

TOURISM DEVELOPMENT AND EVENTS: AN ANALYSIS AT A LOCAL SCALE IN CATALONIA

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ABSTRACT

Catalan events are rich and varied, they are regularly distributed along the whole region, and they have experienced a rapid growth in the last decade but maintaining a strong identity and playing a role as a singular tourism offer. The main aim of this paper is to analyze the events' characteristics (management, marketing, economic impact, and stakeholders involved) and their relationship with local development. The methodology is based on a multivariate analysis applied to a database obtained from a telephonic survey made to 264 Catalan event organizers in 2009. The results distinguish different management event models and to differentiate geographical areas according to their level of event development and their associated economic impact. Also highlighted are different strengths and weaknesses of Catalan events, which can be helpful in identifying strategies for a future tourism events development policy.

KEY WORDS

Events, Cultural tourism, Local development, Catalonia

INTRODUCTION

The tangible and intangible elements of cultural heritage have a unique characteristic that gives them a very strong potential to become tourist resources and to be transformed into products. We are talking about goods that are sensitive to the nature of the region in which they are rooted. The production of cultural goods is idiosyncratic and projects character into the specific places where they belong. Tourism that is tied to regional cultural references is a key element in facilitating a tourist view that can be replicated almost everywhere, producing very diverse experiences (Urry 1990). Culture nowadays plays a very important role as a product to be consumed in a framework that some authors have defined as the transition from industrial production to cultural production (Rifkin 2001). This role becomes more evident through two typical parameters of the present economy. On the one hand is the knowledge economy, which gives leisure a role of discovery and learning (edutainment), highly appreciated when it deals with cultural goods. At the same time it acts as a trigger for the constant renovation of events (Valls 1999). On the other hand, in the context of a global economy, cultural production increases the possibilities for local diversification and specificity. Heritage also acts as a basis for producing specific products addressed, at the same time, to large and specific markets.

Thus, culture offers a range of assets that can be relevant for economic and social development. First of all, it is the target of directed or induced economic effects; it strengthens the identity of the destinations and projects positive effects on the image. It is also an area for intervention by authorities that are interested in transforming the regions through local and regional development policies. Finally, closely linked to the previous point, it helps foster strategies in cultural tourism that can help position cities and regions on the scene (Herrero, 2004).

Nevertheless, the ability of culture to yield a positive impact depends on how certain essential aspects of activity and regional features are articulated (Greffé, 2005):

1. Market density and proximity. The effects of cultural activities on development increase with urban density, since it implies more services to meet the demand.
2. Continuity. Permanent activities support development in the sense that they facilitate investments. Ephemeral events can help improve the image of the destination, but they provide an obstacle to consolidation and of being a starting point for other events once they have passed.
3. Associative formulas contribute to bring proximity to various cultural activities and to gain non-monetary exchanges in form of know-how and knowledge.
4. The participation of local agents in cultural assets can be transformed into activities that last all year, covering the needs of local citizens, not only being seasonally produced to attract tourists.
5. The concentration of cultural assets creates synergies between organisers and, because one visit may generate others, helps extend the average duration of these visits and the overall spending by the visitors.

Special events are essential when trying to understand how culture-based tourist dynamics can permeate a region and facilitate local development. These effects are not always easily measurable, since it is often difficult to tell whether attending the event is the main reason for the visit or a complementary, occasional activity performed during the visit to the destination (Getz, 2009).

The relationship between events and potential regional development has been analysed more from the perspective of economic and social impacts, and less from the perspective of environmental impact (Getz, 1997; Getz, 2008). The effects that the presence of events and festivals have on local communities can be explained on three different levels: as a social impulse (benefitting the development of a sense of identity in the community and pride in its heritage), as a generator of economic benefits (long-term promotional benefits, induced and directed profits or increased real-estate value), and as an element of a basic portfolio of the local tourist product (ready to stimulate demand during the low season, to create opportunities for joint action and to improve the image of the destination) (Callot, 2002; Chhabra et al., 2003; E.C., 2007). On the contrary, under certain circumstances, negative socio-economic effects may appear as a result of implementing tourist events (disruptions in the lifestyles of residents and interruption of the normal everyday routine during the celebration of the events, increased noise and traffic, emergence of crime and vandalism, congestion, exodus of residents, excessive use of infrastructures, etc.) (Litvin & Fetter, 2006; Wood, 2005).

This paper focuses on small tourist events, which have certain differences with events as a whole: 1) small events are more common than big ones, although they have received less attention from researchers; 2) these are unique experiences that can happen without recurring to natural or physical attractions or resources; 3) generally the enthusiasm of the local community is a key element in making them possible; 4) they require small budgets with little investment and use existing venues and infrastructure to obtain remarkable profits; and 5) often these events involve large numbers of locally coordinated volunteers (Gursoy et al., 2003; Ryan, 1998). The most frequent problems come from the fact that not all events have the same economic impact (indeed, this is often minimal or non-existent) and success cannot be assessed only in terms of the number of visitors (occasional visitors may even attract local visitors). Many such events lose money when calculating profits based on a very strong base (for example, by believing that they can break the seasonality of tourist visits without considering that sponsors prefer a guaranteed audience during the high season). Also, competition with other events makes it difficult to attract visitors from outside the region or to produce events on a serial basis (those that worked well) without achieving minimum conditions of creativity (Prentice & Andersen, 2003) or adaptation to local peculiarities (T & TA, 1998).

Cultural Tourism Events in Catalonia

Although various tourism models coexist in Catalonia (Anton, 2004) the tendency is to use the image of Catalonia as a cultural destination and to turn Catalan identity into a nexus that links various tourism products related with cultural heritage (DCCT, 2004). The rising demand for cultural tourism in Catalonia reflects the patrimonial dedication of the Catalan cultural tourism offer. Between 1998 and 2001, cultural tourists rose by 46% in Catalonia, which is double the increase in international tourism to Catalonia for the same period (23.9%). There was a slight increase in the percentage of foreign tourists on cultural visits—from 39.3% in the year 2000, to 48.6% in 2001—with six million tourists overall in 2001 and total growth of 1.5 million tourists (Font, 2003). This study shows the uneven distribution of tourist flows between the city of Barcelona and the rest of the Catalonia region. Barcelona has become an international attraction for cultural tourism (with 2.8 million cultural tourists in 2001), concentrating 47.1% of all cultural tourists to Catalonia. As for cultural tourism events (CTE) organised in Catalonia, the picture is very similar. Some authors (Richards, 2007) indicate the difference observed between CTEs organised in Barcelona—some of them with high capacity to attract international tourism—and others in the rest of the region, where tourist appeal of CTEs is scarcer and where the audience is mainly made up of locals and people from the surrounding area. This phenomenon is a result of the transformation of Barcelona into an international tourist destination that concentrates the major tourist icons and which, together with the Costa Brava and Salou, makes up the image that foreign tourists have of Catalonia. Thus Catalonia, despite having a very rich, popular, associative and celebratory culture (Richards & Crespi, 2007) is not normally associated with cultural tourism in markets that can generate flows of foreign tourists, with few exceptions.

Although cultural tourism resources are very noticeable throughout the region, Catalonia is still lagging in iconographic terms behind Barcelona and the few focuses of international tourism that are relevant to tour operators and have a global tourist image. This is why it is so complicated to position these products, of which the public is barely even aware, in the market. This situation poses a challenge for CTE planning and management, because although there are new models that point to diversification and product uniqueness as well as links to local identity and popular

culture, tourist dynamics are following a different path, with a clear concentration of flows in globalised iconic places.

The rich cultural heritage of Catalan society and the high degree of social involvement in popular and cultural events has boosted the growth of CTEs in Catalonia over recent years. It is hard to justify this growth as a response to growing tourist demand, except in the city of Barcelona, but this growth can be exploited for tourism as a resource because destinations have different possibilities for generating economic development through CTEs. A basic distinction can be made between mature and emerging destinations:

1. Events that complement and develop the uniqueness of the existing offer in mature coastal destinations. Destinations can become more unique by adding value to emerging products. In the case of CTEs, Anton points to the complementary nature of these events—rather than to their structural aspects—as a limitation (Anton, 2004). He also states that CTEs do not always imply that these resources will gain value, especially those that have a tendency to grow and are not capable of breaking seasonal trends and generating new segments of demand.
2. In hinterland destinations, CTEs can help intensify tourist dynamics and create new products, but it is hard to overcome obstacles relating to distribution, and these events are used to play a socialising role and do not have a clear tourism-related goal.

The main goal of this research is to study the implications of CTEs as a tourist asset, which can generate local development across the entire Catalonia region. The main obstacle to understanding the role of CTEs as vectors of development in Catalonia is the lack of empirical studies. We have tried to solve this problem by building a database with a questionnaire addressed to 263 organisers of CTEs. Once we had obtained the big picture and characterised the events, we studied the implications of managing them and their impact on tourism development (type of event, management style, marketing strategy, indicators of economic impact and attraction of visitors; and ultimately, the role of local agents and local authorities). It also helped to draw up some recommendations on managing these events from the point of view of tourism and for the authorities.

Catalan CTEs rapidly gained popularity in past decades and are now found throughout the region (González & Miralbell, 2009). Nevertheless, some localising patterns show a specific concentration in certain spots of the region: Barcelona city, tourist destinations on the coast and destinations with greater accommodation capacity. Thus, the offer of CTEs matches the map of tourism in Catalonia. Another important localising factor is derived from proximity to the Barcelona metropolitan area and, on a secondary level, the Tarragona–Reus, Lleida and Girona urban regions. Many of these events exist thanks to weekend breaks and short holidays by residents of these urban areas looking for unique leisure attractions. Also, the increased popularity of second homes helps explain the regional scope of CTEs. The match between the geographical locations of these CTEs and the dominant residential structure leads us to believe that they are the result of an urban phenomenon with a demand for proximity which generates functional areas for leisure purposes.

METHODOLOGY

The scope of this study is cultural tourism events organised in Catalonia in 2007. The sample of 900 randomly chosen cases includes events of various types which were surveyed. The results of the survey have a margin of error of $\pm 3\%$ for all events with 95% confidence, assuming a maximum uncertainty of ($p=q= 50\%$). A total of 263 valid responses were collected. Of these, 153 (58.2%) were surveys in urban areas and 110 (41.8%) were in non-urban areas. The survey was conducted from December 2007 to January 2008 among institutions responsible for organising CTEs that met a series of specific criteria: CTEs considered tourist attractions, recognised by the official Guide of CTEs of Catalonia published by the Catalan Tourism Board, or events that have been declared of National Interest. These criteria were established in order to define more precisely, from all the existing cultural events in Catalonia, those that can be considered of interest to tourists and be integrated in the tourist offer. Thus, the study excluded all local festivities. Neutral heterogeneity however, was maintained among the types of events selected. Among these were music events, popular festivals of tourist interest, theatre shows and festivals, special cultural markets, artisan and craft fairs and exhibitions and sporting events. One final criterion that was applied to the selections was the representativeness of events in the region, to balance an excessive concentration in urban areas against the number of events held in coastal or rural areas. Thus, the sample was organised into urban and non-urban areas of Catalonia, according to four geographical areas, including all four provinces and 41 *comarques* (or counties) of Catalonia. These four areas were:

1. Barcelona city (59 surveys, 22.44% of the total)
2. Barcelona metropolitan area, not including Barcelona city (67 surveys, 25.47% of the total)
3. Urban areas of Girona, Tarragona and Lleida (29 surveys, 11.03% of the total)
4. Non-urban areas: events in *comarques* not included in the three previous areas. (108 surveys, 41.06% of the total).

The profile of the survey respondents corresponds to specialists in charge of some aspect of managing the event or even the manager of the organisation. We mostly interviewed technicians working at the culture and tourism offices of local councils. Despite the risk of bias, this level of participation has been very helpful in achieving a better perception of the organisers and their events, while at the same time affording fundamental information that will allow us to better understand their orientation and management style. This survey made it possible to confront and amplify our understanding of CTEs in Catalonia and provided enough information to discover their orientation and how they are managed. It also allowed us to see the potential of CTEs as cultural assets in order to develop a cultural tourism offer as a differentiating factor. The following section explains the main results sorted by topic.

A Diagnosis of Cultural Events in Catalonia

It is not easy to classify CTEs according to theme, since they have different formats that do not exclude others, and often share many items in common. There are also highly heterogeneous events that barely fit into a single class (González & Morales, 2009). The huge variety of themes and types of existing CTEs are the result of a combination of two factors. First, the great Catalan tradition of celebrating cultural festivals and the recovery, in the 1980s, of previously banned traditions, especially during Franco's dictatorship, when Catalan culture and language were

oppressed. Second, various elements that stimulate the creation of CTEs in destinations are conditioning their features. Two of these elements stand out: the growing demand for new leisure products linked to short breaks; and more participative, active behaviour by tourists in the production and consumption of tourist services. As concerns the destinations, two other elements impact new CTEs: the need to create a complementary offer and the new strategy to add value to unique cultural assets in order to achieve differentiation in the market. The majority of events revolve around festivals, traditions and music; although the most recent and innovative CTEs are oriented towards a more selective offer (see Table 1).

Table 1: Main distribution of events by theme, 2008

Event Themes	Per Cent
Concert of music festival	24.83
Theatre festival	5.36
Entertainment	13.08
Popular festival	21.14
Market or artisan fair	11.74
Specialised exhibitions	7.04
Gastronomy	12.75
Sporting events	4.02
Total	100.00

CTEs can be better classified according to other variables such as duration, dimension and continuity. According to these variables, CTEs appear as events that have been developed on a small scale, have short duration and have usually been held every year since the 1980s-1990s, with a clear tendency to grow during the last decade (see Table 2).

Table 2: Indicators of the characteristics of CTEs, 2008

Indicator	Per Cent
Dimension (> 50,000 visitors)	13.6
Duration < 2 days	67.1
Events starting after 1997	28.1
Continuous organisation (every year)	76.4

An analysis of the seasonal distribution of CTEs affords a better understanding of how these events affect the breaking of seasonal dependence in tourism in Catalonia. The results clearly show that CTEs are not programmed for this purpose, but on the contrary they tend to follow the patterns of frequency in tourism demand (see Figure 1). Although events are held all year round, they are less frequent out of the high season. This has the potential for breaking seasonal dependency, which could be used by the organisers when designing adequate scheduling and planning of these resources.

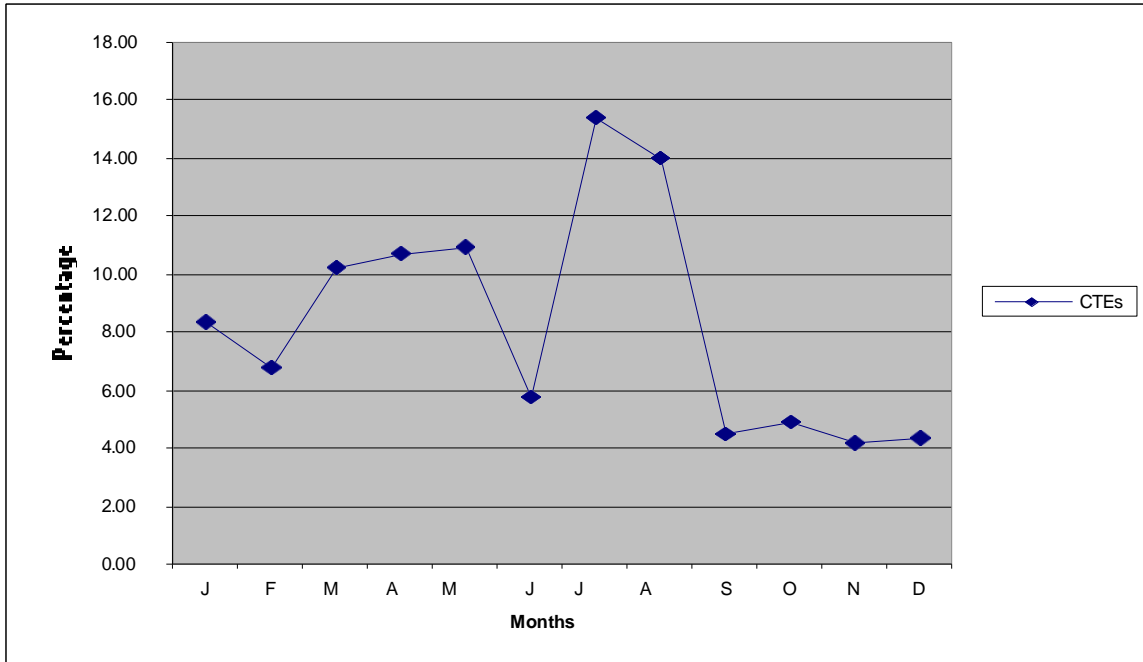


Figure 1: Monthly distribution of Catalan CTEs in 2008

It is interesting to see the relationship between the economic feasibility of CTEs and their capacity to become tourist attractions. Here we analyse the different aspects related to the budgetary feasibility of events, their management structure, their orientation and goals and the real capacity of these events to provide economic benefits and attract tourists. First, the results conclude that CTEs usually have very limited budgets, as expected considering the small scale of the majority of these events (Table 3). CTEs have a major capacity to generate economic activity, since the total budget of the 132 events which supplied us with this figure amounted to €21.5m. If we consider that most of these events are limited to rural areas with scarce population, the resulting economic impact can be quite large.

Table 3: Budgets of Catalan CTEs in 2008

	Total budget (in €)	Per cent
Very small	< 6,000	19.70
Small	6,000–15,000	20.45
Medium	15,001–50,000	20.45
Large	50,001–100,000	14.39
Very large	> 100,000	25.00
	Total	100.00

Budgetary data offers more detailed information regarding the expenses and costs that the organisation of these events demand. The expenses generated by CTEs mainly relate to the preparatory phase of the events and to the implementation period. The associated cost of human resources and advertising is very low because many CTEs use volunteers and members of the same association. The economic impact of CTEs has more to do with their implementation than with their ability to generate economic activity and temporary or permanent jobs.

Table 4: Budgetary indicators for CTEs in Catalonia in 2008

Indicator	Per cent
% CTEs spending < 25% of budget on promotion	60.14
% CTEs spending <25% of budget on operation	21.38
% CTEs spending < 25% of budget on contracts	70.07
% CTEs spending < 25% of budget on personnel	87.05
% CTEs spending >50% of budget on promotion	8.70
% CTEs spending >50% of budget on operation	60.69
% CTEs spending >50% of budget on contracts	15.33
% CTEs spending >50% of budget on personnel	2.88

Some budgetary indicators allow us to identify expense items more precisely (Table 4). The structure of the expenses explains the high extent to which the management costs of CTEs are self-financed. On the other hand, it also explains their low degree of professionalization and deficient commercial strategies (see Table 5). This table shows that the most common characteristic of Catalan CTEs include a low degree of professionalization, a strong amateur profile among their organisers and a limited ability to obtain financial profits.

Table 5: Indicators of the management of Catalan CTEs in 2008

Indicator	Per cent
% of CTEs subcontracting organisation	37.64
% of CTEs with technical administrative resources	80.99
% of CTEs with management teams	75.29
% of CTEs with sales teams	28.14
% of CTEs with specialised programming resources	74.52
% of CTEs with support personnel	88.97
% of CTEs that hire employees through intermediaries	38.40
% of CTEs with an association promoting the events	47.53
% of CTEs that have won awards	25.48

One very important issue for the economic feasibility of events is their ability to generate profits and thus to become more independent from subsidies. It is evident that the majority of CTEs have trouble generating profits (50%) or only generate a medium-low level of profits (36%) (Table 5). We should remember however, that many events are devoted mainly to socialisation and do not opt to commercialise, or merely do so as a collateral strategy, but not as the main aim of their strategy (Table 6). In this regard, organisers stated that their main goal is social integration (66%) rather than becoming a tourist attraction (34%).

Table 6: Distribution of CTEs according their generation of profits in 2008

Profit level	Total	Per cent
None	132	50.19
Low	50	19.01
Medium	45	17.11
High	20	7.60
Very high	10	3.80
Unknown	6	2.28
Total	263	100.00

CTEs can also be classified according to the involvement of associations. The possibility of organising these events in an associative way and building links with other similar events can help create synergies and foster the emergence of new networks and associations. Collaboration and coordination are important factors not only for increasing the attractiveness of CTEs but also for introducing improvements in programs and saving resources through shared management. All indicators relating to associate management are very low in Catalan CTEs and we can conclude that there is a tendency to work independently in isolation, without any coordination with other similar events and with strong and direct competition between them (see Table 7).

Table 7: Distribution of CTEs by purpose in 2008

	Celebrate a festivity (a)	Cultural promotion (b)	Social purposes (c)	Tourist entertainment (d)	Economic promotion (e)	Socialisation (a+b+c)	Tourism (d+e)
% Yes	54.37	74.14	41.44	53.23	33.84	66.12	33.88
% No	45.63	25.86	58.56	46.77	66.16	53.52	46.48
Total	100.00	100.00	100.00	100.00	100.00		

The assessment of the impact caused by Catalan CTEs is indirect and qualitative, but it is useful to have an overview of their ability to generate income and their impact on local economies. Two variables were considered: the ability to affect the tourism industry (hotel occupancy and effects on restaurants) and the presence or absence of tourists at the event. In the first case, figures show evidence of the potential for economic multiplication of events, allowing us to argue that even small events have positive consequences on the local tourist industry. The influence of tourism on this impact is limited, however, since the majority of visitors to these events are local residents. This does not mean that these CTEs cannot become attractions for foreign visitors, since most of the organisations report a certain number of tourists among their visitors, but they are often a minority. Among participating tourists, the majority come from the surrounding areas, with a proportional reduction in presence according to the origin of the visitors: Catalonia, Spain or abroad.

Table 8: Degree of participation and association, 2008

Indicator	Per cent
% CTEs that participate in similar events	30.42
% CTEs that use an event as a model	4.56
% CTEs belonging to networks or associations	15.21
% CTEs integrated in circuits	13.69

The ability of these events to generate profits and affect the local tourism industry is linked, in both cases, to the presence of tourists at the destination. For example, 9 out of 10 events with foreign tourists among their public yield high profits, and 7 out of 10 events generate major profits for the accommodation and restaurant industries. In fact, events with a professional management style and solid promotion are the most effective at attracting tourists and producing a major impact on the host community.

To study the marketing of CTEs we obtained data from their distribution channels concerning the promotion methods they use. We believe that organisers are making little use of distribution channels, instead often using the media as a direct promotion medium. Internal channels (ticket and stand reservations) are preferred for distribution and external channels are used less frequently (electronic ticketing -Ticketmaster or similar) (see Tables 9 and 10). The media provide a popular channel for promotion, with local or regional media being preferred over national media. It is surprising that traditional channels for promoting the tourism industry, such as travel agents and specialised press are rarely used.

Table 9: Distribution channels in 2008

	Electronic distribution channels	CRS	Travel agents (packages)
% Yes	33.84	53.99	3.42
% No	63.12	42.97	93.54
% Free entrance	3.04	3.04	3.04
% Total	100.00	100.00	100.00

Table 10: Promotion channels in 2008

	TV	Radio	Newspapers	Specialised press	Internet	Mobile phone	Trade fairs	Specific promotional shows
% Yes	79.47	85.93	82.13	38.40	95.82	4.56	15.59	24.71
% No	20.53	14.07	17.87	61.60	4.18	95.44	84.41	75.29
% Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Local authorities in particular participate directly in organising CTEs. In contrast, private sponsors are of little relevance and sponsorship is very rare. The involvement of the local authorities is decisive for the sustainability and organisation of events, to the extent that without their support

the majority of the events would probably never be held. The importance of subsidies is evident from the fact that up to 82% of CTEs receive subsidies from the local authorities.

TOURISM, LOCAL DEVELOPMENT AND CULTURAL EVENTS IN CATALONIA

To finish the general analysis of Catalan CTEs and to determine the elements linked to their ability to create development on a local scale a multivariate analysis was used in order to determine the factors that helped to characterise CTEs from this point of view. A factor analysis was used on the main components using SPSS software. The adequacy of the data used here has been proven by the fact that all the original variables are highly correlated with at least one variable, as well as by the high score achieved in the Bartlett’s test, which means that a significant correlation exists between the variables. The adequacy of the factorial analysis is justified by the high score on the Kaiser-Meyer-Olkin index and by the reduced number of cases found outside the diagonal in the anti-image correlation matrix.

In order to study CTEs as triggers of local development we have chosen nine variables in a series of related fields, according to the theory proposed by the OECD concerning the effects of culture on local development (density, continuity, association, participation of local agents, regional concentration). Using the data gathered in the survey, we selected a set of variables covering almost all the mentioned theoretical issues:

Table 11: List of variables relating to local development used in the factorial analysis

Block	Variable 1	Variable 2	Variable 3
Density and proximity to the markets	Presence of foreign tourists	Presence of more than 20% tourists	Participation of local residents
Continuity in time	Continuous / discontinuous event		
Association capacity	Membership of a circuit		
Participation of local agents	Participation of local authorities	Organisation of planned meetings with the various organisational bodies	
Concentration in the region	Production of profits	Budget above €50,000	

The factors were obtained by studying an orthogonal factorial matrix that was produced using the Varimax rotation technique. This matrix summarises the nine features into three factors that explain 59% of the total variance.

Table 12: Orthogonal factorial matrix of CTE associations for local development

Associations	Factor 1	Factor 2	Factor 3
Participation of local government	0.787		
Organisation of planned meetings	0.649		
Participation of residents	0.617		
Presence of foreign tourists		0.676	

Presence of more than 20% tourists		0.811	
Membership of a circuit			0.737
Continuous/discontinuous event			-0.736
Budget above €50,000	<i>-0.465</i>		
Production of profits		<i>0.481</i>	<i>0.477</i>
Self-value	2.099	1.664	1.279
% variance explained	23.319	18.492	14.210

The secondary associations of each sector are in italics

The resulting associations allowed us to characterise and interpret the three factors as different models of events according to their potential as vectors for local development. The first model, which we will call socialisation, participation and local factor, represents CTEs aimed at the socialisation of residents. The second model, which we will call professional tourist factor, represents a different model of CTE, aimed more at tourists, and which includes professional features with major potential to become a tourist attraction. The third, called discontinuous professional factor seems less clear than the previous two. It makes sense because it is a variation of the second model and is typical of commercial events in circuits, but only sporadic ones, such as shows or art exhibitions. These models confirm the initial belief that CTEs are a powerful instrument for local development through tourism, but that models also exist that cannot be easily assimilated for this purpose, since their sole motivation is to provide socialisation opportunities for residents. Market proximity (or the ability to attract these markets) and the concentration of events in the region seem to be important factors for generating local development through tourist events. Finally, the participation of the public administrations is a key factor for obtaining positive social effects on the local scale.

Having looked at the general characteristics of CTEs in Catalonia, the differences will be analysed between the different areas of the region. The detail level of the survey allows us to establish a distinction between four different areas of the region, according to whether they are more or less built-up. Catalonia works like a leisure functioning area, where the presence of a large metropolitan area like Barcelona conditions the direction and features of the flows, concentrating most of the offer and the visitors in the capital (Gonzalez, 2008). Urban dynamics and the urban structure of the destinations however, also influence the existing offer. To summarise, we built a regional basis matrix projecting differences between event structures in each geographical area. According to this matrix and depending on the ability to generate tourism and leisure products, we established four regional models of organisation for CTEs in Catalonia.

The four resulting CTE models can be described as follows: (1) Urban leisure model with professional management and high local economic impact; (2) Urban leisure model with medium professional management and moderate local economic impact; (3) Urban leisure model with medium professional management and high local economic impact; (4) Non-urban tourist model based on amateur management and moderate local economic impact.

Table 13: Matrix explaining the regional models for CTE organisation in Catalonia in 2008

Area	Tourism	Professional management	Professional organisation	Commercialisation	Budget	Public participation	Association	Economic impact
1	--	++	++	++	++	-	-	++
2	--	=	-	+	+	+	-	=
3	-	+	-	+	=	--	--	+
4	+	-	=	-	-	++	+	+

(1) Barcelona city (2) Barcelona metropolitan area (3) Urban areas of Tarragona, Girona and Lleida (4) Non-urban. The symbol (+) indicates that the values obtained for the majority of variables in each component are above the average; the symbol (=) indicates that they are close to the average, and the symbol (-) indicates they are below the average.

DISCUSSION AND CONCLUSIONS

The main contribution of this study is to recover existing data that provides an opportunity to open a debate regarding the convenience of developing tourist events in Catalonia. For this purpose, we have considered two dimensions: the potential to differentiate the tourist product and the capacity to influence local development in the different areas of Catalonia. On the one hand, it seems certain that CTEs generate positive socio-economic impacts wherever they are implemented. Considering only the total amount of the organisational budgets and expenses, it can be concluded that the multiplication effects can be considerably high, especially in the case of more professional tourist events that have major impacts on hotel and restaurant occupancy at the destination. On the other hand, the positive social effects and the positive impact on quality of life that many events have makes up for the lack of economic benefits.

Various strategic approaches to tourism can be suggested according to the potential of different models of events to generate local development. The socialising event model (based on public-administration funding, local management, and small budget and economic scope) can be very useful for strengthening social cohesion. This event model can also provide value for visitors and tourists searching for authenticity. In contrast, professionally managed events, those that obtain some profit, even if they require public or private funding, and are able to attract tourists to the destination, can be considered tourist attractions. From this point of view, these events can create new local tourist resources based on experiences and emotions and focused on issues such as traditional celebrations, identity and local culture.

Any event policy in Catalonia should take into account this dichotomy of models and how they are differently distributed in the region. Events belonging to the first model exist throughout the region of Catalonia, while events included in the second model are found mainly in major tourist destinations and big cities. Interestingly, in non-urban areas, the management of events usually targets tourists, but has little success in attracting tourists. It can be thought that integrating a strategy reinforcing the attractiveness of this kind of events for tourists would be adequate, but in some cases this would mean assuming a major risk of cultural distortion and trivialisation. In this case, a strategy should be addressed to improve or maintain the mechanisms of social capital. The main aim of this strategy would be to guarantee social success through the consolidation and creation of new networks of local agents involved in organising the events. The network of events, whether tourist or cultural in nature, based on local participation and associations may be of

interest for carrying out local development actions. Nevertheless, tourist events based on local culture, authenticity and Catalan identity can also be used to enhance the overall tourist offer, to reduce seasonality, and to attract new market segments.

Successful events require a different strategy because of their specific role as tourist attractions. There are two important problems here. First, cultural events tend to suffer from high concentration in the region and, second, in some geographical areas they are considered to be cultural events rather than tourist products. In this case, strategic action should be taken to reinforce promotion and commercialisation, to capture new markets or to be used as tourist attractions in traditional sun-and-beach destinations as well as in urban destinations. In addition, events can be used to create clusters of products spreading the economic effects across a wider region, by creating, in the destinations where this is possible, a brand associated with the event.

The combination of short-term growth in this type of events and the current economic crisis implies the need for preparing a tourist strategy in the region if the authorities want to prevent the disappearance of events with potential tourist uses. It is also necessary to regulate the sector in order to ameliorate some negative tendencies detected: isolation and lack of collaboration, low budgets in relation to real commercialisation needs, serial cloning of successful initiatives, etc. This strategy is ultimately necessary if tourism authorities want to take advantage of this impulse to generate clusters of events that can improve and make destinations more competitive in general terms. The dynamic nature of CTEs (relatively easy to run) makes it possible—in an easier way than with other products—to respond to changing trends in demand and facilitates a change in orientation and a renovation of the supply in tourist destinations. This point relates perfectly to the emergence of new market segments that are searching for new products in cultural tourism or that specialise in a common theme. For example, events relating to wine or to a specific style of music, etc. Finally, we should stress the considerable ability of CTEs to generate positive effects—economic as well as social—and the ability of most CTEs to become tourist attractions.

A number of challenges have also been identified to be resolved before defining tourist policy based on CTEs. First of all, it is not easy to establish a generic strategic approach given the present starting conditions: geographic dispersal of the CTE offer and little contact between CTEs as well as the lack of a collaborative organisational capacity. It is also important to consider the relevant role played by the local authorities/government and the heterogeneous structure of private actors; the lack of networking opportunities and the diversity of objectives, orientations and interests. Other conditioning factors include the predictable social and cultural effects of the emergence of tourism, the spatial concentration of demand, the scarce interest in breaking seasonal peaks with a planned schedule of events, the difficulties in entrepreneurial management, as well as the lack of creativity and the tendency to serially reproduce successful events. In Catalonia, the current deep economic instability may reduce demand for culture and leisure in coming years. Making events more competitive in economic terms requires a profound debate about a range of key issues: designing and defining tourist policy for events, improving the criteria for professional management, reflecting, in a context of growing scarcity of resources, on the role of public subsidies in the economic feasibility of events, rethinking how to maintain a balance between identity and socialisation and the tourist industry, improving commercial practices, rationalising the existing offer according to the preferences of the demand, fostering

networking and associative practices and increasing dissemination of the economic development generated in the region.

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