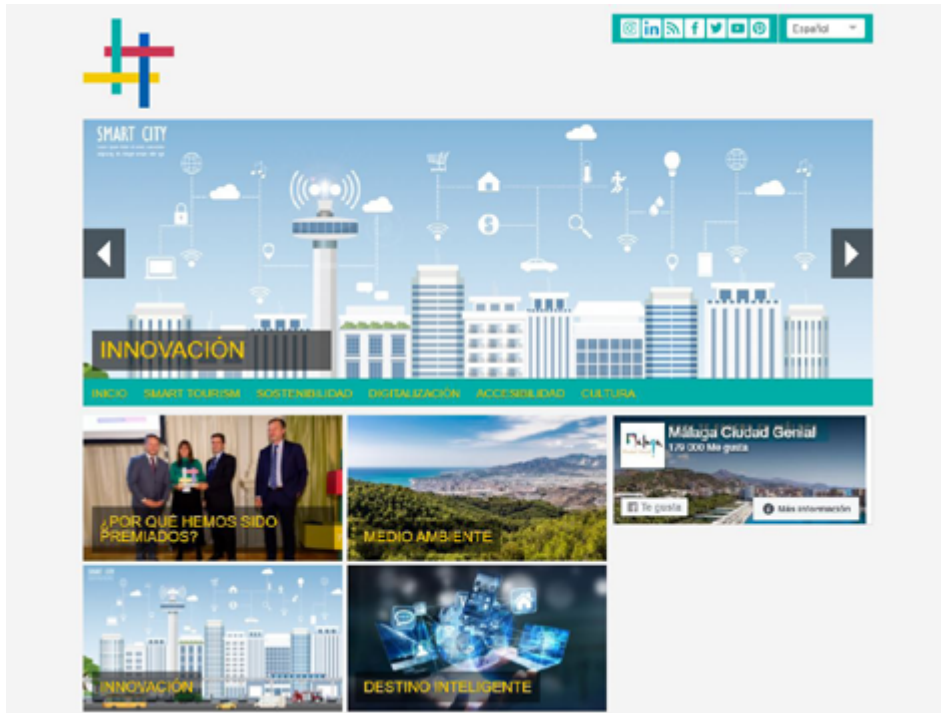
The microsite home page. ▲

▲ The microsite home page.

06.1.3.
SUPPORT FOR 2020 EUROPEAN CAPITAL OF SPORT

In 2020, Malaga was also named **European Capital of Sport** by the European Capitals and Cities of Sport Federation (ACES Europe). The programme associated with this appointment included a wide range of activities, which were also negatively affected by the COVID-19 pandemic.

One of the programme's main activities was a **gymkhana** gathering thousands of sportspeople on the streets. The Department of Tourism offered the Tourist Office in the "Plaza de la Marina" for the participants to register for this event.

▲ Sporting event at the Tourist Office.

06.1.4.
PLACEMENT OF HASHTAG SCULPTURE IN ICONIC LOCATION

One of the iconic symbols of this title is a large-scale customised sculpture of the European Capital of Smart Tourism programme's logo, which is donated by the European Commission. The sculpture, hashtag-shaped like the award itself and made in polychrome wood bearing the award's colours, weighed 500 kilograms and was 3 metres high and stands on a 230-kilogram steel base.

The unveiling ceremony took place in June 2020, when some of the confinement measures were relaxed. With all the relevant preventive measures in place, the event was attended by Malaga Mayor Francisco de la Torre; Tourism Deputy Mayor Rosa Sánchez; Mobility Deputy Mayor José del Río; Carlos Rubio, Head of the Malaga Port Authority; Francisco Salado, President of the Provincial Government of Malaga; Carmen Casero, Representative of the Andalusian Government in Malaga for Development, Infrastructure, Territorial Planning, Culture and Historical Heritage; and representatives of other agencies like AENA, the Spanish airport authority.

An iconic location was chosen for the sculpture, next to the columns marking the entrance to the Malaga Port, in an effort to make the award visible and to share it with the city's population.

When Malaga ceases to be European Capital of Smart Tourism, the sculpture will be moved to an equally iconic but permanent location for residents and visitors to enjoy.

▲ Award sculpture unveiling ceremony.

06.1.5.
INFORMATIVE TV PROGRAMS

06.1.5.1
OPENING GALA

One of the main goals of the Action Plan was to share the award with Malaga's residents and to demonstrate to them what it meant for the City in the medium and long term.

To this end, six informative TV programs were produced. The first program focused on the opening gala and was aired on January 28, 2020. The rest of the programs began airing on local TV in July, as permitted by the COVID restrictions.

The programs were produced by the local TV station, **Canal Malaga**, and were broadcasted on Sundays.

On January 28, 2020, Malaga was ready to host the celebrations of the 2020 European Capital of Smart Tourism Award. The opening gala was aired live on TV, in a show hosted by **Santi Souvirón,** Content Manager at Canal Malaga.

More than 700 guests were able to take a peek behind the scenes of a TV set and watch a programme that moved away from classic standards and took on an innovative, dynamic style – props included a Chesterfield sofa and a bar. In a series of short interviews, it was made clear what being a European Capital of Smart Tourism meant and the audience was invited to participate in the activities that would take place throughout the year.

▲ Opening gala. ©José Báez.

▲ Opening gala. ©José Báez.

The opening gala began with the appearance of the Malaga Mayor, who was holding the award in his hands, and a performance by singer **Javier Ojeda**. Then, Mr. De la Torre answered questions about the relevance of the award and thanked all Malagueños for their commitment to the transformation of Malaga into one of the leading travel destinations in Europe.

He was followed by filmmaker **Miguel Ángel Tobías**, who had just shot a film about a sustainable, net-zero carbon world. He insisted on the need to bequeath a world similar to the one we can enjoy and urged people to protect the environment, both at home and when visiting other places.

After that, artist **José Luis Puche** highlighted Malaga's creativity and growth in areas as diverse as culture and accessibility. As a token of Malaga's advances in innovation, **David Bueno** interacted with the "Victoria la Malagueña" chatbot, which, in a matter of seconds, told him everything he needed to know about available parking spaces in the "Plaza de la Marina" parking garage.

Performances included those of **Julia Martín** with "El árbol de Julia," stand-up comedian **Manuel Sarriá** and actor **Joaquín Núñez**, who emphasised Malaga's leading role as a cultural travel destination.

The full show is available at this link:
http://www.canalmalaga.es/gala-ciudad-genial

06.1.5.2
EPISODE ONE
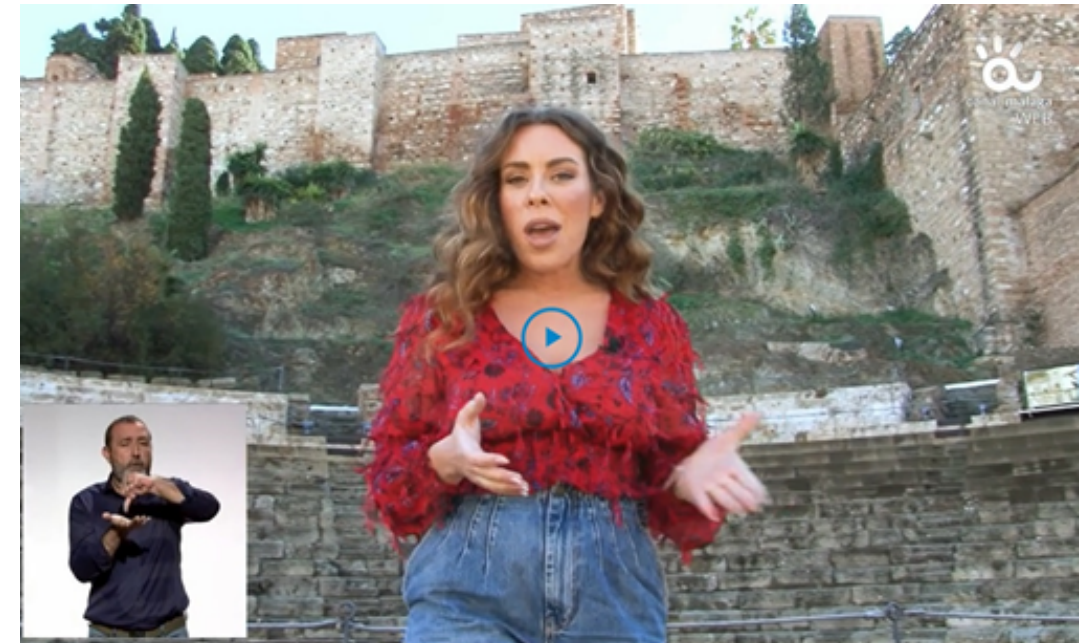
▲ **Excerpt from episode 1.**

Episode one was aired on July 19, 2020, when it became possible to resume activity after the confinement measures had been relaxed. It focused on the European Capital of Smart Tourism competition and its background, including a **Segittur** tutorial video on smart travel destinations.

▲ **Excerpt from episode 1.**

In episode one, there was an interview with **Malaga Mayor** Francisco de la Torre, who talked about the road travelled by Malaga to get the award and he went over the City's main strengths to earn it. There was also an interview with **Anna Athanasopoulou,** Head of the Tourism, Textiles and Creative Industries Unit at the European Commission, who said that the judges were impressed by "the city's transformation over the years from a traditional urban centre into smart travel destination by using new technology, investing in culture and supporting local business in its intelligent development."

The full show is available at this link:
http://www.canalmalaga.es/gala-ciudad-genial

06.1.5.3
EPISODE TWO

Episode two aired on October 10, 2020 and focused on sustainability, an area that matters to the City and to the travel industry as well. There was an interview with **Gemma Del Corral**, Deputy Mayor of the Environment, who highlighted the growing importance of sustainability when it comes to choosing a travel destination.

Afterwards, **Carlos Sánchez,** Director of Public Works at the City of Malaga, talked about the City's goals in terms of renewable energy and the local environmental certification, already granted to almost one thousand businesses. **Sergio Barroso,** Manager of Hotel Del Pintor, gave examples of sustainable initiatives. Other guests in this episode included **Joaquín Santaolalla**, who advises the City on the conservation of endangered species, and **Enrique Nadales**, Head of the Biodiversity Unit at the Malaga City Council.

Finally, there was an interview with **Peter Grönberg**, CEO at Göteborg & Co, the agency that manages tourism in Gothenburg, the other 2020 European Capital of Smart Tourism.

Mr Grönberg mentioned the keys to his city's success in the competition especially in the field of sustainability which is one of the Swedish city's main strengths and he talked about the technological developments focusing on the tourism sector.

The full show is available at this link: http://www.canalmalaga.es/gala-ciudad-genial

06.1.5.4
EPISODE THREE

Broadcasted on January 10, 2021, episode three was dedicated to Malaga's cultural and historical heritage, with the participation of historian **Pedro Rodríguez Oliva**. Mr. Rodriguez Oliva discussed the City's history and its international relevance as a city of museums.

In addition, Culture Deputy Mayor **Noelia Losada** referred to the value of culture as a key resource in the tourism industry and summarised the cultural activities carried out during the pandemic period, highlighting the Spanish Goya Awards and the Max Awards galas.

José María Luna, Manager of the public agency that runs the Picasso Birthplace Museum; **José Lebrero**, Artistic Director of the Picasso Museum Malaga; **Juan Antonio Vigar,** Director and Manager of the Cervantes Theatre; and **Javier Banderas**, General Manager of the Soho CaixaBank Theatre, also participated and contributed to this episode.

The full show is available at this link: http://www.canalmalaga.es/gala-ciudad-genial

06.1.5.5
EPISODE FOUR

Episode four aired on February 28, 2021 and was about accessibility and the digital ecosystem, emphasising Malaga's barrier-free environment and the City's trend to become a digital hub drawing tech-based start-ups and businesses.

In 2019, Malaga was granted the European Capital of Smart Tourism category award for Accessibility.

In this episode, **Rosa Sánchez**, Deputy Mayor of Tourism, City Promotion and Local & Foreign Investments, talked about what the European Commission considered to be Malaga's main strengths as a candidate for the Accessibility Award in 2019 – among them, the fact that the City already had a Department of Accessibility.

Malaga's accessibility initiatives include "Enjoy the Beach," which enables visitors with reduced mobility to enjoy city beaches with the help of ramps, beach chairs and instructors. In addition, the accessible city project helps disabled people visit museums. **José Lebrero**, Artistic Director of the Picasso Museum Malaga, highlighted the importance of making the cultural heritage accessible for the universalisation of knowledge.

Antonio Quirós, Coordinator at Digital Contents Hub, was interviewed about the digitalisation and digital content tools available to businesses and entrepreneurs. In addition, he described the type of businesses that are attracted to Malaga, their work dynamics and lines of development in connection with innovation.

The full show is available at this link: http://www.canalmalaga.es/gala-ciudad-genial

06.1.5.6
EPISODE FIVE

The final episode aired on April 4, 2021 and focused on the effects of the growth of tourism in specialised segments such as cruise ships, MICE, language tourism and cultural travel.

Tourism Deputy Mayor **Rosa Sánchez** talked about the strategic alignment of the European Capital of Smart Tourism project with the Smart Tourism Destination project (Spanish acronym: DTI) developed by Segittur. She also listed the various lines of work considering both established and new segments within the tourism industry.

From the cruise terminal at the Malaga Port, Cruise Manager **Susana Gutiérrez** discussed from multiple perspectives the role played by the Malaga Province in the growth of cruise ship travel, while **Sergio Garrido**, President of the Malaga Association of Official Tourist Guides, insisted on the positive impact that cruise ships had on the tourism industry as a booster of local shops.

Regarding MICE tourism, **Jesús María Gómez** of Grupo Evento.es and **Pedro Pablo López Bernal** of SIGECO talked about its relevance as a tourism segment on the occasion of the 59th ICCA Conference.

Miguel Ochoa, Chairman of the Association of Spanish Schools in Malaga (Spanish acronym: ACEM), stressed the importance of this type of visitors not only as a student of Spanish, but also as a tourist that creates many opportunities.

Finally, other strong segments like culinary tourism, represented by Daniel Carnero of La Cosmopolita restaurant, were also discussed in this final episode.

The full show is available at this link: http://www.canalmalaga.es/gala-ciudad-genial

▲ **Excerpt from the programme.**

06.1.6
ONGOING PROMOTION IN SOCIAL MEDIA

The City's Department of Tourism has social media accounts in all major social media networks, including Facebook, Instagram, Twitter, YouTube, LinkedIn and Pinterest. Instead of creating special profiles for the European Capital of Smart Tourism activities, these existing accounts were used to communicate the relevant content.

The idea was to reach the existing followers, mixing the regular promotional messages with the European Capital of Smart Tourism content for greater impact.

On Instagram, one of the fastest-growing social networking services, one or two posts were published daily to maintain interaction with users. This resulted in high levels of engagement. It must be kept in mind that Instagram is a highly visual social network, where users post mostly photos or videos. The six promotional videos, produced by the organisers of this initiative, were posted in April and had 36,969 views at the date of this publication.

As said before, the content strategy consisted in combining the City's regular promotional messages with their own hashtags, such as #MalagaCiudadGenial, with posts announcing news related to the European Capital of Smart Tourism programme, using special hashtags like #eutourismcapital or #smarttourism.

Red Social	Usuario	Seguidores
Facebook	@MalagaTurismoOficial	179.000
Instagram	@malagaturismo	64.800
Twitter	@turismodemalaga	31.400
Youtube	@malagaturismo	4.020
Linkedin	@málaga-turismo-oficial	213

06.1.7
INCLUSION OF LOGO IN THE TOURIST INFORMATION OFFICES

As part of the communication strategy for the European Capital of Smart Tourism project, a large award logo was added to the main tourist office in the "Plaza de la Marina" in order to build a consistent brand image.

For greater visibility, a 2x2 metre vinyl sticker of the hashtag-shaped logo with the four award categories and the "Malaga, Ciudad Genial" brand was placed on the facade next to the main entrance of the tourist office.

▲ Tourist Office in Malaga.

06.1.8
USE OF LOGO IN COMMUNICATIONS

Along similar lines, for brand image consistency and communication purposes, the logo was used in all the communications of the Department of Tourism, including press releases and email messages, which were especially redesigned to accommodate the award logo.

With the collaboration of the City's Press Office, a comprehensive guide was drafted on the use of the logo alongside the other images representing the City of Malaga. The guide was sent to every department, so that they could follow its guidelines in their communications.

Whenever necessary, a horizontal version of the award logo was used next to the logos of the City of Malaga and the "Malaga, Ciudad Genial" brand.

In addition to the brand image consistency and coordination goal, the use of the logo in communications was targeted at partners, collaborators and professionals in the tourism industry at large.

06.2
NEW TECHNOLOGY INITIATIVES

The second group, dedicated to new technology initiatives, comprises all the activities aimed at strengthening Malaga's business community through the use of new technologies for innovation in the tourism sector.

The highlights include the start-up hackathon and the Malaga Tourism Challenge, which gathered more than 160 projects, over 180 entrepreneurs and 140 hackathon ideas. This demonstrated the sector's maturity in terms of new technologies applied to the tourism industry.

06.2.1.
"VICTORIA LA MALAGUEÑA" CHATBOT

"Victoria la Malagueña" is a chat assistant that gives information about Malaga. In 2018, it was shortlisted for the Planeta chatbot Awards and won the FITUR chatbot Tourism Award for Best Travel Destination Guide. Designed by **David Bueno**, former Chief Technology Officer for Malaga, "Victoria la Malagueña" can chat with as many as 150 users at the same time. The chatbot is available in Google Assistant and Facebook Messenger.

Launched in 2018, this chatbot gives easy access to the entire City's open data including information about traffic, public parking, weather conditions, museum times, events, etc. New chat topics were added in connection with the European Capital of Smart Tourism project.

06.2.2.
MALAGA PASS SPECIAL EDITION

Malaga Pass is a tourist card offered by the City of Malaga giving access to the Carmen Thyssen Museum, the Picasso Museum, the Centre Pompidou and other museums and venues in the City. It was developed by the Municipal Agency for Business Activities and Initiatives, **Promalaga**.

There are four types of Malaga Pass depending upon the length of your stay: 24, 48, 72 hours or one week.

In 2020, the card was redesigned in a special edition including the European Capital of Smart Tourism Award logo.

▲ "Victoria la Malagueña" chatbot portal.

▲ Malaga Pass special edition.

06.2.3.
MALAGA TOURISM CHALLENGE

▼ Home page of the Malaga Tourism Challenge website.

In the first half of 2020, the City's Municipal Agency **Promalaga** announced the first edition of the **Malaga Tourism Challenge**, a competition aimed at finding innovative solutions for the Malaga tourism industry. Given the situation of the travel industry in 2020, it was suggested that submitted proposals be used to boost the recovery of tourism after the COVID-19 pandemic, which is why the competition's slogan was "**Reactivating, Renewing and Reinventing Tourism.**"

166 entrepreneurs entered the competition with their projects. The winner was Javier Reche with iTour Smart Guide, an innovative idea for the application of technology to guided tours. Tourists can install the app, select their route and use their mobile phones to follow their guided tour.

The first prize was awarded 3,000 euros, plus institutional support to apply for other competitions and calls for financial aid in Spain and abroad, as well as access to Promalaga's incubator services.

In addition, two other ideas got special mentions, awarded with 1,000 euros and a certificate, plus institutional support to apply to other competitions and calls for financial aid.

One of the winners of the special mentions was "El Museo, Cultura y Turismo SLU," by Irene Romero, Silvia Medina & Silvia Ortega. This idea offers quality lodging and culture through 30 holiday apartments that also exhibit contemporary artists from Andalusia.

Original works of art and pieces of furniture are available to purchase during your stay. The other special mention went to "En Familia por España," by Javier Salvador Martín. It is a non-profit initiative to support family travel in Spain by making families feel confident and safe when they explore new destinations by offering the support of a community of tourist establishments, public institutions, media, bloggers, influencers and fellow travellers. This collaborative community was designed to help families lose the fear of traveling in Spain during the pandemic.

For more information about the Malaga Tourism Challenge, visit the official website at www.malagachallenge.es

06.2.4.
SMART TOURISM START-UP HACKATHON

The Malaga Tourism Challenge included a **hackathon** inviting entrepreneurs to submit proposals for the tourism industry to be developed collaboratively for validation and subsequent competition against other ideas.

More than 180 entrepreneurs submitted 140 proposals for the tourism industry, either individually or in groups. The winner was Coliving Malaga, an idea by Joaquín Romero, Ana Poley, Javier Romero and Mario Zamorano to offer a variety of quality medium- and long-term accommodation options on a single platform for visitors planning longer stays in Malaga.

The winners got 1,500 euros plus mentoring to develop their idea and submit it to other competitions.

The other shortlisted candidates were <<Ganas>>, an initiative in which local residents recommend their favourite places in town to national travellers (promotion through emotional branding); <<JPS>>, an app for flexible travel planning, offering the possibility to change one's plans even during one's stay; <<Malaga-4All>>, an accessible tourism project; <<Regala Malaga>>, a single website where local residents and visitors can find shops, restaurants and entertainment venues; and <<Wise Tourist>>, an app to manage capacity in public places, modelled after a similar project from the City of Valparaíso.

After the event, a Malaga Tourism Challenge Solution Exchange for the Tourism Industry was published containing all the proposals developed and validated during the hackathon.

06.3.
SPECIAL PROMOTIONAL PROJECTS

The third group of activities, special promotional projects, was important not only in terms of the projects themselves but also because of their impact as they gave Malaga international visibility. They included the conferences and forums that Malaga attended as a 2020 European Capital of Smart Tourism.

Other promotional projects included entering partnerships with specialised media, attending trade fairs and producing audio visual material.

06.3.1.
INCLUSION OF TITLE IN MULTIDESTINATION PROMOTIONAL NETWORKS

The City chose two main multi-destination networks to promote local tourism and the European Capital of Smart Tourism Award, namely, the **AVE Cities Network and Andalusian Soul.**

The AVE Cities Network, which celebrated its 15th anniversary in 2020, is both a multi-destination club and a platform selling train tickets and travel experiences. It comprises of 30 destinations: 27 member cities from different Spanish regions – Albacete, Alicante, Antequera, Barcelona, Calatayud, Ciudad Real, Córdoba, Cuenca, Granada, León, Lleida, Loja, Madrid, Malaga, Ourense, Palencia, Puertollano, Segovia, Seville, Tarragona, Toledo, Valencia, Valladolid, Villanueva de Córdoba, Villena, Zamora and Zaragoza – and 3 associate cities - Murcia, Elche and Talavera de la Reina. In 2020, Malaga shared with the members of this network its special title as a European Capital of Smart Tourism.

Andalusian Soul is a joint venture between four cities: Cordoba, Granada, Malaga and Seville with a unique tourism brand and a common goal. It gathers the four cities' tourism offerings in multi-destination promotional package to be sold in common markets.

The long-term goals of Andalusian Soul are to join forces for promotion in medium- and long-haul markets, to emphasise common values for the identification of the four cities as a single entity, to take advantage of opportunities collectively and to improve the weaknesses identified in the promotion of tourism.

In the short term, Andalusian Soul will focus on signing a cooperation agreement, designing a marketing plan, creating a tourism brand, and offering purely Andalusian products from the existing four cities that are part of the network.

For more information, please visit
http://andalusiansoul.es/?lang=en

06.3.2.
MEDIA PARTNERSHIPS: NATIONAL GEOGRAPHIC

One of the greatest advantages of being a 2020 European Capital of Smart Tourism was the City's visibility and the support it got as a smart tourism destination.

Some of the promotional initiatives were part of the competition itself, arranged by the organisers. One of the more impactful promotions was an article about Gothenburg and Malaga that was published in National Geographic in late 2020, both digitally and in print.

With a readership of almost 10 million, the magazine included the article in its international edition under the title, "Sustainable, accessible and tech-savvy: discover the European Capitals of Smart Tourism." It adequately describes the European initiative to promote smart tourism and smart cities. It also points out the advantages of the two 2020 Smart Tourism Capitals, which are "setting the example."

The full article is available in digital format on the National Geographic website. It can be accessed through this link:

https://www.nationalgeographic.co.uk/travel/2020/11/sustainable-accessible-and-tech-savvy-discover-the-european-capitals-of-smart

You can also read the full article in Appendix 2 of this report.

06.3.3.
GREENCITIES FORUM 2020

The GreenCities Forum is an initiative of the City of Malaga and the Malaga Trade Fair and Congress Centre (FYCMA). It has been on the international calendar of cities and sustainability events for more than 12 years. In 2020, the forum was held in October, against the background of the COVID-19 pandemic, projecting the image of Malaga as a safe destination for virtual and physical hybrid events.

Considering the circumstances, the level of participation was remarkable: 52 cities, 22 city mayors, 225 experts, 720 organisations, 28 scientific communications, 34 countries and 1,560 professional visitors.

The European Capital of Smart Tourism initiative was present in the forum, as part of the panel, "Smart Tourism Destinations: Dealing with Tourism in the Aftermath of the COVID-19 Pandemic."

This panel, hosted by Antonio López de Ávila, CEO at Tourism Data Driven Solutions, featured speakers Enrique Martínez, Chairman of Segittur; Antonio Pérez,

Mayor of Benidorm; Malaga Tourism Deputy Mayor Rosa Sánchez; and Antonio Bernabé, Chairman of the Turismo Valencia Foundation. Katarina Thorstensson, Head of Sustainability at Göteborg & Co, and Victoire Goust, Lyon Deputy Mayor for Tourism and Events joined them by video conference.

▲ **Panel at the GreenCities Forum 2020.**

06.3.4.
WORLD TOURISM DAY 2020

On the occasion of the **World Tourism Day 2020**, the City of Malaga organised a series of promotional activities and opened freely to the public 26 tourist venues across the City, several of which offered guided tours.

These activities were announced in social media for greater visibility and a promotional flyer was designed including a city map showing all the venues which was available for download from the Malaga Tourism website.

The World Tourism Day 2020 activities were organised by the City's Department of Tourism, City Promotion and Local & Foreign Investments, along with the Department of Culture and other agencies. The venues that joined the initiative were the Picasso Foundation-Birthplace Museum, Centre Pompidou Malaga, the Malaga Museum, Collection of the Russian State Museum from Saint Petersburg, the Carmen Thyssen Museum, the City Heritage Museum, the Cathedral Museum, the Revello de Toro Museum, the Contemporary Art Centre (CAC Malaga), La Coracha CAC Malaga, the

Spanish Airport and Aviation Museum, the Principia Science Centre, the Lagar de Torrijos Eco-museum, and the Peña Juan Breva Flamenco Art Museum.

Other tourist attractions with free admission included the Gibralfaro Castle, the Arab Fortress, two brotherhood museums (La Expiración y Los Estudiantes), the Roman Theatre, La Concepción Historical-Botanical Garden, La Araña Archaeological Site, the Gerald Brenan House, the Imagination Museum, and the Astilleros Nereo Eco-museum.

Moreover, free guided tours were available at the Centre Pompidou Malaga, Collection of the Russian State Museum from Saint Petersburg, the Picasso Founda-

tion-Birthplace Museum, the City Heritage Museum, the Revello de Toro Museum, the Spanish Airport and Aviation Museum, the Principia Science Centre, La Expiración Brotherhood Museum, La Araña Archaeological Site, the Astilleros Nereo Eco-museum and the Interactive Museum of Music. Finally, La Concepción Historical-Botanical Garden offered guided tours at a reduced rate of 3 euros.

The hashtag #málagadíamundialdelturismo was used to promote the activities in social media, encouraging users to share the best pictures of the event to make an album.

◄ Promotional flyer

06.3.5.
PROMOTIONAL STAND AT FITUR 2020

Only one of the three big tourism trade fairs could be held in 2020, **Madrid's FITUR**, which took place from January 22 to 26. The City of Malaga attended the event to showcase its tourism offering in segments such as culture, sports, MICE, nature and food. Malaga was present in two stands at the fair, one in Pavilion 7, run by the Department of Tourism, and the other dedicated to the 2020 European Capitals of Smart Tourism, managed by the European Commission.

The European Capitals of Smart Tourism stand was in Pavilion 4, covering 48 square metres. There were individual desks for the two winners, Gothenburg and Malaga where visitors could find information about the award. Both desks had screens to show the strengths that had earned these two cities the award.

More than 300 professional meetings were held during FITUR 2020. In them, Malaga made contact with leading companies like Kayak, Logitravel, Skyscanner and Qatar Airways, which showed their interest in promoting the City and developing new products.

▲ **European Capitals of Smart Tourism stand at FITUR 2020.**

Malaga Mayor Francisco de la Torre, Tourism Deputy Mayor Rosa Sánchez and the Swedish Ambassador to Spain, Teppo Tauriainen, attended the opening ceremony at FITUR stand celebrating the choice of Gothenburg and Malaga as 2020 European Capitals of Smart Tourism.

06.3.6.
PROMOTIONAL VIDEOS

Shooting a series of promotional videos was one of the actions suggested by the City's Department of Tourism to replace the promotional activities that could not take place because of the COVID-19 crisis. In light of the mobility restrictions, the idea was to hire a local production team to shoot the raw videos and send the footage to Scholz & Friends, the European secretariat, to edit the material.

Six 30-second videos were produced in the form of advertising spots with scripts in English jointly drafted by the Department of Tourism and the organisers. Each of them centred on a specific topic under the following titles: A City of Many Adventures, An Active and Vibrant City, City of Museums. Where Art Lives, A City to Discover, The Way of Life and Safe for You.

The videos had 375 views on the competition's official Vimeo channel, 7,260 views on the YouTube channel of the Department of Tourism, and more than 72,000 views on Facebook.

▲ **A screenshot from one of the promotional videos.**

The promotional videos are available on the Department of Tourism's YouTube channel: **https://www.youtube.com/user/malagaturismo**

06.3.7.
CONFERENCES AND FORUMS

In 2020, Malaga was invited to attend numerous conferences and forums as a European Capital of Smart Tourism. In quantitative terms, these events were one of the award's most significant positive impacts.

In the context of the European Capital of Smart Tourism initiative, Malaga attended a total of 16 events in 6 different countries, including China, Italy, Portugal, Spain, Sweden and the United Kingdom as well as international virtual forums, organised by **Travel Massive**, one of the world's largest professional online communities.

Attending all these conferences and forums resulted in **4,400 direct impacts** for Malaga – an estimate based on the information provided by the organisers, who gave an average of 275 followers for each online or on-site event. The average was then extended to those events for which no data were available.

Date	Event
11/13/2019	Travel Massive Webinar: How to Create Smart Tourism Destination
01/23/2020	FITUR 2020: Developing Smart Tourism Destinations – Know-How & Export
02/12/2020	Transfiere Innovation Forum
04/24/2020	Launch of the Argentine Network of Smart Tourism Destinations
05/05/2020	Webinar: Destination Development After the Crisis
07/30/2020	FIWARE Smart Tourism Day: Redefining Smart: New Paradigms for Tourism
09/22/2020	Travel Massive Webinar: How Smart Tourism Can Support the Recovery From the COVID-19 Pandemic
10/01/2020	GreenCities Forum 2020: Sustainable and Smart Tourism Destinations: What to Do after COVID-19
10/12/2020	EU Digital Tourism Network Virtual Event
10/28/2020	Chengdu Summit of Innovation Development in Chinese-European Cultural Tourism
11/20/2020	EU Smart Tourism Capitals Workshop organised by Göteborg & Co: How a Smart Tourism Strategy Can Support the Visiting Industry Going Forward
11/24/2020	Cities of the Future Institute/FIWARE iHub of Argentina Panel: Innovative Destinations in Spain – International Fair of Smart Destinations (Spanish acronym: FIDI)
11/26/2020	Ravenna AFTER – Digital Futures Festival
12/04/2020	Portugal Smart Travel 2020
02/17/2021	European Commission Intelligent Cities Challenge (ICC): 2nd ICC City Lab – Malaga, Gothenburg, Nice and Ljubljana
09/03/2021	IoT Week: Smart Tourism Panel – Malaga, Gothenburg (Niklas Masuch), European Commission (Misa Labarile)

Marc Sanderson's speech in a forum held in China. ▲

▲ Lecture by Marc Sanderson in the Know-How & Export corner of FITUR 2020.

06.4. MEETINGS AND WEBINARS IN 2020

This fourth block does not comprise public events but rather the internal activities of the working team, which included the technical staff at the Department of Tourism, the local secretariat and sometimes other parties.

After the pandemic broke out and the state of alarm was declared in Europe, the competition organisers at the European Commission announced that a series of virtual meetings would be held with the representatives of all participating cities, with the goal of sharing information about the COVID-19 situation in the different cities, as well as good practice in smart tourism.

In 2020, 25 operational project follow-up meetings were held, 4 of them being meetings of the Standing Committee (see section 5.1 in this report). Regular operational meetings included the Head of Service at the Department of Tourism, at least one technical expert from the same Department, the Director of International Economic Development and the staff assigned to the local secretariat, while the operational meetings of the Standing Committee gathered the representatives of all the City's departments.

In addition, 24 virtual meetings (or webinars) were organised by the European Commission and held in 2020, aimed at keeping in touch with the competition's participants.

06.4.1.
OPERATIONAL MEETINGS

Operational meetings were an essential tool for the implementation of the European Capital of Smart Tourism Action Plan. The team discussed the implementation of the various activities and followed up the ones already under way.

The team that gathered at operational meetings included the Head of Service at the Department of Tourism, at least one technical expert from the same Department, the Director of International Economic Development and the staff attached to the local secretariat.

From January to March, the meetings were held on site, at the headquarters of the Department of Tourism. After the state of alarm was declared, they took place online and they continued to be virtual meetings until the end of the year.

Operational meetings included a recap of the activities already implemented, an update on the status of the activities in the project management platform, attaching the relevant additional documents, and a review of the Action Plan for future implementation, allocating the necessary resources. In addition, the deviations from the original plan as a result of the COVID-19 crisis were discussed and taken into consideration.

06.4.2.
ONLINE WEBINARS

Online webinars were the tool suggested by the European Commission to be in contact with the winners of the 2019 and 2020 European Capital of Smart Tourism competitions – 9 cities in Europe, represented by 30 professionals, who shared their views about the COVID-19 situation in video conferences on a regular basis.

The webinars were held once a week, on Tuesdays, a spokesperson for each city reporting on the social and health situation. To round up, a representative of the European Commission shared the news from Brussels.

Thanks to these networking events, Malaga had access to up-to-date information about what was going on in Brussels and strengthened ties with destination management organisations (DMOs) in European cities, learning about their international structure and their projects.

Starting in April 2020, theme-based webinars were incorporated to encourage participants to share information and good practice in particular areas.

As many as 24 webinars were held in 2020: 7 of them were theme-based, exploring topics such as big data/open data, tourism marketing by travel destination, sustainability and recovery.

Malaga introduced initiatives such as the Open Data Portal, Malaga Safe, hybrid events and ultimately gained visibility as a pioneering city in many of these aspects.
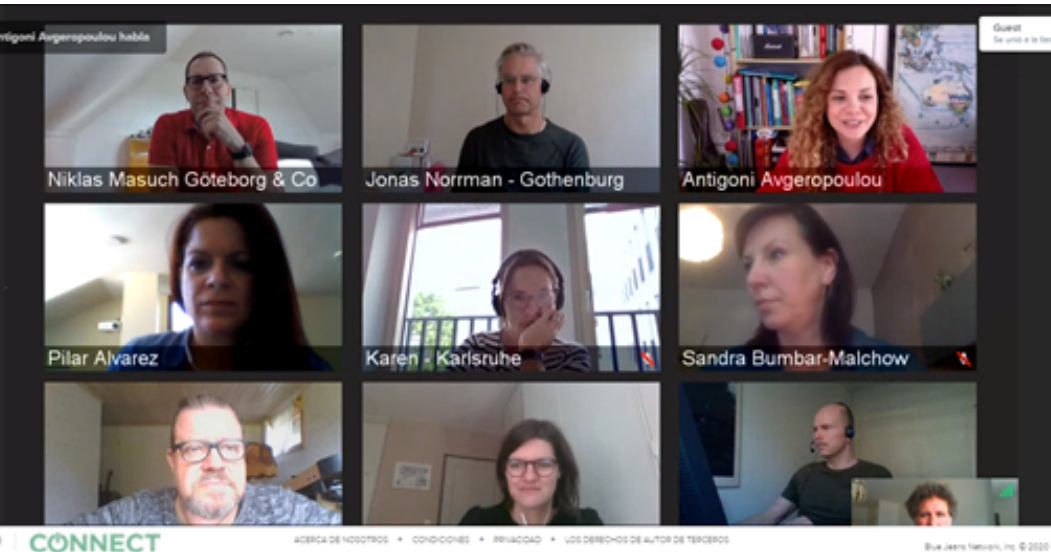
▲ One of the webinars held in 2020.

07.
EUROPEAN CAPITAL OF SMART TOURISM EXTENSION INTO 2021

In July 2020, the European Commission announced that Gothenburg and Malaga would continue to be 2020 European Capitals of Smart Tourism through September 2021, so that both cities could complete their calendar of activities, disrupted by the COVID-19 crisis.

The European Commission also announced that the competition would not be held in 2021 and the next call would be for 2022, so that the 2020 winners could reschedule the activities they were not able to carry out and implement those that replaced others in the original programme.

Some of Malaga's key pending activities were a workshop to exchange good practice with other European Capitals and a virtual meeting with the Universities of Malaga and Gothenburg. Moreover, the extension gave us the opportunity to add new activities, such as attending a forum at ITB Berlin 2021, producing a podcast interview and publishing another article in specialised media.

Thus, the extension enabled Malaga to complete its calendar of original activities and also to add new ones which would not have been possible without the extra time.

07.1.
ACTION PLAN
FOR 2021

The Action Plan for the extension period over the first nine months of 2021 included the most important activities that we were not able to be implemented in 2020 due to the coronavirus pandemic as well as new promotional activities, including attending the tourism trade fairs that were cancelled in 2020.

The new Action Plan was the result of the arrival of a new General Director at the Department of Tourism, Jonathan Gómez, in December 2020.

The new programme of activities also included items negotiated with the European Commission for the extension period, including the participation in the ITB Berlin NOW forum at ITB Berlin 2021, an interview for the ITB podcast series "300 Seconds with…" and a new media partnership, this time with Entrepreneur, adding to the article already published in National Geographic in late 2020 and thereby enhancing Malaga's visibility as a European Capital of Smart Tourism in key outbound markets.

One of the activities conceived in the extension period had to do with university. Together with the City of Gothenburg, we organised a workshop to discuss, from the perspective of university experts, how innovation could be useful in the recovery of the tourism industry.

In summary, the extension period granted to the 2020 European Capitals of Smart Tourism was highly beneficial, contributing to amplify Malaga's visibility as a smart tourism destination and making up for the activities that could not be carried out in the midst of the COVID-19 crisis.

07.1.1.
UNIVERSITY WORKSHOP

The City of Malaga and Göteborg & Co organised a virtual workshop with the Universities of Malaga and Gothenburg to discuss the role of innovation in the recovery of the tourism industry. The event was held on May 28, 2021.

The workshop was organised as an online event in English. Participants included **Katarina Thorstensson**, Head of Sustainability at Göteborg & Co; **Marc Sanderson,** Director of International Economic Development at the City of Malaga; **Sebastián Molinillo**, PhD, Professor of Marketing at the University of Malaga and Head of the Digital Marketing Research Team at the University Research Institute of Tourism Innovation and Intelligence (i3t, University of Malaga); and **Erik Lundberg**, Director of the Centre for Tourism at the University of Gothenburg.

The workshop featured two parts. In the first part, the representatives of the Cities of Malaga and Gothenburg made presentations of the innovation initiatives underway in their respective cities.
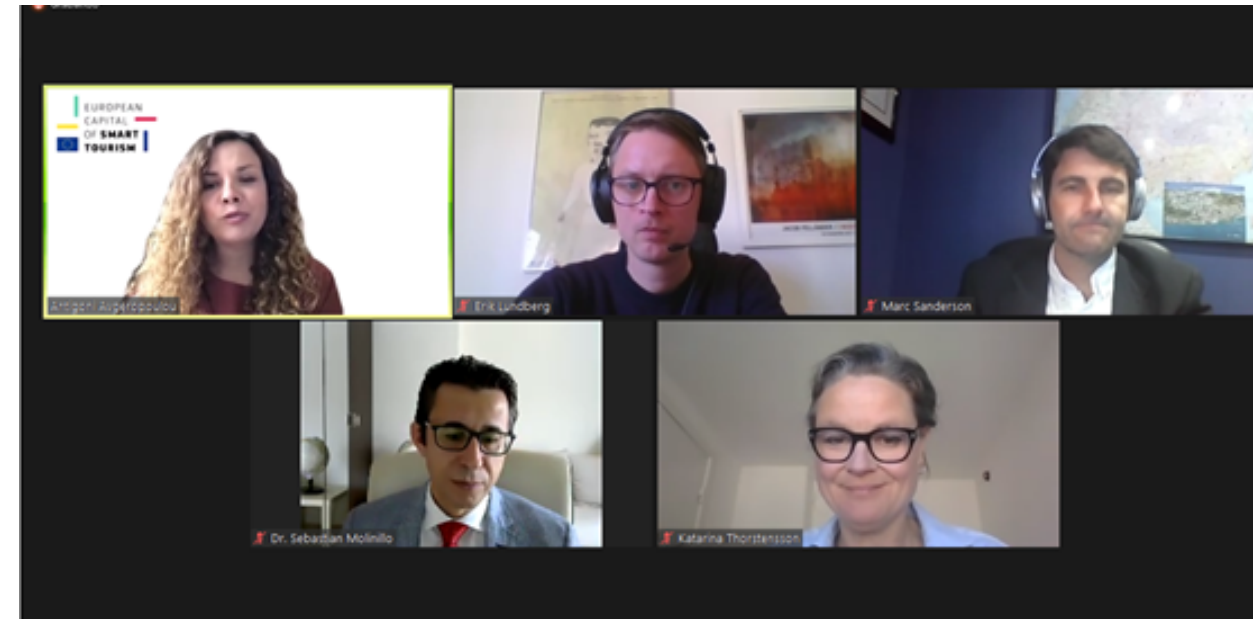
▲ **A screenshot from the virtual workshop with universities.**

The second part was a panel in which the experts from both universities discussed how smart tourism could contribute to the recovery of the tourism industry in the aftermath of the COVID-19 pandemic.

The workshop, hosted by **Antigoni Avgeropoulou** from Scholz & Friends on behalf of the European Secretariat, gathered about 200 viewers who gave the event positive ratings afterwards.

07.1.2.
ITB BERLIN 2021

ITB Berlin was one of the big tourism trade fairs that were cancelled in 2020. The extension of the 2020 European Capital of Smart Tourism competition to September 2021 gave Malaga the chance to participate in this major event in March 2021.

ITB Berlin 2021 was an entirely virtual event. The City of Malaga shared a stand with Andalusia Tourism and had a professional profile on the virtual platform for visitors to contact and request information.

Germany continues to be Malaga's second most important outbound market in terms overnight stays in hotels, only behind the United Kingdom. Thus, our actions at ITB Berlin focused on strengthening our position in this market. Our appointment schedule showed our preference for high-impact meetings, such as those with the online tour operator **Travix**, the travel, tourism service provider **FTI Touristik** and the luxury adventure travel blog **The Boutique Adventurer.**

The highlights of Malaga's participation in ITB Berlin 2021 as a European Capital of Smart Tourism were ITB Berlin NOW forum and the "**300 Seconds with...**" podcast interview.

07.1.2.1.
PRESENTATION AT ITB BERLIN NOW

ITB Berlin NOW was held as a side activity to the professional events, gathering international speakers and attendees to discuss a variety of innovative topics in tourism, with a special focus on the industry's recovery in Europe. Malaga and Gothenburg were part of a lecture in which they unveiled their secrets to become 2020 European Capitals of Smart Tourism.

At the event, which gathered an estimated 500 participants from more than 30 different countries, Malaga shared its best practices in smart tourism with a highly specialised audience.

Gothenburg was represented by Helena Lindqvist, Communication Strategist and Project Manager at Göteborg & Co, while **Jonathan Gómez**, General Director at the Department of Tourism, spoke on behalf of Malaga. The lecture focused on the potential for recovery of smart tourism destinations, inviting speakers to share their best practice in this area.

Each European Capital had 15 minutes to make the presentation. Mr Gómez talked about Malaga's pioneering role in the organisation of hybrid events like the ICCA Conference or the GreenCities Forum. He also mentioned initiatives such as the Malaga Tourism Challenge as idea generators and innovation accelerators. Finally, he made reference to safe destination projects like Malaga Safe or the Andalucía Safe label.

THE ROAD TO RECOVERY

1 CURRENT CHALLENGES IN TOURISM

2 THE ACTION PLAN FOR RECOVERY

3 MÁLAGA EUROPEAN CAPITAL OF SMART TOURISM 2020

ITB BERLIN | 11 March 2021

SmartTourismCapital.eu #EUTourismCapital

▲ **Malaga's presentation at ITB Berlin NOW 2021.**

07.1.2.2.
ITB BERLIN PODCAST

The other activity aimed at the promotion of Malaga as a European Capital of Smart Tourism at ITB Berlin 2021 was the recording of a **podcast** for the "**300 Seconds with…**" series. The podcast series was launched by ITB in 2020 as a new channel to discuss innovative topics in just 5 minutes.

It consists of informal talks with experts from around the world, who share their opinions or answer questions about a wide range of subjects, from entrepreneurship to tourism marketing. The podcasts are available in German and English on **Podigee, Spotify and IMusic.**

On behalf of Malaga, **Marc Sanderson**, Director of International Economic Development, talked about the city's strengths as a smart tourism destination that made it eligible for the European Capital of Smart Tourism Award.

The podcast was also available on the ITB Berlin social media profiles and the ITB Berlin website.

07.1.3
MADRID'S FITUR 2021

▲ Download page for the "300 Seconds with..." podcast.

FITUR 2021 was held on-site in May. The City of Malaga's Department of Tourism, City Promotion and Local & Foreign Investments had its own stand at IFEMA (160 square metres, Pavilion 7), designed in accordance with the COVID safety measures in force. The trade fair's activities also followed strict safety standards.

Even though in 2021 the European Commission chose not to attend FITUR to promote the European Capital of Smart Tourism activities, Malaga brought along some of the promotional material, such as videos that were showing during the event.

07.1.4.
MEETINGS WITH OTHER DEPARTMENTS

The extension period also gave us the chance to review our strategy in order to enhance the visibility and broaden the overall view of initiatives from other departments at the City of Malaga.

One of the goals was to strengthen the communication channels for the most outstanding projects developed by other departments in connection with the European Capital of Smart Tourism initiative. To this end, a series of bilateral meetings were held between the Department of Tourism, City Promotion and Local & Foreign Investments, and other departments interested in promoting their most innovative projects.

Meetings were held with the **Department of Accessibility, the Department of Innovation and Urban Digitalization and the Department of the Environment.** All three of these departments had projects under way that could be adequately included in the European Capital of Smart Tourism promotion programme.

In 2021, the series of webinars organised by the European Commission (EC) came to a halt as a result of both the replacement of the EC representative and the increasing difficulties in coordinating the schedules of all participating cities now that the pandemic was winding down. In the new situation, the webinars were held less frequent; moreover, instead of focusing on COVID-related issues, participants moved on to discuss specific topics. One of these new webinars was on sustainability and was hosted by the Department of the Environment at the City of Malaga.

07.1.4.1.
DEPARTMENT OF THE ENVIRONMENT

The City's Department of Tourism, City Promotion and Local & Foreign Investments worked with the Department of the Environment to promote two lines of work that were particularly relevant to the European Capital of Smart Tourism programme.

The first of them was a webinar with the other European Capitals to introduce the Sustainability Filmmaking programme. The idea was to present a case study and then answer questions from participants.

The second was attending the workshop in July with the presentation "Sustainable Tourism for a Smart Future", introducing the City's sustainability work plan in the form of a case study. At the presentation, Luis Medina, General Director of the Department of the Environment, described some of the measures taken by the City to attain sustainability. Afterwards, participants discussed the contents of the presentation.

07.1.4.2.
DEPARTMENT OF INNOVATION AND URBAN DIGITALISATION

On February 8, 2021 a meeting was held with the General Director of the Department of Innovation and Urban Digitalisation to go over the projects being carried out by this department that could be promoted as part of the European Capital of Smart Tourism programme.

Innovation projects tend to be cross-sectional and two were identified as appropriate candidates: firstly, the free Wi-Fi broadband network in public areas, buildings, streets, parks, port, etc. and secondly, to become a member of the Innpulso Network which is in alignment with the strategic objective of promoting in international forums and converting Malaga into a science and innovation city.

07.1.4.3.
DEPARTMENT OF ACCESSIBILITY

Accessibility is one of Malaga's main strengths, not only as a candidate to become European Capital of Smart Tourism but also as a tool to add value to the City as a barrier-free tourism destination.

The Department of Tourism, City Promotion and Local & Foreign Investments worked with the Department of Accessibility on the Accessible Tourism Plan – PREDIF. On February 11, 2021 a meeting was held with Dolores Aurioles, General Director of the Department of Accessibility, and Salvador Aranda to lay the plan's foundations and discuss how it could be promoted as part of the European Capital of Smart Tourism programme.

07.1.5
EU SMART TOURISM CAPITALS WORKSHOP

Just like Gothenburg in 2020, Malaga was given the task to organise a workshop to share best practices and discuss smart tourism goals in the context of the European Capital of Smart Tourism programme. The original idea was for Gothenburg to organise its workshop in the first half of 2020 and for Malaga to do so in the second half of the year, but the original plan was disrupted by the COVID-19 pandemic. As a result, the Gothenburg workshop took place in November 2020, which meant Malaga had to put its own event off until 2021.

Given the impossibility of organising the workshop in the first half of 2021, the City of Malaga suggested including it in the programme of another event that would take place in June, but that idea didn't work. The workshop was held in the morning of Monday, July 12, 2021. All participating cities in the 2020 European Capitals of Smart Tourism competition were invited; however, Gothenburg, Helsinki and Lyon were unable to attend due to the local holiday period. The invitation was extended to the cities that had participated in the 2019 competition. In the end, the workshop's participants were Karen Weber, Head of Tourism Marketing, Karlsruhe; Jennifer Hohmann, Culture Marketing, Karlsruhe; Maria Grazia Marini, Director of Tourism Services, Ravenna; Dejan Ristić, Tourism Infrastructure Development Coordinator, Ljubljana; and Erik Willemsen, Manager of Leisure Economy, Breda.

The table below shows the workshop's schedule:

9:00 – 9:10	**Opening ceremony: Greetings from the Malaga Mayor** Screening of video with the Mayor's welcome speech
9:10 – 10:00	**Presentation by Julio Andrade (Sustainable Development Goals)** Tourism as a driver for a better future
10:00 – 10:30	**Coffee break** Screening of promotional videos
10:30 – 12:30	**Workshop:** How to assess the impact of tourism in your city? **Host:** Marc Sanderson • Speaker: Luis Medina Montoya. • Discussion between European Capitals
12:30 – 12:40	**Conclusions**
12:40 – 12:50	Presentation by Misa Labarile (European Commission)
12:50 – 13:00	Closing speech by Rosa Sánchez, Malaga Deputy Mayor of Tourism, City Promotion and Local & Foreign Investments

The time of year chosen to host the workshop was a challenge for the organisers, in terms of both technical planning and promotion.

The audio visual company **Bazar del Cineista** was hired to manage the technical aspects, while the journalist **Romina Zace**, who had hosted the programs aired on Canal Malaga, was entrusted with the task of hosting the event. The Tourism Department was in charge of workshop's promotion, which included an email with the event's programme and a link for registration.

Despite the difficulties, the workshop unfolded successfully, getting positive reviews from the European Commission and the participating cities.

The NH Malaga Hotel made one of its rooms available to Bazar del Cineista to host the workshop. The room was converted into a TV studio for the hostess and the production team, including 5 technicians, a cameraman, and staff from the local secretariat to act as the show's director.

▲ Room at the NH Malaga Hotel where the workshop's production took place.

A screenshot from the Mural collaboration platform, used during the workshop. ▲

The workshop's content highlights included the presentation by **Julio Andrade** and the international recognition it meant for the City; the lecture delivered by **Luis Medina** about Malaga's view of sustainability; and the **discussion moderated by Marc Sanderson**, which took on an interactive form using the **visual collaboration platform Mural** (a quadrant was used to determine sustainability in tourism indicators, rankings and certifications.

The conclusions of the workshop were presented by Mr. Sanderson. Afterwards, Misa Labarile, of the European Commission, gave a 10-minute presentation, introducing the EC's goals for tourism **on its transition to greater sustainability and digitalisation in Europe** over the next few years.

Jonathan Gómez, General Director of the Department of Tourism, delivered the closing speech instead of Tourism Deputy Mayor Rosa Sánchez, whose schedule for the day prevented her from attending the event.

The video of the workshop is available on the Department of Tourism's YouTube channel:
https://www.youtube.com/watch?v=9E7W3u_Obx0

07.1.6.
MEDIA PARTNERSHIPS: ENTREPRENEUR

Entrepreneur is an American magazine and website that carries news stories about entrepreneurship, small business management, and business. It was first published in 1977. Today, its audience totals millions of readers around the world, reached through a website with 8 international versions, social media and podcasts in addition to the magazine in print.

In the USA alone, Entrepreneur has 2.2 million website visitors, 4 million magazine readers and over 14 million social media followers. Publishing an article about European Capitals of Smart Tourism was one of the replacement promotional activities suggested by the European Commission in the understanding that the impact of the pandemic had affected the project's visibility and harmed the winners of the 2020 competition.

The article was published online in August 2021 under the title, "These cities are setting an example for European destinations". The tagline read, "Learn how the European Capitals of Smart Tourism are at the forefront of innovative, smart tourism."

The full article is available in digital format in the Entrepreneur website. It can be accessed through this link: https://www.entrepreneur.com/article/378940

You can also read the full article in Appendix 3 of this report.

07.1.7.
MEETINGS AND WEBINARS IN 2021

Internal meetings were rescheduled in 2021, as parallel to the webinars organised by the European Commission for Smart Tourism Capitals, which were no longer held on a weekly basis, as in 2020.

The internal meetings were increased to take better advantage of the extension granted by the European Commission, since Malaga still had important activities to carry out (for instance, the workshop described in section 7.1.5).

In January, a video conference was held with the European Secretariat and the representative of the European Commission to discuss Malaga's calendar of activities for 2021.

In early February, there was a new virtual meeting of the Standing Committee, with representatives from all the City's departments. The goal was to identify and prioritise the projects that would get publicity in the European Capital of Smart Tourism communication channels.

In February, there were European Capitals webinars too. The first was held on February 2 to share updates on the COVID-19 situation and the impact it had had on the tourism industry in each city, as well as the initiatives implemented to alleviate the situation.

In addition, participants took stock of the past holiday season and how mobility restrictions and safety measures had affected tourist traffic.

The second webinar took place on February 23. It was organised by Gothenburg to present a pioneering project: **International Youth Think Tank (IYTT)**. The presentation was made by **Urban Strandberg**, Senior Lecturer at the Department of Political Science of the University of Gothenburg. The IYTT is aimed at promoting an open and democratic society in Europe among youths aged 18 to 24 by encouraging them to participate in the International Youth Conferences (IYCs), the first of which was held in Gothenburg in 2019. The IYC 2019 identified the European Capital of Smart Tourism project as an adequate platform for cooperation between think tanks in the study of contemporary social challenges.

A new webinar was held on April 27, organised by Malaga and attended by the Cities of Gothenburg, Lyon, Helsinki, Linz, Ljubljana, Breda and Karlsruhe. It included a presentation by the new commissioner in charge of coordinating the project, **Misa Labarile.**

In addition, the General Director of the Department of the Environment, **Luis Medina**, talked about the City's plans in connection with sustainability, with a special focus on the film industry, highlighting Malaga's virtues as a destination for audio visual production.

▲ **A screenshot from the presentation of sustainability and the film industry in Malaga.**

08.
IMPACT ANALYSIS

8.1. IMPACT ON THE DIGITAL PRESS

8.2. OTHER TYPES OF IMPACT

The impact of Malaga's choice as a European Capital of Smart Tourism is analysed in two dimensions: impact on the digital media press and other types of impact including direct effects of the programme of activities. Both dimensions can be measured in figures for a quantitative analysis of impact.

The concept of impact is widely used in communication to estimate the number of persons reached by means of a communication action. Here, the total sums for the two dimensions of the analysis cannot be added up, since they refer to two different totals: the number of times the European Capital of Smart Tourism initiative appeared in **digital media – 2,840 and the number of people reached through direct actions – 1,293,530.**

08.1. IMPACT ON THE DIGITAL PRESS

2,840 media published content related to Malaga as a European Capital of Smart Tourism

The digital press impact analysis measured the success of the various communication initiatives implemented by the Department of Tourism and the working team in the context of the European Capital of Smart Tourism project.

Measuring the impact of such a comprehensive event, comprising a wide range of activities, is a complex, multi-faceted task, which requires the standardisation of the data obtained from a variety of media and events.

Several sampling tools were used with digital media to identify content published in connection with Malaga as a European Capital of Smart Tourism from late 2019 to August 2021.

The search engine used was Google, although searches were also performed in Yahoo, Bing, Yandex and Baidu for control and verification purposes. Finally, Google Scholar was used to search for academic literature.

Regarding languages, searches were performed in Spanish and in English to get an idea of the event's impact at the international level, without changing the location of the devices used (although we do not think this would have affected the results).

For greater accuracy, search operators (characters or strings of characters) were used to narrow the focus of the search.

The search query "capital europea" "turismo inteligente" + malaga ("european capital" "smart tourism" + malaga) yielded **2,840 digital media** that published content related to Malaga as a European Capital of Smart Tourism. The quotation marks were used to search for exact phrases, whereas the plus sign indicates that the search results must show articles where Malaga is mentioned along with at least one of the two phrases.

Link to search:
https://www.google.com/search?q=%E2%80%9Ccapital+europea%E2%80%9D+%E2%80%9Cturismo+inteligente%E2%80%9D+%2B+malaga

08.2. OTHER TYPES OF IMPACT

This section analyses the direct impact of other actions taken in the context of the European Capital of Smart Tourism initiative – from marketing activities scheduled for 2020 to new technology initiatives to media partnerships to conferences, forums and other events attended to promote the programme.

Different ratios were used according to the type of action. For instance, the estimate of the special microsite's traffic was based on an extrapolation of the total number of visitors to the general tourism website and a ratio of the number of users who visited this special section.

In the case of events, the number of users who followed them live was added to the views they got later in on-demand video platforms like YouTube or Vimeo or in social media profiles (Facebook, Instagram, etc.).

Action	No. events	No. attendees	No. views	Estimated impact
Sculpture				500,000
National Geographic				250,000
Entrepreneur				250,000
Social media				100,000
Promotional videos			80,000	80,000
European Capital of Smart Tourism Office				20,000
Tourist office				20,000
ITB Berlin podcast 2021			900	12,000
TV show	1			10,000
World Tourism Day 2020	5		10,000	10,000
Website			8,850	8,850
Promotional materials				7,500
Promotional Networks				5,000
Conferences and forums in 2020	16	4,400		4,400
Opening gala	1	700	2,000	2,700
Chatbot				2,000
FITUR 2020	1			2,000
FITUR 2021	1			2,000
GreenCities Forum 2020	1	1,560		1,560
Malaga Pass				1,000
European Capitals Webinars 2020	24	30		1,000
University workshop	3	30		1,000
European Capitals Webinars 2021	1	200		1,000
Hackathon	1	180		540
ITB Berlin NOW 2021	1	500		500
Malaga Tourism Challenge	1	160		480
Malaga's EU Smart Tourism Capitals Workshop 2021	1	40		40
TOTAL				1,293,530

It must be kept in mind that these are media estimates, obtained by using objective data and ratios. They are aimed at getting an interval or a standard for future reference, rather than an exact figure for the number of people reached by the different actions.

09
CONCLUSION

Malaga's time as a European Capital of Smart Tourism has been unique. It gave us the opportunity to review our strategy, introduce new technologies and single sustainability out as a priority in the tourism industry.

This project has been a rewarding experience, giving recognition to the leadership of Francisco de la Torre, who has been the Mayor of Malaga for the past 20 years, and to the effectiveness of the City's smart tourism strategy, which was developed over the years in the context of a long-term strategic plan. The title was also a reward to the efforts made by the City's public and private partners in a variety of areas – not just tourism. Finally, it gave us the boost we needed to move forward and get a larger number of actors involved in smart tourism management.

The year 2020 was a difficult time for many, especially in the travel industry. In such a unique year, we were honoured with the European Capital of Smart Tourism title, which we shared with the Swedish City of Gothenburg. This title enabled us to be part of top-level European discussions about recovery plans and to be

in contact with cities that had similar problems with their own tourism industries.

In the past 20 months, we have had time to think about tourist activities and their impact on society, the economy and the environment. As the pandemic is winding down, we have the chance to introduce new technologies, boost innovation and focus on sustainability in tourism.

Sustainable tourism should make a more rational use of environmental resources, be more respectful of host communities and ensure viable economic growth in the long run, with profits distributed equitably among all stakeholders.

To achieve this, we need to assess the impact of tourism, analyse results and take the necessary steps to build a sustainable future for residents and tourists alike.

As we leave the COVID-19 crisis behind and look into the future, Malaga will continue to be like a start-up – fast, agile and ready to try new ideas. Tourists will continue to bring new ideas and be among the first to try new digital products and services.

It is our goal to pursue a sustainable recovery of tourist activity that optimises environmental resources, is respectful of our community and ensures long-term economic growth with benefits for all parties involved.

Our experience as a European Capital of Smart Tourism will help us better understand the impact of tourism, analyse results more accurately and take more adequate measures to build a better future.

APPENDIX 1: Digital press articles

This appendix contains a list of the most relevant articles published in digital media in Spanish and in English and their links. The articles are listed in chronological order, including title, source and date of publication.

A.1.1.- In Spanish

Málaga inspira el futuro de los museos, El Correo, 20 Noviembre 2019.
https://www.elcorreo.com/culturas/arte/malaga-inspira-futuro-20191120172610-ntrc.html

Málaga ciudad cierra en 2019 su mejor ejercicio turístico y se consolida como destino europeo, La Vanguardia, 02 Enero 2020.
https://www.lavanguardia.com/local/sevilla/20200102/472672297528/turismo-malaga-ciudad-cierra-en-2019-su-mejor-ejercicio-turistico-y-se-consolida-como-destino-europeo.html

Málaga se pone el traje de Capital Europea de Turismo Inteligente, Málaga Hoy, 29 Enero, 2020.
https://www.malagahoy.es/malaga/Malaga-Capital-Europea-Turismo-Inteligente_0_1432357362.html

La capital malagueña crea un departamento de innovación turística digital para reactivar el destino. El Diario Sur, 6 Mayo 2020.
https://www.diariosur.es/turismo/capital-malaguena-crea-20200506163247-nt.html

Viajar, cuidar, disfrutar: siete planes de ecoturismo en España, El Viajero, El País, 10 Junio 2020.
https://elviajero.elpais.com/elviajero/2020/06/05/actualidad/1591310474_894574.html

Málaga reactiva el programa de la capitalidad europea de turismo inteligente 2020 con una escultura conmemorativa, Europa Press, 23 de Junio 2020
https://www.europapress.es/andalucia/malaga-00356/noticia-malaga-reactiva-programa-capitalidad-europea-turismo-inteligente-2020-escultura-conmemorativa-20200623144039.html

El Ayuntamiento de Málaga lanza una campaña para impulsar la ciudad como destino turístico seguro, Europa Press, 26 Junio 2020.
https://www.europapress.es/andalucia/malaga-00356/noticia-ayuntamiento-malaga-lanza-campana-impulsar-ciudad-destino-turistico-seguro-20200626170845.html

Málaga mantendrá su título de Capital Europea de Turismo Inteligente hasta 2021. Tourinews, 23 Julio 2020.
https://www.tourinews.es/destinos-turismo/malaga-mantendra-titulo-capital-europea-turismo-inteligente-2021_4461065_102.html

Málaga: Capital Europea de Turismo Inteligente 2020, Café con Europa, 10 Septiembre 2020.
https://www.cafeconeuropa.eu/blog/malaga-capital-europea-de-turismo-inteligente-2020/

Málaga ofrecerá 30.000 test de coronavirus gratis a los sectores de turismo, cultura y comercio. Antena 3 Noticias, 16 de Noviembre 2020.
https://www.antena3.com/noticias/economia/malaga-ofrecera-30000-test-de-coronavirus-gratis-a-los-sectores-de-turismo-cultura-y-comercio_202011165fb28eb525ac4200014afd22.html

Málaga capital, invitada en la ITB de Berlín para dar a conocer sus buenas prácticas de recuperación. 20 Minutos. 12 de Marzo de 2020.
https://www.20minutos.es/noticia/4615981/0/turismo-malaga-capital-invitada-en-la-itb-de-berlin-para-dar-a-conocer-sus-buenas-practicas-de-recuperacion/

Málaga organiza una conferencia internacional de capitales europeas de turismo inteligente. 20 Minutos. 12 de Julio de 2020.
https://www.20minutos.es/noticia/4761586/0/turismo-malaga-organiza-una-conferencia-internacional-de-capitales-europeas-de-turismo-inteligente/

A.1.2. - In English

Malaga and Gothenburg announced as the 2020 European Capitals of Smart Tourism. Nota de Prensa official de la Comisión Europea. 10 de Octubre de 2019.
https://smarttourismcapital.eu/cities-2020-winners/

Gothenburg and Málaga Selected as 2020 European Capitals of Smart Tourism. Travel Pulse. 10 de Octubre de 2019.

https://www.travelpulse.com/news/destinations/gothenburg-and-mlaga-selected-as-2020-european-capitals-of-smart-tourism.html

Malaga – 2020 European Capital of Smart Tourism – An Innovative Destination. ITB News. 14 de Julio 2020.
https://news.itb.com/regional-spotlight/europe/malaga-europe-capital-smart-tourism/

How Malaga is using "smart tourism" to rebound from Covid. The Independet. 3 de Diciembre de 2020.
https://www.independent.co.uk/travel/europe/malaga-smart-city-tourism-covid-apps-technology-b1764077.html

Sustainable, accessible and tech-savvy: discover the European Capitals of Smart Tourism. National Geographic. 21 de Diciembre de 2020.
https://www.nationalgeographic.co.uk/travel/2020/11/sustainable-accessible-and-tech-savvy-discover-the-european-capitals-of-smart

Spanish bank signs agreement with Smart City Cluster. Smart Cities World. 18 de febrero 2021.
https://www.smartcitiesworld.net/news/news/spanish-bank-signs-agreement-with-smart-city-cluster-6109

Málaga launches Europe's first driverless electric bus. Cities Today. 1 de Marzo de 2021.
https://cities-today.com/malaga-launches-europes-first-driverless-electric-bus/

Malaga European Capital of Smart Tourism: inspiring other cities on tourism recovery. EuroWeekly News. 20 de Mayo de 2021.
https://www.euroweeklynews.com/2021/05/20/malaga-european-capital-of-smart-tourism-inspiring-other-cities-on-tourism-recovery/

APPENDIX 2.
National Geographic

Sustainable, accessible and tech-savvy: discover the European Capitals of Smart Tourism

The European Capital of Smart Tourism initiative champions EU tourism destinations striving for inclusivity, creativity, digitalisation and sustainability. Gothenburg and Málaga, the 2020 capitals, are leading the way.

**BY THE EUROPEAN CAPITAL OF SMART TOURISM
PUBLISHED 21 DEC 2020, 08:00 GMT**

What is smart tourism?

In a nutshell, smart tourism embraces innovative, digital and eco-savvy approaches to travel. From regulating the flow of travellers and supporting diverse communities to making the most of virtual reality and using the latest technology to break down language barriers, it responds to old and new demands in a fast-changing industry. As hotbeds of creativity and social activity, smart tourism destinations devise solutions that benefit locals while enhancing the visitor experience. In the EU, where tourism is the third-largest socioeconomic activity, making up around 10% of the economy, several cities are ahead of the curve.

Promoting smart tourism across Europe

The European Capital of Smart Tourism initiative aims to kick-start a conversation about smart tourism by applauding forward-thinking destinations. For the past two years, it's defined smart tourism excellence across four categories: accessibility; sustainability; digitalisation; and cultural heritage and creativity. Rather than acting strictly as a contest, the goal of this EU wide competition — developed in 2018 by the European Union and implemented by the European Commission — is to take examples from leading smart tourism destinations and provide a platform for other cities to

discover those ideas, all the while fostering cooperation. Its Compendium of Best Practices is exactly that: chock-full of success stories, the free-to-access guide to smart tourism details everything from reusable coffee cups in Karlsruhe and smart waste management in Ljubljana to forward-thinking digital initiatives, such as Helsinki's WeChat programme, designed for Chinese tourists. In 2020, Gothenburg and Málaga were both lauded for redefining their tourism offers.

Setting an example

Digital-forward, accessible to all and a champion of sustainability, Gothenburg, Sweden's second city, has all the attributes of a leading 21st-century destination. Its strong approach to tech means visitors and locals alike benefit from widespread 4G coverage, future-oriented public transport and smart grids for traffic and electricity. The easy-going port city, hailed as the world's most sustainable destination by the Global Destination Sustainability Index four years in a row, also adopts a pioneering approach to emission targets, and most of its hotels have been environmentally certified. Green initiatives extend to the city's festivals, from the six-day Gothenburg Culture Festival getting rid of all disposable packaging to Way Out West committing to climate transparency.

Meanwhile, co-winner Málaga, Spain has transformed itself from a Mediterranean seaside staple to a hotbed of innovation. Its sustainability initiatives range from smart watering systems for parks and gardens and efforts to improve noise quality to the installation of public LED lighting and the introduction of ample bicycle hire stations and cycle lanes. Local authorities have embraced technology aimed at improving the visitor experience and helping businesses to innovate. The city has also boosted its cultural appeal, welcoming more than 30 museums in the past 20 years, including big-hitters like the Centre Pompidou Málaga, providing new itineraries and transforming old buildings into vibrant hubs of arts and culture. One of the best examples of its approach is Tabacalera, a former tobacco factory which now houses the Automobile & Fashion Museum and the Russian Museum Collection — Saint Petersburg, as well as the Spanish National Digital Content Hub, where modern-day artists use virtual reality to improve tourism and other sectors — and all just a short walk from the sea.

In addition to the 2020 capitals, four cities received European Smart Tourism Awards in select categories: Breda, in the Netherlands, for accessibility; Ljubljana, the capital of Slovenia, for digitalisation; Karlsruhe, in Germany, for cultural heritage and creativity; and Gothenburg for sustainability.

The way forward

By rewarding destinations at the forefront of innovation, the European Capital of Smart Tourism initiative helps cities attract more visitors — but that's not all. Smart tourism can also play a role in combatting the negative social, environmental and economic impacts of travelling and help the industry respond to challenges.

Representatives of the 2020 capitals recently shared insight on how smart tourism can support post-pandemic recovery. Gothenburg provided lessons from Sweden's no-lockdown approach, highlighting the importance of sharing information, attracting regional visitors and investing in technology to digitalise attractions and events. Meanwhile, Málaga stressed the need to support smaller businesses and involve local companies in brainstorming new ideas and solutions. The Spanish city is also showing that, with flexible measures and strict sanitary guidelines, events can still go ahead. While large gatherings have had to be cancelled, attendees at Greencities, Forum of Urban Intelligence and Sustainability, for instance, were offered the chance to take a 15-minute coronavirus antigen test as part of a pilot scheme sponsored by the City of Málaga.

Improved travel for all

Anyone visiting Málaga, one of the oldest towns in Europe with nearly 3000 years of history, can now better experience both its urban and natural charms. Travellers can download apps to guide themselves through the host of museums and attractions or scan QR codes at various places of interest around the city for information on the go. The sun-bathed city has also revitalised many of its natural spaces, including making eight beaches fully accessible for those with reduced mobility and fitting two with supportive devices for the blind. Málaga has also created a website and app to display information such as beach crowding, wave height and presence of jellyfish. Reaching attractions is now easier, too, with sensors across Málaga's car parks helping those renting a car to quickly spot available slots.

Gothenburg's strong commitment to technology also benefits visitors. For example, Liseberg amusement park, one of Sweden's most popular attractions, recently introduced a virtual queuing system, while Röhsska Museum and Gothenburg City Museum both underwent renovations to increase accessibility. Nature lovers are well catered for, too, with Sweden's Freedom to Roam initiative allowing everyone to make the most of the country's sprawling open spaces, such as the region's rugged archipelago. Travellers can also take advantage of the 'Meet the locals' initiative, which connects visitors with locals and offers an insight into day-to-day life in Sweden. Have a question about the city? Turn to the capital's comprehensive digital channels or enjoy an online chat with a local expert.

More info

This EU initiative recognises outstanding achievements in smart tourism. Gothenburg and Málaga proposed attractive programmes to celebrate their titles as 2020 European Capitals of Smart Tourism. They now act as role models and are sharing best practices on a number of platforms.

https://www.nationalgeographic.co.uk/travel/2020/11/sustainable-accessible-and-tech-savvy-discover-the-european-capitals-of-smart

APPENDIX 3.
Entrepreneur

These Cities are Setting an Example for European Destinations

Learn how the European Capitals of Smart Tourism are at the forefront of innovative, smart tourism.

With many cities and destinations looking to grow more resilient after the global pandemic, the European Capitals of Smart Tourism are at the forefront of innovative, smart tourism. They are disrupting the tourism industry by placing sustainability, accessibility, and digitalisation at the heart of their strategy.

Transformative Approaches to Smart Tourism

Digital transformations have radically changed the travel experiences in recent years, prompting cities and destinations to rethink their approaches to delivering unique visitor experiences. Founded in 2018, the European Capital of Smart Tourism initiative has been at the centre of transforming the European tourism industry since its inception. The initiative continues to have a growing role in the creation of synergies across European cities and act as a standard bearer for the establishment of smart tourism approaches in line with green and digital transition practices across Europe. Through the promotion and expansion of this initiative, many European cities have adopted inclusive strategies for the innovative use of digital technologies, begun placing a larger emphasis on accessible tourism and ensuring that sustainability and green practices are a cornerstone of their tourism industry.

Since 2020, Málaga and Gothenburg have been recognized by the European Commission as the European Capitals of Smart Tourism for their outstanding achievements across all four competition categories: accessibility, digitalisation, sustainability, and cultural heritage & creativity.

Gothenburg: Pioneers of Sustainability

The Swedish city of Gothenburg is at the forefront of the sustainability trend. With their commitment to tackling environmental and socio-economic challenges, the city of Gothenburg has implemented far-reaching measures that continue to see Gothenburg top the global charts as a sustainable city. In becoming a sustainable city, Gothenburg has utilised innovative technologies, effective long-term planning and promoted public-private partnerships. As of 2021, around 97% of the city's public transport runs on renewable energy and 95% of its hotels are eco-certified.

The cornerstone of Gothenburg's success is their commitment to circular economy, their long-term aspiration toward protection of natural resources and their attention towards keeping the carbon footprint generated by tourism as minimal as possible. The Alelyckan Recycling Park now recycles 500 tons of waste yearly and in addition to the recycling centre, the park has three different outlets run by different non-profit organizations. The Landvetter Airport held the highest level of environmental accreditation ever since 2011 (European Carbon Airport). By 2030, Gothenburg is planning to decrease its public transportation emissions to zero and the initiative Gothenburg Green City Zone is a zone where technologies for both vehicles and infrastructure are tested, with the aim of achieving emission-free transports. All this while planning the postponed celebrations of Gothenburg's 400-years anniversary, now taking place in 2023. Just a few examples of why and how the city of Gothenburg is winning the race for sustainability.

Málaga: A Hub for Innovation

Málaga is part of an innovative ecosystem called Málaga Valley comprised of high-tech companies, start-ups, universities, and R&D centres. Over the decades, these companies and entrepreneurs have proposed unique projects to improve the visitor experience. For example, companies located at the Spanish Digital Content Hub in Málaga have designed virtual tours using augmented reality and virtual reality for most of the 38 museums and dozens of cultural monuments in the city.

Last year, the University of Málaga developed a beach application that uses remote sensors to provide information about beach conditions and artificial intelligence to predict crowd size, which is very important for social distancing requirement during the pandemic. Recently, the city deployed 61 beacons that use Low Energy Bluetooth technology to provide tourist information in 5 different languages and collect anonymous data regarding monuments visited, tour times and other tourism data. Málaga will continue to operate like a start-up: quick, agile and willing to test new ideas. The goal is to recuperate tourism activity in a sustainable way that optimises environmental resources, respects our community and ensures long-term economic growth that equally benefits all stakeholders. This approach towards tourism, both looking at the effects and the unique experience for visitors is what makes Málaga stand out as a smart tourism capital.

▲ https://www.entrepreneur.com/article/378940

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