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The Toledo Branding as Touristic Promotion Example of Heritage Cities

By Marta Rico Jerez, Ph.D

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Keywords: *heritage cities, toledo brand, touristic events, international positioning, touristic communication, place branding, place marketing, touristic promotion.*

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Keywords: heritage cities, toledo brand, touristic events, international positioning, touristic communication, place branding, place marketing, touristic promotion.

I. Introduction

The Spanish Group of World Heritage Cities (SGWHC) was founded in 1993 in order to safeguard the History, culture and nature of its members. Now a days, the Group is composed by the following cities: Alcalá de Henares, Ávila, Baeza, Cáceres, Córdoba, Cuenca, Ibiza, Mérida, Salamanca, San Cristóbal de La Laguna, Santiago de Compostela, Segovia, Tarragona, Toledo, Úbeda and Medina Azahara. The latter is the most recent incorporation, since its endorsement by UNESCO took place on July 1st, 2018.

This group is very important for Spain´s tourism because it counteracts the Sun - and - Beach industry as the centre of Spain's touristic Brand. It has added value to other attractive resources for tourists by participating in international tourism exhibitions, organizing competitions and congresses. Thanks to that, as Alameda (2007: 57-73) says, between 2003-2005, the overnight stays increased:

Table 1: Overnight stays in SGWHC (2003-2005)

	2005	2.004	2.003
Ibiza	1.169.888	1.208.142	1.163.825
Santiago	1.119.393	1.309.233	899.015
Córdoba	1.110.474	1.0-10.316	932.289
Salamanca	922.574	892.802	780.905
Toledo	677.065	639.269	57:5.804
Tarragona	418.873	372.955	307.004
Ávila	349.340	331.252	289.484
Caceres	374.069	331.004	303.361
Cuenca	335.417	327.912	286.530
Mérida	278.340	270.354	258.070
Segovía	238.088	252.400	274.919

Sources: INE/Alameda, 2007

Equally, and according to the same author, the average per day stay in that period also increased:

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Table 2: Average per day stay in SGWHC (2003-2005)

	2005	2004	2003
Ibiza	4,46	4,49	4,59
Santiago	2,09	2,12	2,04
Tarragona	2,14	2,06	1,94
Salamanca	1,67	1,69	1,66
Cuenca	1,66	1,62	1,64
Caceres	1,66	1,6	1,61
Mérida	1,63	1,6	1,5
Toledo	1,56	1,55	1,53
Segovia	1,48	1,5	1,5
Córdoba	1,52	1,49	1,48
Ávila	1,55	1,49	1,48

Sources: INE/Alameda, 2007

In order to reach those results, a couple of tools were implemented: a management team and a group branding. Regarding the first issue, and according to what Troitiño wrote in 2002, one goal of the SGWHC in these years was to create a joint planning of touristic policies and to disseminate a common image. Thus, they decided to create a brand based on the fact that all these places are cultural symbols and touristic models.

Before explaining how Heritage Cities create their brands, we must explain what we mean by branding. For us, branding is the brand description seen as a customer experience and represented in a collection of images and ideas. Thus, in this study, the Spanish Group of World Heritage Cities considered that all its members have urban landscapes with big cultural value because of their History, their architecture and other innumerable things (Brandis in Troitiño, 2008:75).

Specifically, for historical reasons, Mérida, Tarragona, Córdoba, Toledo or Salamanca should stand out. All of these cities synthesise the Spanish History, from the Roman Period until nowadays, including Medieval, Renaissance and Baroque (Trotiño, 2002).

However, regarding their landscape, Aranjuez, Segovia, Toledo, Cuenca and Granada should be mentioned, because they are perfectly integrated in their locations.

The rua Villar of Santiago de Compostela, the plaza Mayor of Salamanca, the Jewish quarters of Toledo and Córdoba, the San Cristóbal de la Laguna group, the walled precinct of Ávila, and the cornice over the Húecar river at Cuenca should appear within the urbanistic examples of Heritage Cities.

In relation to the architecture, the Roman Theatre of Mérida, the Mosque of Córdoba, the Alhambra of Granada, the Cathedral of Santiago, the Aqueduct of Segovia, or the historic centre of Toledo are some of the most significative places.

Those were the reasons why these cities decided to promote their cultural tourism. They also fostered the profitability of their heritage without losing the independence of each territory. This way, they created their brand according to their cultural offer.

But, how did they create their brands? Fundamentally, through events. So, next we will describe some of the most recent events organised by the SGWHC in which a management team and branding group were combined:

- 5th Season "Chamber music in Heritage Cities of Spain" (April-June 2018): It was celebrated in the more significative historic places of the 15 cities: theatres, palaces, churches, cathedrals and museums. It was inaugurated by Queen Sofia at Córdoba.
- Congress "Heritage Cities for all people" (Cuenca, May 2018): People from private and public entities talked about accessible tourism in World Heritage Cities. It was held at Auditorium Theatre.
- Conference about Sustainable Tourism and World Heritage (Segovia, March 2018): The goals were to analyse and to evaluate how the Public Administration, the Catholic Church, some universities and private companies developed their strategic lines regarding tourism. It was celebrated at Real Casa de Moneda.
- Photographic Exhibition on facade of Culture State Secretary (Madrid, February 2018): The goal was to reinforce Spain's Brand.
- Photographic Award "Paradores" in social media (December, 2017): The participants had to send a photo with Christmas decorations from some Heritage City of Spain. The winner obtained a double room night stay at a "Parador" of Tourism located in any of the Heritage Cities.
- Conference about Management Plans of Heritage Cities (Santiago de Compostela, November 2017): The issues treated were the situation and evolution of management programmes, apart from citizen participation within the SGWHC selection process.
- II European Meeting of World Heritage Associations (Segovia, October, 2016): The topics were mainly the participatory process and management of the World Heritage, World Heritage as a creator of social ties and the World Heritage properties. It was celebrated at Real Casa de la Moneda.
- Gastronomic Event "Pillars of Taste" (June, 2015): A tasting of traditional food from 15 Heritage Cities. It took place at Palacio de Cibeles's restaurant.

It is good to note that the Branding Group has been reinforced with an event brand, particularly, during the 25th Anniversary of the group's foundation in 1993. For this commemoration several actions were taken: a video, a popular racing circuit, a classical music season and sessions about heritage were carried out.

On the other hand, the teamwork management can be seen during these meetings, since they used to be celebrated on different cities of the Group

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(Salamanca, March 2018, Córdoba, November 2017, Ibiza, September 2017, Alcalá de Henares, March 2017, Cáceres, November 2016, Cuenca, March 2016...). But not all meetings were in Heritage Cities, since Madrid was another place, exactly at the Casa Árabe and Secretariat of State for Culture.

To strengthen the teamwork, every year the Group gives an award to one of its members. For instance, in 2016 the winner was the Real Fundación Toledo "for its trajectory and contribution to maintain and revitalize Toledo" with activities, studies.

Besides, as one of the Group's goals is to foster the economy, a joint Annual Action Plan is set with Turespaña, Paradores and Iberia. Specifically, in 2017 the agreement with Iberia for the international promotion of heritage routes in these cities was renewed. In the same way, they signed another agreement with Paradores to encourage cultural tourism and to publicize the heritage of every member of the group.

In the case of Paradores, we should point out the organization of a trip for journalists and tour operators.

In 2017, a third agreement was reached with Turespaña for the international promotion through joint actions. In fact, the Group participated in international tourism exhibitions (Hamburg, Utrecht.

Brussels, Paris, Berlin, Tokyo, London, Shanghai, Singapore, Sao Paulo and Madrid). Furthermore, an event was organized in each exhibition. Thus, in 2016 the photographic exhibition "World Heritage Cities. 15 jewels of Spain" was organized at Instituto Cervantes in Hamburg, and the 1st European Meeting of World Heritage Associations was held at Strasbourg. We must explain that there were only 15 jewels at the time because Medina Azahara did not belong to the Group yet.

But not only was the Group interested in an international positioning, events for Spaniards were organized too, such as photographic competitions in Christmas and during the summer, by publishing pictures in social media with Christmas or summertime motives, respectively.

Apart from spreading these activities through social media and international tourism exhibitions, the Group participated in events organized by other entities as PREDIF (A Spanish platform which includes several associations and federations for people with all kinds of disabilities). Specifically, at the International Conference, the SGWHC have a speaker who talked about Inclusive and Accessible Tourism, and "Heritage for all people".

In the other hand, the SGWHC has as purpose to educate children from the cities belonging to the Group so that they learn to know and to value the implications of the titles granted by UNESCO. For this reason, training courses for children were carried out.

Also, in 2015 a training course for firefighter chiefs was organized in Ibiza and one for tourism technicians in Madrid. The first of them had as goal to teach emergency protocols for historical cities in the case of big catastrophes. However, the second of them had as objective to teach as to treat to the Chinese target.

All the activities explained in the previous paragraphs have brought important data regarding the touristic impact on members of the Group of World Heritage Cities. Next, we can see the total of overnight stays from 2014 to 2017 in some Spanish World Heritage Cities:

Table 3: Total of overnight stays in SGWHC (2014-2017)

	2107	2016	2015	2014	2014 - 2017 (%)
Córdoba	1.998.261	1.933.906	1.848.041	1.721.745	16,06
Granada	5.910.780	5.793.265	5.597.865	5.291.611	11,7
Ávila	610.201	524.601	578.568	471.529	29,41
Salamanca	1.695.688	1.663.243	1.656.960	1.538.976	10,18
Segovia	816.332	752.667	688.052	599.335	36,21
Cuenca	519.271	514.715	456.985	423.836	22,52
Toledo	1.285.571	1.261.469	1.157.467	1.244.895	3,27
Tarragona	11.082.299	10.288.468	9.544.439	9.621.196	15,19
Cáceres	1.227.122	1.240.993	1.118.706	1.009.733	21,53

Sources: INE/Own elaboration

In this table we can verify as the overnight stays increased in all places, being significant the 36,21% of Segovia, 29,41% of Ávila, 22,52% of Cuenca or 21,53% of Cáceres.

Regarding the overnight stays of Spaniards, the figures were:

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Table 4: Overnight stays of Spaniards (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	1.215.107	1.181.126	1.098.008	1.043.923	16,4
Granada	3.228.064	3.218.684	3.105.001	3.119.147	3,49
Ávila	522.888	451.313	481.694	397.615	31,51
Salamanca	1.241.722	1.252.938	1.254.457	1.155.090	7,5
Segovia	646.737	598.858	549.392	483.379	33,8
Cuenca	453.902	458.364	409.513	376.287	20,63
Toledo	922.795	926.776	842.153	924.610	-0,2
Tarragona	4.415.769	4.361.843	4.304.370	3.756.748	17,54
Cáceres	1.068.142	1.082.667	976.475	882.630	21,02

Sources: INE/Own elaboration

It should be pointed out that, between 2014 and 2017, the overnight stays of Spaniards increased in all cities, except in Toledo, where they decreased. However, the higher percentages were 33,80% of Segovia, 31,51% of Ávila, 21,02% of Cáceres and 20,63% of Cuenca.

With respect to the overnight stays of foreigners, the data are in the following table:

Table 5: Overnight stays of foreigners (2014-2017)

	2017	2016	2015	2014	2014 - 2017(%)
Córdoba	783.153	752.775	750.035	677.819	4,04
Granada	2.682.713	2.574.583	2.492.860	2.172.466	4,2
Ávila	87.312	73.288	96.874	73.914	19,14
Salamanca	453.967	410.308	402.505	383.885	10,64
Segovia	169.598	153.807	138.661	115.956	10,27
Cuenca	65.368	56.353	47.471	47.551	16
Toledo	362.777	334.693	315.313	320.282	8,39
Tarragona	6.666.530	5.926.624	5.240.068	5.864.447	12,48
Cáceres	158.982	158.323	142.231	127.105	0,42

Sources: INE/Own elaboration

Regarding the overnight stays of foreigners between 2014 and 2017, the figures are specially relevant, because the growth took place in all cities. We should highlight Ávila with 19,14%, Cuenca with 16%, and Tarragona with 12,48%. These percentages prove that the activities and events carried out in order to position the SWHC within the international tourism sphere were profitable.

In relation to the total travellers, we can see the data in the following table:

Table 6: Total travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	1.232.065	1.186.908	1.135.263	1.091.006	12,93
Granada	2.842.478	2.840.265	2.659.451	2.525.956	12,53
Ávila	389.297	336.303	362.103	305.929	27,25
Salamanca	993.437	965.897	948.032	863.488	15,05
Segovia	467.363	444.843	432.670	385.286	21,3
Cuenca	296.794	301.924	274.254	254.894	16,44
Toledo	828.045	803.349	760.328	810.990	2,1
Tarragona	3.084.712	2.851.904	2.665.723	2.456.157	25,59
Cáceres	687.960	677.841	647.052	579.411	18,73

Sources: INE/Own elaboration

In this table, we can see as Ávila was the city with the higher percentage, 27,25%, followed by Tarragona with 25,59%, Segovia with 21,33% and Cáceres with 18,73%.

Next, we show the numbers of travellers from Spain:

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Table 7: Spanish Travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	713.432	696.015	650.848	630.090	13,23
Granada	1.490.970	1.536.608	1.444.282	1.453.205	2,6
Ávila	332.222	292.631	308.737	259.435	28,06
Salamanca	686.520	691.248	676.212	617.945	11,1
Segovia	375.071	362.286	356.066	314.087	19,42
Cuenca	261.575	269.975	243.853	225.847	15,82
Toledo	579.961	580.570	551.709	596.411	-2,76
Tarragona	1.733.240	1.670.331	1.598.460	1.373.936	26,15
Cáceres	586.054	581.647	554.711	499.563	17,31

Sources: INE/Own elaboration

Regarding the domestic tourists in Spain, the best percentages were for Ávila with 28,06%, followed by Tarragona with 26,15%, Segovia with 19,42% and Cuenca with 15,82%. We should point out that there was a decrease of 2,76% in Toledo.

Table 8: Foreign travellers (2014-2017)

	2017	2016	2015	2014	2014-2017 (%)
Córdoba	518.632	490.894	484.417	460.919	12,52
Granada	1.351.507	1.303.656	1.215.172	1.072.750	25,99
Ávila	57.076	43.672	53.367	46.493	22,76
Salamanca	306.919	274.652	271.818	245.538	25
Segovia	92.291	82.557	76.605	71.201	29,62
Cuenca	35.219	31.948	30.403	29.047	21,25
Toledo	248.084	222.780	208.621	214.579	15,61
Tarragona	1.351.471	1.181.570	1.067.265	1.082.220	24,88
Cáceres	101.905	96.194	92.344	79.848	27,62

Sources: INE/Own elaboration

The percentages of foreign travellers were quite high between 2014 and 2017. In this case, Segovia was the city with the higher percentage, 29,62%, followed by Cáceres with 27,62%, Granada with 25,99%, Salamanca with 25%, Tarragona with 24,88%, Ávila with 22,76%, Cuenca with 21,25%, Toledo with 15,61% and Córdoba with 12,52%. Again, we can see the influence of the activities and events organized to reach an international positioning.

Due to the results obtained from 2014 to 2017, we can affirm that the Spanish Group of World Heritage Cities has achieved its goal of an international positioning; we can also say that this Group does not disturb the independence of its members, as it can be seen in the different percentages reached by each city.

To conclude this section, we can say that the SGWHC has created its brand putting in value the cultural, historic and artistic qualities of its members with events focused on their monuments. This is the reason why, fundamentally, photographic exhibitions and competitions were organized in social media at Christmas and in the summer. Even more so, a classical music season and a gastronomic tasting were celebrated. However, nothing could have been possible without a teamwork based on conferences and meetings to discuss the participative process and the World Heritage management, among other topics.

Also, the teamwork could be appreciated in its 25th Anniversary and the exhibitions held for the international promotion of tourism. The latter had the objective to enhance the international positioning of the cities.

Due to everything explained in previous paragraphs, one goal of this study was to look into as the Heritage Cities managed theirs place branding both together with the Group and independently through Toledo, which their tourism figures were the lowest. This is what we are going to see in detail at the next sections.

II. Methodology

The main purpose of this research was to analyse the importance of branding in the touristic promotion of the World Heritage Cities, with the example of Toledo. Hence, to reach it, the specific goals were:

(a) To know how Toledo city creates its branding.
(b) To determine how the communication influences in the international positioning of the Toledo Brand.
(c) To explain why branding is a basic instrument to attract tourists to one Heritage City as Toledo.

Consequently, the hypotheses were:

(a) Toledo city creates its brand through several events, which are organized for all sorts of targets.
(b) Toledo Brand was spread, fundamentally, in social media and in international tourism exhibitions, which

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helped position the city in the international tourism market and started to solve the problem of few overnight stays because of its proximity to Madrid.

(c) Branding is a basic instrument to attract tourists because it is created in accordance with values as culture, gastronomy, religion and leisure. These values belong to Toledo's identity and all of them can be of interest to several types of targets.

According to these objectives and these hypotheses, we carried out a qualitative research in order to understand the effect of Toledo's branding on the growth of tourism. Particularly, we used exploratory, explanatory and the content analysis.

The exploratory analysis was used to acquaint ourselves with the branding of World Heritage Cities. However, the explanatory analysis was necessary to prove why branding is a basic instrument for attracting tourists to one Heritage City as Toledo. Finally, the analysis of content was applied to know how this city creates its brand, as well as to determine the influence of communication in the creation of that brand.

III. Results

a) The instruments used by toledo city to create its brand

Before explaining the instruments which the Toledo city use to create its branding, we are going to say what is brand for us. In consequence, first we must start talking about place marketing.

Place marketing refers to the activities carried out in order to create, maintain and modify attitudes or behaviours of specific sites (Kotler & Armstrong, 2003:285). Cities, states, regions, even whole countries compete to attract tourists through strategies with the territory brand as pillar.

Alameda and Fernández (2002) say that the territory brand is a concept based in shared perceptions by the audience about a geographic origin. That is the reason why these authors explain that place branding helps promote an added attractiveness to the territory with the creation of a brand identity.

Here, we must remember that a brand identity is formed by attributes or features which differ from others.

According to Rico and Campanero (2014,164-177), it is important to clarify the difference between brand identity and brand image. The latter is the opinion which the target audience have of a product given and this can affect to the valuation of the brand, and that, at the same time in positioning. Although, one influences in the other.

The interest in positioning has increased with globalization, which allows us to speak about different kinds of brands such as city brand or country brand.

Besides, the territory branding is an instrument to project a positive image that improves the perception of target audience and contributes in global competitive (Tresserras, 2004). In this way, the aim of branding is "to achieve a positive reputation" (San Eugenio, 2008:467-471). In fact, for getting this reputation, in the case of place brand, it is necessary to keep in mind the following requirements (Jordá, 2006:32-33):

(a) The brand must show real features.
(b) The brand must not be an one-time promotion, since it must be maintained over the time.
(c) The brand must be shared among local agents.

Consequently, we can define place brand as the bridge between the real space and the goal together with the perception (De Los Reyes, Ruiz & Zamarreño, 2007:155-174). Even more so, one of the objectives of creating a place brand is the promotion as a touristic destination, a business center, a place of residence or innovation. An example of all this is Toledo Brand. This is the reason why we are going to explain how Toledo creates its brand.

Toledo is a Spanish city in which History, art, heritage, culture, gastronomy and handicraft are blended. There are churches (Cathedral, Santo Tomé Church, Salvador Church...) synagogues (Santa María La Blanca, Del Tránsito...) and mosques (Cristo de la Luz), symbols of Christian, Jewish and Muslim historical cultures. Because of this, it is named "City of Three Cultures".

Other significant and historical monuments are the bridges Alcántara and San Martín, the first of them belonging to Roman Period and the second was built during the Medieval Period. Both were declared national monuments in 1921.

Other monuments that can be visited in Toledo are:

(a) The Alcázar, which was built as the residence for Carlos V and nowadays is the Spanish Army Museum and the Castilla-La Mancha Library.
(b) The Bisagra Door, of Muslim origin, although it was rebuilt during the reigns of Carlos V and Felipe II.
(c) The Royal College of Doncellas Nobles was an educative foundation until the XXth Century. Nowadays, it belongs to Toledo Archbishopric and to the Spanish National Heritage.
(d) Santo Domingo "El Antiguo" Convent, which has several exhibition rooms with paintings, goldsmith pieces, images, sculptures and documents.

Furthermore, there are interesting museums, and we are going to stand out some of them:

(a) Council and Visigoth Culture Museum at the San Román Church.
(b) Santa Cruz Museum, located in the hospital with the same name. It was built in the XVth Century to take in orphaned children. Exhibitions are held all year round.
(c) Greco Museum is the only one in Spain dedicated to the painter.
(d) Sephardic Museum which is located in the Transit Synagogue and has a permanent exhibition about Jewish History.

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(e) Taller del Moro Museum which was built as nobility house in XIVth Century. Nowadays, they can be seen Mudejar potteries, wood handicrafts and archaeological remains.

Here, we have just mentioned some of the interesting touristic attractions that can be found in Toledo, but it would be impossible to include in this paper everything that the city has to offer. However, it is important to say that these attractions, the mentioned and the unmentioned, were the reason why Toledo was declared Monumental Group in 1940 and World Heritage City in 1993. In other words, Toledo has been a global touristic benchmark for many years now. Nonetheless, it is insufficient for attracting tourists. An example of this is the fact that, for long years, the overnight stays were very few due to its proximity to Madrid. Some tourists just went hiking. It has been necessary to create a brand in order to change this situation.

But, how has Toledo created its brand? This is what we are going to explain in the next paragraphs.

First of all, in 2014 the Local Government approved the Action Plan called "Toledo Strategy 2020". Towards a Toledo City leader in heritage, citizenry and competitiveness". One aim of this Plan is to reach the international positioning of Toledo by including it in the target of World Heritage Cities and Cultural Tourism, while at the same time reinforcing its image as universal heritage guarantor. With this strategy, the proximity of Madrid was turned into an advantage thanks to the possibility to take a high speed train (AVE) while balancing the overbooking at the capital of Spain in some moments.

When the Local Government analysed the situation, it founded that Toledo has many opportunities to show off its many multifunctional buildings and its experience as an international touristic city thanks to its many multifunctional buildings and its experience as an international touristic city. Particularly, the Local Government decided to increase its presence in national and international networks and forums.

On the other hand, in order to reinforce its image as universal heritage guarantor, Toledo relied upon its 122 Assets of Cultural Interest, although not all can be seen and others are not included in common routes of guided visits. So, it established as goal to define an integral strategy for a managing the heritage as tourist, cultural and educative within a public and private partnership.

Specifically and, above all, different aspects of the touristic destination were considered: The technological aspect, due to the importance of social media; culture, for activities and events about its History and its art; gastronomy, for samples and tastings; and leisure, for playful events (Rico & col., 2018:149-166).

This way, a brand identity formed by cultural, religious, gastronomic and leisure tourism was born.

However, how have all these ideas been applied? Big events were organized to implement Toledo's branding, with three special commemorations:

- In 2014, The IV Centenary of the death of the painter Domenikos Theotokopoulos "The Greco". From a touristic point of view, the purpose was to turn Toledo into a reference in domestic tourism, as the Castilla-La Mancha President said during the presentation of this commemoration in Madrid.
- In 2016, the Gastronomic Capital. In this case, the goal was to incentivize tourism in general and local consumption in particular.
- Finally, in 2017 the 30th Anniversary of its designation as World Heritage City by UNESCO. This ephemeris had as an objective to reach an international positioning. Besides, as Rico & col (2018:149-166) say, a combination of different kinds of marketing was used: cultural, experiential, 2.0, 3.0, street, strategic and of destinations. All of these were complemented with some communication strategies, fundamentally, with social media and participation in international tourism exhibitions.

In the following sections, we are going to see in detail each of these issues.

b) The branding as a basic instrument for attracting tourists to one heritage city as toledo

As we have told in the previous sections, the Local Government analysed the situation and decided to use the attractiveness of Toledo's heritage to celebrate big events. Since that analysis was carried out until nowadays, three commemorations have taken place: The IV Centenary of the death of the painter Doménikos The otokópoulos "The Greco", the Gastronomic Capital and the 30th Anniversary of its designation as Heritage City by UNESCO.

According to Campillo (2012:119-129), the big event branding is much more than a visual identity, because it allows the transmission of values, benefits, attributes and a singular personality from the place, which are all spread out by the mass media. Hence its use by different cities in order to position themselves globally.

Any territory has physical, social and cultural elements which can be promoting as touristic products.

According to Troitiño (2009), Toledo is a mature touristic destination that revolves around heritage and lodging offer. Besides, this city is known by the way it uses several of its monuments for other functions. The Alcázar is a Library, Santo Domingo "El Antiguo" Convent is a Museum and the Fuensalida Palace is the headquarters of Autonomic Government, just to mention a few.

Nowadays, Toledo has 18 museums, apart from its gastronomic, culture and religious offers. Regarding

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the latter, the Easter Week and the Corpus Christi must be pointed out. All of these were used to create a special event branding.

Thus, in the commemoration of IV Centenary of "The Greco", during 2014, the focus was the culture with exhibitions, street spectacles, concerts and gastronomic samples (Rico & Campanero, 2014:164-177).

The exhibitions were the following:

- Some with paintings by the artist: "The Greek from Toledo", "The Greco: Art and Craft", "Espacios Greco", "Museo del Greco".
- Cristina Iglesias Project: formed by three sculptures, one of them located in a renovated building near the Tajo river, other in a convent situated in the City Center and another one in the Local Government Square.
- "Toledo Contemporánea": showcasing photographs by José Manuel Ballester, Philip-Lorca diCorcia, Matthieu Gafsou, Dionisio González, Rinko Kawauchi, Marcos López, David Maisel, Abelardo Morell, Vik Muniz, Shirin Neshat, Flore-äel Surun and Massimo Vitali. It compiled snapshots taken in the city during 2013.

Concerning street spectacles, it should be pointed out that all of them were united with the tag "PasaArte". There were bells concerts and fireworks, among others.

Besides, some music concerts were celebrated at San Pedro Mártir Church, nowadays headquarter of the Faculty of Social and Legal Sciences from Castilla-La Mancha University. The concerts were played by the Nereydas Orchestra, who played opera, the Zarabanda Group with sacred music from the Baroque period, and La Grande Chapelle musical ensemble whose goal is to recover and make a new reading of the great Spanish vocal works of XVIth and XVIIth centuries.

Regarding the gastronomic samples, the most relevant was "Saborea Greco", who had the participation of 55 hotel establishments. These offered a typical menu from the book titled "Cocina toledana" written by a chef, a food culture expert and a teacher from the Superior School of Gastronomy. Other events included congresses and conferences.

Relationship with the last paragraph it should be pointed out that during 2016 Toledo was Gastronomic Capital. This is an annual event organized by Spanish Catering Federation (FEHR) and by Spanish Tourism Journalist and Writer Federation (FEPT), being their aim to promote the national and international gastronomy. They decided to work together in this after Turespaña stated that 10% of tourists travel to Spain for the food.

In particular, FEHR is composed of more than 360.000 catering companies, whose jobs contribute to a 7% to PIB of the Spanish Economy.

Since the foundation of this big event, the Gastronomic Capitals have been: Logroño (2012), Burgos (2013), Vitoria-Gasteiz (2014), Cáceres (2015), Toledo (2016), Huelva (2017) and León (2018).

In the case of Toledo, this event was the reason for creating new touristic products as "Feria del Dulce", "Dinner blind", "Gastropatios" and "Gastrofuegos", which according to the Action Plan "Toledo Strategy 2020". Towards a Toledo City as leader in heritage, citizenry and competitiveness", have persisted since then.

In total, 400 events were organized in 2016 , among them: the still life exhibition, two Guinness Records, the 2nd Artisan Bread Meeting, the "Gastroledo Conference" inviting the chefs Martín Berasategui or Joan Roca, the "Degusta Toledo" programme with tastings, workshops, solidarity actions with Michelin Star menus, as well as conferences, congresses, concerts... most of which were free.

The third special big event was the commemoration of Toledo's 30th Anniversary as Heritage City. There was an offer of over 150 activities. As Rico & col (2014:149-166) say, all of them were of different kinds and following Palencia-Lefler, we can tell that according to several purposes:

- To include the tourism of Toledo in the media agenda: press releases (on the implementation of communication strategies through social networks and the mobile app, on the visits to the exhibition of Alberto Romero and the "Feria del Dulce" of the Mayor...), press conferences by different members of local corporations depending on the topic to be addressed (to thanks entities collaborators, about the impact of the commemoration on tourism, to present the Tourist Guide of the Heritage Cities...) and trips for journalists from France and Germany.
- To promote communication spaces: At the Tourist Office information points, in the city' commemoration website (www.toledo30aniversario.com), on several social networks (Facebook – Toledo30aniversario-, Twitter -@toledo30any-and Instagram-Toledo30aniversario-) and through a mobile application (free, for Android and iOS, and adapted to the needs of anyone with functional diversity).
- To promote publications and materials to reach a certain target: brochures (Toledo in 12 routes, and 30 reasons to visit Toledo), the Tourist Guide of the Heritage Cities) and merchandising (calendars, maps ...).
- To speak about topics of interest: Conferences (about other protagonists in Real Academia de las Beaux Arts and Historical Sciences of Toledo, by architect Ignacio Mendaro in San Marcos...), seminars (on invisible heritage in collaboration with Faculty of Humanities from Castilla-La Mancha University, on the Cardinal Cisneros ...) and courses (on the World Heritage Cities in historical perspective ...).

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- To entertain: Concerts (Mesías by Händel with the participation of 130 members of three vocal ensembles of the Region, a music band cycle, by David Bisbal, by the Moorish band of Andalusia...), shows ("Luz Toledo", "Gastrofuegos"...), tastings (provincial gastronomic show, "Dinner blind", international championship of ham cutters, craft beer contest, crumbs, "Gastropatios", "Sunset Wine"...), festivals (music "The Greco" in collaboration with the Real foundation of Toledo, of jazz ...), competitions (photograph "Toledo Enamora"; short films and documentaries...) and sporting events (masterclass on zumba ...).
- To get visitors: Markets (of flowers, with Roman and Medieval themes), fairs ("Feria del Dulce" and "Feria del Libro") and exhibitions (15 jewels from Spain, Firefighters 153 years, Toledo Easter Week, Strokes in Art, Alberto's Romero and Casiano Alguacil, Rocket Toledo ...).
- To evidence accessibility: Open door days celebrated at unknown heritage spaces, in San Lucas, in the Callejón de Menores, in the basements Roman and Medieval Amador de los Ríos, in the oldest and best house preserved from Toledo and at the Tavera Hospital.
- To transmit messages for specific targets: Institutional events (in the Capitular Room from the Town Hall on November 26, the ephemeris of the 30th Anniversary of its declaration by UNESCO), free guided tours around the more emblematic monuments in the city, workshops for children ("Toledo in your hands"...), exhibitions for people with different functionalities-mockup for the blinds-...) and events for people interested in the Three Cultures (Sephardic Week, Day European Union on Jewish Culture ...).
- To teach: The program for educational centers, the lighting installation carried out by the students of the School of Art, the workshop " Toledo in your hands" for children ...

Due to the previous explanations, we can see as Toledo create its brand with other brands such as especial events brands and smaller events. The latter are promoted as touristic products. Besides, we can confirm as it use the big attractive of heritage to celebrate any event, fact which the Local Government included in its Action Plan.

All of these events had and important impact in tourism. Let's see it in detail.

Let's start with the commemoration of the IV Centenary the death of "The Greco". In this case, according to the Foundation with the same name, the exhibition "The Greco: Art and Craft", at the Santa Cruz de Toledo Museum, received 90,063 visitors, which places it among the three or four most important exhibitions held in this museum. Specifically, "The Greco: Art and Craft" exhibition had 1,000 visitors per day for three months and "The Greek from Toledo" accounted for 250,000 visits at the Museum of Santa Cruz between March and June.

Santa Cruz de Toledo Museum has two associated venues: the Primate Cathedral and The Greco Museum. All together reached 400,000 visits. Moreover, 30,000 spectators attended the various musical shows scheduled during 2014.

In general terms, regarding travellers, these increased by 21,51% in 2014 with respect to 2013, while the overnight stays grew by 21,78% during the same period.

On the other hand, while Toledo was Spain's Gastronomic Capital, visitors raised by 24,24% in 2016 with respect to 2015. At the same time, overnight stays increased by 0,44% in relation to 2014 and by 8,8% regarding 2015. These percentages corroborate how the big events are keys for attracting tourists.

In 2017, during the 30th Anniversary as World Heritage City, the total overnight stays increased by 2% in relation to 2016, while total travellers grew by 3,07%. We should highlight that during the long weekend of March 19, 2017, the hotel occupancy reached 90,76%, which was 18% more than in the same period of the previous year. Likewise, visitors were tripled in comparison to 2016.

Other data we should consider is that in January 2017, 59.474 overnight stays were registered in hotel establishments in the city compared to 55.857 in January 2016, an increase of 6,4% over the same period of the previous year. An increase based on overnight stays of foreign tourists which raised from 12.452 in January 2016 to 18.519 in 2017. The same trend is seen in the number of visitors, which increased by almost 8%.

In February that year, tourism continued to rise in the city with an increase of 3,65% of overnight stays compared to the same month in 2016, surpassing even the national average, which was negative by two points.

To conclude this section, we can state that, since 2014, there is a rising trend in overnight stays and travellers in Toledo, thanks to all the events organized as the celebration of IV Centenary of "The Greco", the Gastronomic Capital and the 30th Anniversary of its declaration as Heritage City. Consequently, we can affirm that special big events have a positive effect on tourism.

c) The influence of communication in the international positioning of toledo's brand

As Domènec Biosca (2013:177-187) says, when the head of touristic product promotion think how they are going to do for that their targets know the privileges of their destinations, they think about advertising. However, there are others ways of communications as reportages or news in mass media, and events or marketing.

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Marketing is a social and administrative process through which people and groups obtain what they need or wish through the creation and exchange of products and values (Kotler & Amstrong, 2003:5-7).

People satisfy their needs and wishes with products or services. But these must have some value for the customer, according to what they need to satisfy. The latter depends on the customer's expectations.

Normally, everybody wishes things depending on their interests, experience and leisure. Hence, the touristic marketing must focus in products for all sorts of targets. Festivities, exhibitions, concerts, theatres, writing meetings, etc. could be a motive to participate in a particular story. Thus we can talk about cultural, experiential destination and street marketing.

Cultural marketing was used in the three big events studied above. This kind of marketing must properly select the target, so it is important to consider the following classification:

- Tourists with cultural purposes: The reason for visiting some place is to know other cultures or heritages, being their experience quite deep.
- The visitor with a touristic interest: Wishes to know others cultures or heritages, but only for entertainment.
- The casual cultural tourists: their cultural experience is superficial.
- Atypical cultural tourists: Although they do not visit the destination for cultural reasons, their experience is deep.

Hence, during 2014 Toledo made a homage to "The Greco" during the IV Centenary of his death. He was one of the most famous Renaissance painters, and although born in Greece, he lived many years in Toledo, so he had the chance to paint many landscapes and images from this city. Even more, not only is there a museum with his name in Toledo, but also other buildings showcase works by this author, and in 2014 there were some exhibitions related to his paintings at Santa Cruz Museum, i.e., "The Greek from Toledo" and "The Greco: Art and Craft". Thus, according to a research made by Rico & Campanero (2014:164-617), the messages were directed to people with a middle cultural level who had an interest in art and History. Besides, there were other exhibitions such as "Toledo Contemporánea" and the sculptures from Cristina Iglesias. Consequently, other targets were local people, Spanish and foreign tourists.

Regarding the Gastronomic Capital and cultural marketing, the events were related to traditional food and culture from Toledo. In this way, wild game recipes, saffron, marinade or marzipan among others were offered while cultural events like dinners, a congress and conferences were held during the year.

In particular, the dinners were "Cervantinas" (in April) or Corpus (in May), for mentioning some. However, some congresses or conferences were: "Gastroledo", "Odors and Flavors of Corpus" and "Savoring the World Heritage".

There were also two local film festivals -Social and CIBRA-. Both had food as a unifying thread. Besides, CIBRA is the only festival in Spain which marry film and literature through their scripts.

Afterwards, during the 30th Anniversary, the cultural marketing was implemented to promote Toledo's image as a touristic and heritage destination, highlighting its monuments, its festivals, declared of international tourist interest, its most important artistic or literary figures, its heritage of unknown routes, and curiosities about its history or legends.

Thus, for this purpose, marketing 2.0 actions were put into practice through the organization of activities and events aimed at different target audiences such as art lovers (book "Unforgettable Toledo", 30-year Toledo film, painting exhibitions ...), its inhabitants (migas contest...), archaeology admirers (archaeological guide elaboration...), photography followers (exhibition "15 jewels of Spain", contest "Toledo Enamora"...), History enthusiasts (conferences cycle of the RABACHT, Sephardic Week...), children (workshop "Toledo in your hands", program of educational centers, "Gatrofuegos", "Toledo Has Star" ...), music fans (concerts by music bands and Bisbal...), young people (Rocket festival, Youth Week...), gastronomy addicts ("Feria del Dulce", "Gastropatios"...), literature aficionados ("Feria del Libro", Voix Vives Festival ...), fashion followers (fashion shows ..), blind people (exhibition of models for them ...) and religious people during Easter Week (exhibition on imagery...)" (Rico & col. 2018:164-177).

We should point out that cultural marketing in the three big events had a common thing: music.

On the other hand, experiential marketing has been a constant tendency. In fact, in the commemoration of IV centenary "The Greco" an example is "Saborea Greco" where several restaurants included typical dishes in their menus, while during the Gastronomic Capital year this sort of marketing was used in "Taste September", in "Dinner blind" and in "Gastropatios".

During the 30th Anniversary, visitors were offered unique experiences through the generation of pleasant emotions, feelings and thoughts, as in "Dinner blind", to mention one example. Moreover, the promotional video of the commemoration had several images of Toledo illuminated under the title "Heritage of the senses".

Regarding street marketing, during the IV Centenary of "The Greco", the French Les Etoiles funambulists acted in San Juan De Los Reyes Square.

Besides, Guixot offered a review of the most outstanding sculptures of the 20th century with its show at the Transit Gardens; while the clown Leandre took the wordless improvisation with 'I do not know' at the Plaza del Salvador. Also, the Spanish company Industrial

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Teatrera brought its show 'De Paso' to the Town Hall Square.

The celebration of the Gastronomic Capital offered the opportunity to organize some food truck tastings and "Gastrofuegos" -a spectacle mixing images, music and fireworks-. Other events were the flower market, Rocket Toledo, "Gastropatios" or in the "Noches Toledanas". In particular, "Gastrofuegos" was so successful that it was repeated next year to commemorate the 30th Anniversary.

Regarding destination marketing, it should be said that all kinds of marketing in previous paragraphs are included in it, because the three big events had as goal to promote Toledo as touristic destination.

On the other hand, the main objective of all the marketing strategies mentioned was to reach an international positioning as touristic destination. That is the reason why for IV Centenary of "The Greco" not only were organized events in Toledo, since other exhibitions about the painter were held at National Gallery of Art at Washington, at The Frick Collection and at Metropolitan Museum of Art at New York.

In the same way, the Gastronomic Capital celebration was the scene to the Flavor and Music Festival; however in 2017, during 30th Anniversary, the Festival of World Music, Toledo Rocket and the International Championship of Ham Cutters took place. The Festival of World Music consisted of five concerts by artists from Mexico, Mongolia, Indonesia, Madagascar and Andalusia, whose rhythms are Intangible Heritage of Humanity, while Rocket Toledo was an exhibition of contemporary art on painting, sculpture, photography, installations, performance, sound art, dance or graffiti (Rico&col, 2018:149-166).

All these marketing strategies to reach an international positioning were complemented with communication strategies.

Specifically, during the IV Centenary of death "The Greco", as Rico & Campanero (2014:164-177) say: "tourism exploitation of cultural heritage contributes to the international notoriety of Spain's brand. Paintings by The Greco are renown around the world and constitute a powerful claim to visit and know Toledo and Castilla-La Mancha, a region with a historical legacy away from the topics that relate Spain to Sun-and-Beach tourism.

In addition, the conservation, value creation and correct dissemination of Toledo's heritage build an image of a cultured and advanced country, responsible of its historical legacy and knowledgeable about it. These values are of great importance for an international audience with the capacity and means to deepen and take an interest in Spanish culture and disseminate it later in their countries of origin".

In this case, the spread through the Internet of the events was centralized on its official website. And regarding the social media, the organization used Twitter, Facebook and Pinterest to interact with visitors for informing them of the latest news and requesting their participation with messages and photographs that reflect your experience as visitors. However, not only viral marketing was used, but also mass media, advertising and international tourism exhibitions were used. Even more, due to the importance of this commemoration, it was the focus promotion of Castilla-La Mancha in Fitur'14. In fact, as Gregorio Marañón, president of Foundation "The Greco 2014" explained, in a press conference at the end of the year, 7 million Euros were earmarked in advertising investment and communication.

To achieve an international positioning, the city was promoted as Spain's Gastronomic Capital in all those international exhibitions where the rest of the World's Heritage Cities participated: Germany, France, Brazil, Portugal. France, China, Holland, Japan, Italy, United States, England, Holland, Korea, Singapore and Canada. For the same reason, the diffusion of the brand «Toledo, gastronomic capital 2016» was also included in the magazines of the national network of Paradores and Air Europa.

Although the main goal were foreign tourists, a campaign for the domestic market was carried out too. Thus, 2016 was the first year when the city participated with its stand at Madrid Fusion, Alimentaria and Salón Gourmet. Furthermore, other spaces for promotion were the AVE stations of Atocha (Madrid), Sants (Barcelona) and Santa Justa (Sevilla) -where thousands of people pass by every day- as well as in several parking spaces in Madrid, Barcelona, Pamplona, Sevilla, San Sebastián, Bilbao and Murcia -where an advertising campaign was implemented-.

Consequently, the total impacts in mass media (press, radio, television, digital press and social media) were 251.603.617, which supposed a return valuation of 12.123.289 Euro.

One year later, the "Rocket Toledo" Exhibition, whose promoter was Lacasa Franca Association, formed by young people, obtained 15.000 views in Facebook.

Regarding the 30th Anniversary promotion, 15.000 calendars and 100.000 maps with the logo of the ephemeris were distributed, while a commemorative ONCE ticket was printed.

In relation to the Internet, it is necessary to say that a website (toledo30aniversario.com) and social media profiles (Instagram, Facebook and Twitter) were created. The last were instrument for the # Toledoenamora competition, whose aim was the joint promotion of the Commemoration with the Toledo Catering Association in February.

In the same way, two apps were created, one for accessible tourism and other for the V Anniversary of Cisneros' death. Apart from these actions on the Internet, other instruments of communication were brochures, press notes in national and international

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mass media and participation in international tourism exhibitions.

The brochures were "Toledo on 12 routes" and "30 reasons to visit Toledo", while regarding the mass media, the publications were: Paradores Magazine, Aladierno Magazine, AVE website, The Traveller of Paris, Travel of ABC, Madrid Guía del Ocio and Berlin's OIT Magazine, among others. There were also appearances in television programmes such as "Top Chef" (Antena 3), or "España Directo" (TVE). For the same reason, a partnership with Iberia Airlines and the Spanish Film Commission was established to shoot a spot for the promotion of Toledo in the Asian market and, likewise in a TVE documentary about Heritage Cities. Even more, several press trips were organized for French and German journalists.

On the other hand, regarding international tourism exhibitions, Toledo participated in the following, amongst others:

- FITUR (Madrid).
- Vakantiebeurs (Utrecht, Holand).
- Salon Des Vacances (Brussels, Belgium).
- Reisen Hamburg (Hamburg, Germany).
- SATTE (New Delhi, India).
- ITB (Berlin, Germany).
- Salon Mondial Du Tourisme (Paris, France).
- World Travel Market 'Latin America' (Sao Paulo, Brasil).
- Mundo Abreu (Lisbon, Portugal)
- City Fair (London, United Kingdom),
- Exhibition of European Tourism Association (ETOA).

But, how did all these measures influence the actual tourism figures? We are going to see it in the next paragraphs.

First, we are going to begin with the percentages of overnight stays, which are in the following table:

Table 9: Percentages of overnight stays in Toledo (2013-2017)

	2013-2014	2014-2015	2015-2016	2016-2017
Total	21,78	-7,02	8,99	1,91
Foreigners	17,59	-1,55	6,15	8,39
Spaniards	23,3	-8,92	10,05	-0,43

Sources: INE/Own elaboration

According to a chronological order, when we compare 2013 with 2014, it can be verified that total overnight stays increased 21,78%, the overnight stays of foreigners grew 17,59% and overnight stays of Spaniards raised 23,30%. However, between 2014 and 2015 there was a fall in all the percentages: the total overnight stays -7,02%, the overnight stays of foreigners -1,55% and the overnight stays of Spaniards -8,92%. Here is important to remember that in 2014 the IV Centenary of "The Greco" was celebrated, while in 2015 there was not any big event. Also, we must remember that from the touristic point of view, this commemoration had as purpose to convert Toledo into a reference for interior tourism, which explaining that overnight stays of Spaniard were higher than overnight stays of foreigners.

On the other hand, in 2016 the total overnight stays, foreigners' overnight stays and Spaniard's overnight stays were positive again, 8,99%, 6,15% and 10,05%, respectively. That year, Toledo was Spain's Gastronomic Capital, and the main goal of the promotion was to incentivize local consumption, so the bigger percentage belonged to Spaniard's overnight stays.

At the end of the period analysed, specifically in 2017, there was growth in total overnight stays by 1,91% and the overnight stays of foreigners by 8,39%, but there was a diminution by -0,43% in overnight stays of Spaniards. This was due to the fact that the promotional actions were mainly targeted for an international positioning, and the events to attract foreign tourists were the key focus, although also some events for national market were organized. In fact, this promotion was reflected at the beginning of the year, since in January the overnight stays increased by 6,4%, but 48,72% corresponded to foreigners (Rico & col., 2008: 149-166).

Particularly, in April 2017, because of the Easter Week and the "Noches Toledanas", the overnight stays increased by 17,22%, and during the long weekend of March 19, 2017, the hotel occupation was 90,76%, which represented 18% more than in the same period of the previous year.

Regarding the percentages of travellers, we can see them in the next table:

Table 10: Travellers percentages of Toledo (2013-2017)

	2013-2014	2014-2015	2015-2016	2016-2017
Total	21,51	-6,25	5,66	3,07
Foreigners	16,74	-2,78	6,79	11,36
Spaniards	23,32	-7,5	5,23	-0,1

Sources: INE/Own elaboration

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Travellers percentages raised in 2014 with respect to the previous year, while the same concepts dropped in 2015. Here, again, we can corroborate that the ephemeris of "The Greco" had a decisive influence in Toledo's tourism. And as the main objective of this commemoration was the Spanish market, this had the higher growth.

About the relationship between 2015 and 2016, once again the data show an increase with respect to the previous year in the totals travellers, in the foreign travellers and in the Spanish travellers; although not so high as in 2014. The increase was due to that this city was Gastronomic Capital in 2016.

Regarding 2017, as in the case of overnight stays, the percentages of totals travellers and foreign travellers increased, while Spanish travellers decreased. This indicates that the international positioning was reached, because it was the main focus, however national market was neglected.

That special attention to foreigners meant that French, Americans, Chinese, Italian and British visitors made consultations in tourist offices and that they visited the city during long weekend of March 19, in 2017. However, for "Noches Toledanas" celebrated in April, the foreigners came from France, Germany, Italy and USA (Rico & col., 2018:149-166). These figures reveal that the trips for French and German journalists were effective.

In general terms, the total overnight stays and the totals travellers grew in Toledo between 2014 and 2017, since the first increased by 3,27% and the latter raised by 2,10%. This increase was due to foreign tourists as it can be seen in the following table:

Table 11: Touristic percentages of Toledo between 2014 and 2017

	Overnight Stays	Travellers
Total	3,27	2,1
Foreigners	13,27	15,61
Spaniards	0,49	-0,49

Sources: INE/Own elaboration

Consequently, thanks to its international positioning, Toledo started to overcome an old problem: the few overnight stays because of its proximity to Madrid.

To conclude this section, we must explain that the communication of Toledo's Brand was carried out through marketing, participation at international exhibitions, relationship with the mass media, advertising, merchandising and brochures.

In relation to the marketing, although the cultural marketing was the focus, this was reinforced with the experiential, the street and the viral. All of them formed the destination marketing.

The events were the instruments which were used to apply all these types of marketing, and as we have seen in previous paragraphs, there were events for several kinds of targets, both national and international. For example, for the IV Centenary of "The Greco", as the objective was to promote the domestic tourism, the organizers established a national target, although they also organized certain events seeking an international positioning such as some exhibitions in museums from USA or the participation in international tourism exhibitions. Thanks to this, the percentages of Spanish tourists increased.

With reference to the 30th Anniversary of Toledo as World Heritage City, its main objective was to reach an international audience, hence the foreign target. In fact, apart from organizing events, French and German journalists were invited to trips. Besides, as in the previous year, the city participated in several international tourism exhibitions. Even more so, there were agreements with Air Europa and Iberia. Thanks to those actions, as we have explained in the previous paragraph, the percentages of foreign tourists grew too.

On the other hand, the advertising, merchandising and brochures were, above all, used for the domestic market.

However, although there were strategies for both kinds of markets, the domestic target was neglected. Maybe because in the Action Plan of 2014, one of the goals was to obtain an international positioning. At the same time, this idea leads us to affirm that the goals must be in line with the strategies. In other words, to reach the objectives requires a good marketing plan. At the same time, this success is corroborated by the decrease of all percentages in 2015, when there was not any big event.

Besides, that special interest in foreign tourists started to solve the old problem of the few overnight stays because of its proximity to Madrid.

Finally, it should be pointed out, that due to the success of some events, they are still continue organizing, as "Gastropatios" or Music Festival of The Greco, among others.

IV. Conclusion

According to everything we explained in the previous sections, we can conclude that all the hypotheses proposed were fulfilled. Let's check the details.

First: Regarding the way Toledo created its brand, we can corroborate that, effectively, events for all kind of people were used (lovers of art, lovers of archaeology, its inhabitants, lovers of photography, lovers of history, children, lovers of music, young people, lovers of gastronomy, lovers of literature, lover of fashion, blind people, lovers of Easter Week, etc). The segmentation depended on different interests. Although all of them share the love for culture. Consequently, we can say that

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Toledo created its brand around cultural, religious, gastronomic and leisure tourism.

In addition, the city complemented its marketing campaign with other types of experiential, street and viral marketing actions.

With reference to the viral marketing, we need to comment that technology has been fundamental in spreading the Toledo Brand, not only thanks to social media, but also to the website created for each big celebration and the mobile applications for certain events. Besides, these applications allowed visitors with disability to discover the routes adapted to them.

To continue with the spread, we must say that Toledo made it, fundamentally, through social media and in Tourism International Exhibitions, but as well with advertising, merchandising, brochures and fostering the relationship with journalists of mass media. However, here it is necessary to point that each of these tools were used according to the origin of target audience, national or international.

Second: With relation to international positioning, not only it was achieved, but it was also the beginning to solve the problem of Toledo having few overnight stays due to its proximity to Madrid.

Third: The interest in foreign visitors was included within Action Plan of Local Government and, also, it is a purpose of Heritage Cities Group, to which Toledo belongs.

Fourth: The figures of this research show as the big events have positive effect, since they increase visitors and overnight stays with tourists of different types and according to brand identity of the city. This fact, it is corroborated for the negative percentages in 2015, year in which there was no big event.

Fifth: Some events were so successful that they are still being celebrated. Jordá talks about this fact: "The brand must not be an one-time promotion, it must be maintained over the time".

Finally, thanks to this research we can verify the importance of adapting marketing strategies to the aims and the target audience. In other words, the importance of doing a good marketing plan for getting an effective communication and therefore to increase the number of tourists, because it will redound to economic benefits for the city.

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