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TITLE OF DISSERTATION:
LISBON'S WEB SUMMIT:
AN EVENT AND TOURISM IMPACT STUDY

João Tiago Dias Patrício

152116296

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Abstract

The Web Summit, founded in 2009, began as 400-person a technology conference with the aim of joining together tech-enthusiasts and businesses in a community that would allow for greater networking and spreading of ideas, projects and even relationships. Today, it has an attendance rate of around 60,000 people and is considered to be the epitome of technology conferences, joining together the most iconic and revolutionary speakers in an environment where communication and bonding is key.

In 2016, Web Summit moved deeper into European territory and is now located in Lisbon, Portugal, bringing with it large volumes of attendees. What this thesis aims to identify are the internal pressures that a hallmark event such as the Web Summit has on the local community, using benchmarks of the local event paradigm for a better understanding of the event's specificities, and how the event and governmental entities are combating these. These hallmark events are classified through their large attendance volumes that have the power to both benefit and disrupt the local community. Therefore, an in-depth analysis on attendee expenditure into the community in the form of recreational activity will be put forth in order to understand what the event is offering in term of tourism add-on.

The conclusions aim to understand if in fact the Web Summit does provide this touristic add-on and to what extent the Web Summit is enhancing or damaging the local community with its presence

Sumário

O Web Summit, fundado em 2009, começou como uma conferência de tecnologia para cerca de 400 pessoas que tinha o objetivo de reunir empresas e amantes de temas relacionados com tecnologia numa comunidade que permitisse incentivar o networking e transmitir ideias, projetos e, até, criar relacionamentos.

Atualmente, esta conferência, considerada o protótipo das conferências tecnológicas, conta com uma assistência média de cerca de 60 mil pessoas e reúne os mais icónicos e revolucionários oradores num ambiente em que a comunicação e as ligações entre os participantes são peças chave.

Em 2016 o Web Summit deslocou-se para Lisboa trazendo consigo o, já referido, significativo número de participantes. Esta dissertação pretende identificar as pressões internas influenciadas por um evento desta dimensão na comunidade local, utilizando-se de comparações com eventos locais paradigmáticos para melhor perceber as especificidades deste evento, assim como perceber como é que as Entidades governativas combatem estas mesmas especificidades.

Eventos distintivos como o estudado nesta tese são classificados através do seu elevado nível de assistência que, por sua vez, tem o poder de não só beneficiar como influenciar a comunidade local. Assim sendo, por forma a compreender melhor o que é que um evento desta envergadura acrescenta a nível de turismo ao seu país anfitrião, será levada a cabo uma análise profunda aos gastos dos participantes do Web Summit em atividades de lazer durante a sua estadia.

Em suma, este estudo pretende tirar conclusões sobre o valor acrescentado pelo Web Summit no sector do Turismo, assim como em que ponto é que este evento beneficia ou prejudica a comunidade local.

Acknowledgements

I write these acknowledgments while still taking in how a crucial part of my life is now coming to an end. While I contemplate all that I have faced until now, I realize how I could not have overcome all the challenges I have without the support of various people that have worked as friends, role-models and motivators during my path.

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1. Introduction

1.1 The Event Tourism Background

Although recent, academics have realized how events are of pertinent relevance to tourism, whether in the origin or destination area, as they work as not only motivator for tourist interaction, but are part of destinations image creation and therefore marketing efforts to attract these inflows (Getz & Page, 2006; Mendes et al., 2011). Its emergence in the late 20th Century has generated this recognition claim as an industry to be taken into consideration, as these have not only created job opportunities in localities but developed other industries through association (Bowdin & McPherson, 2006).

“While it was previously seen to form a part of the wider hospitality, leisure, travel and tourism sectors this role has diminished and events has flourished as an industry in its own right.” (Bowdin & McPherson, 2006)

The relevancy of this is that events, of different natures, create different necessities for travel. Business related purposes are increasing; work is no longer only local and businesses have more international activities than ever before. “Globalization-induced changes in the environment give impetus to new trends in the tourism market” (Mihajlović & Krželj, 2014), such as this tourism-driven event focus, creating off-season demand and joining the tourist and holiday perspective to other event purposes such as education and business.

Conventionally, tourist activity is regarded as the travelling of people to destinations other than their own residence and working areas, exploiting sectors such as the hospitality and hoteling sector, which in turn create inflows into other related sectors, such as the entertainment, leisure and transportation sectors. Governments, responsible for regulating and developing appropriate infrastructure, as well as private sector entities, are the main agents in the development of this tourism. According to the World Travel and Tourism Council (2017), travel & tourism contributed to 10.2% of the world’s GDP, forecasted to grow by 3.6% in 2017. The council reports how the direct impacts are not the only important accountable measure, as the indirect are equally relevant. Globally, the contribution to employment was of 9.6% (292,200,000 jobs); visitor exports accounted for 6.6% (USD1.4bn) of total exports and the investment in travel & tourism represented 4.4% of total investment (USD806bn). This extra spending and

investment inflows have allowed countries' household incomes as well as government revenue incomes to augment, and therefore, promote further economic development.

Therefore, it is natural to take into consideration that within a destination, there is an ecosystem of stakeholders that need to be taken into account, which according to their interaction can dictate the success or failure of an event. The community is widely discussed as a crucial stakeholder, being that events are capable of generating social impacts that can either morph the perception of the community positively or negatively according to their satisfaction (Figure 1).

Figure 1 - Flow-on effects of negative social impacts of events on communities and destinations

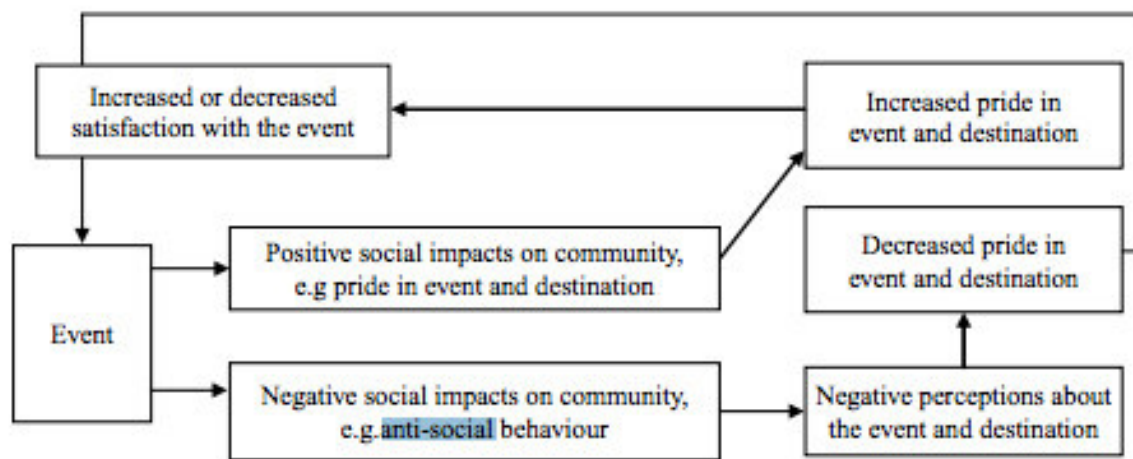


Figure 1: Flow-on effects of negative social impacts of events on communities and destinations
Source: Deery & Jago (2010)

Event management planners have directed an extensive amount of their efforts in order to understand and mold the resident's perceptions, as they have realized how these are crucial in order to create a sustainable environment for the event, and therefore accomplish their goals and protect their investment (Deery & Jago, 2010).

1.2 Lisbon's Tourism Development

After understanding how events are a vessel of tourism generation, it seems important to understand the tourism panorama in Lisbon. Following a study taken forward by Turismo de Portugal (TravelBi, 2017), the measured total economic impact derived from foreign tourists in terms of accommodation was of around €219.3M (76.7% of total tourist spending), to which a spending of 446,4M (81.2% of total tourist expenditure) in recreational activities were

reported, ranging from retail shopping to meals; and a prospected €383.8M to €636M are estimated to have been induced into the economy via the multiplier effect.

Figure 2 - Portuguese Travel & Tourism Balance



Source: Statistics Portugal (2017)

Tourism has become an industry that has not only been increasing, being that the net income has increased from 2015-2016 by 12.7% and 10.8% the prior to that (2014-2015), but that has a greater significance within the countries GDP. Figure 3 shows an average rate of annual growth of 6.3% since 2005, where now these touristic revenues account for €11.5bn of the countries total GDP. According to the UNWTO (2017), the 2nd highest average growth rate in relation direct competitors, only topped by Malta.

Figure 3 - Tourism Revenue in value & percentage of the Portuguese GDP



Source: Turismo de Portugal (2017)

1.3 Portugal's Web Summit

The Web Summit in 2009-2010 as a 400-person technology start-up conference, where Dublin's technological community (local media, bloggers and technologists) would meet and mingle. Rapidly, the conference took flight and although still predominantly Irish, already had a 60% coverage of start-ups with foreign bases by 2012.

By 2017, it's 7-year long journey has lead them to become the biggest and most important technology conference in the world. It counted with, as reported in their blog, 59,151 attendees (68% senior management) from 170 countries; 2000 start-ups, 1,200+ speakers, ranging from Elon Musk to Al Gore; 1,400 tech investors; and 2,600 of the world's leading media (100 markets) covering all elements as they unfold. They have not only established themselves as a leading conference, but have effectively transmitted how technology is part of all paradigms of society. It has scaled to where its technological focus targets various industries and markets, having 25 singular conferences of different natures within.

Founded by Paddy Cosgrave; David Kelly and Daire Hickey, the originally Dublin Web Summit (WS), followed the desire of being the world's leading disruptive technological event. The WS aimed to create a social and accessible market place for tech startups and investors; in essence, build a community where networking was the fundamental purpose. (Web Summit, 2017)

In order to continue this evolution, a journey into greater international growth was necessary and therefore, Paddy Cosgrave announced in September of 2015 the move to Lisbon. As referred by The Financial Times, the CEO justified his choice referencing the proximity of the airport to the target venues, "good public transport links, the option of traffic calming measures, and excellent WiFi facilities provided by MEO, Portugal's largest telecoms company and the venue's sponsor" (Roberts, 2015). Not only this, but the fact "Lisbon is emerging as a genuinely new tech ecosystem in Europe, with Berlin-levels of cheapness but with Southern European weather" (Cosgrave, 2015) was a heavy influence on the geographic move.

Therefore, we may assume that the location and its benefits were a strategic influence that has lead the Portuguese market to become the new base for the WS, with a confirmed presence in the following year (2018). The gains are not only for the event, but also for Portugal, as according to Luis C. Henriques, President of the AICEP, the event is capable of "increasing the country's reputation as a business-destination, sophisticated and tech-oriented, with several

competitive start-ups and with talented human-capital” (AICEP, 2017). The event provides extra media attention and demand for complementary services that could feed other industries such as tourism. Ana Mendes, Secretary of State for Tourism, shared how the event extends the touristic season and how the WS creates a very positive impact (DN, 2017).

1.4 Problem Statement

Taking into consideration that the WS is considered to be of a large dimension, and a premium benchmark for business and tech-related conferences, the geographic repositioning of this same event can generate internal pressures from within the new destination’s community that deserve to be studied. Therefore, this thesis has the objective of understanding the perception of the local community towards the WS and it’s touristic inflow, whether socio-cultural or economic, comprehending what should be taken into consideration for greater public appeasement. Not only this, but by understanding how these tourists are funneling their expenditure outside the event, a better preparation and attention can be given to pertinent sectors and potentialize the “WS effect”.

1.5 Research Objectives

Having defined the problem statement, the main idea will be to understand how events and this generated tourism can affect local communities. After understanding where the local community is feeling greater pressure, an enhanced focus can be understood for future efforts. Therefore, the subsequent topics are crucial to understand:

- Expenditure flow analysis in order to understand consumption behavior
- Identify synergy between conference attendance and touristic expenditure
- Use questionnaire data and existing research to link attendee expenditure to community impacts
- Possible socio-cultural and economic effects of the WS on community perception

1.6 Research Questions

- 1) Is there a touristic-driver behind the WS?
- 2) What are the effects of this expenditure and what are the particularities of the WS tourist?
- 3) What is the general community perception of events and their tourist inflow, using the WS as focus?
- 4) Do these community perceptions enter in accordance with WS and local efforts?

1.7 Dissertation Outline

Divided into 7 chapters, this thesis starts by introducing the event tourism background as well as the context of Portuguese Tourism, presents the conference under analysis and passes on to the outlining of the fundamental questions this thesis aims to answer. It then moves on into the literature review where the concept of Event Tourism is taken into a more in-depth approach, later streamlining to the context of conferences and their socio-cultural and economic impacts. In chapter 3 the methodology is described and in 4, the analysis constructed, using the mix between qualitative/quantitative research. Finally, Chapters 5 and 6 include the limitations and conclusion respectively, leaving the last, Chapter 7, for the references.

2. Literature Review

2.1 Event Concepts

2.1.1 Defining Events

Through a marketing perspective, events can be described as staged occasions that companies use in order to communicate messages to target audiences, like drawing attention to new products and other corporate activities (Kotler, 2003; Kotler et al, 2005). However, events are not only marketing tools. The word “event” has been used “to portray particular rituals, presentations, performances or celebrations that are planned and generated, intentionally, to mark particular occasions and/or to accomplish specific social, cultural or corporate goals and objectives.” (Bowdin & McPherson, 2016). . Getz (1989) believes events are by definition of short-term duration, and their unique and infrequent nature differentiates their attractiveness in comparison to permanent touristic attractions, that are dictated by factors such as seasonality. Still, the same author, in 2008, aforementioned how some events do not have a touristic perspective, and might even feel threatened by it.

Getz (1989) proposes 5 key characteristics of events: (1) public-oriented; (2) celebration of a fact that happens once a year or less frequently; (3) held in predetermined dates; (4) has a conceptualized activity program; and (5) located in a touristic location. Allen, et al. (2002, as cited in Çelik & Çetinkaya, 2013) have also grouped them in terms of their content, dividing them between festivals; sporting events; meetings, incentives, conventions and exhibitions (MICE); and finally business events.

Major events have the capability to become influential motivators for tourism, encompassing capabilities that appeal in an international and even global scale (OECD, 2017). They have specific purposes, and where once they were generated and targeted, by and for, communities, they have now become a realm of entrepreneurial activities with professional mindsets (Getz, 2008). Events have actually been witnessed to have a rapid growth within the market place, with increasing diversity ranging from mega to specialist events. (Hassanien & Dale, 2011; Gursoya, et al., 2004)

2.1.2 Event Tourism

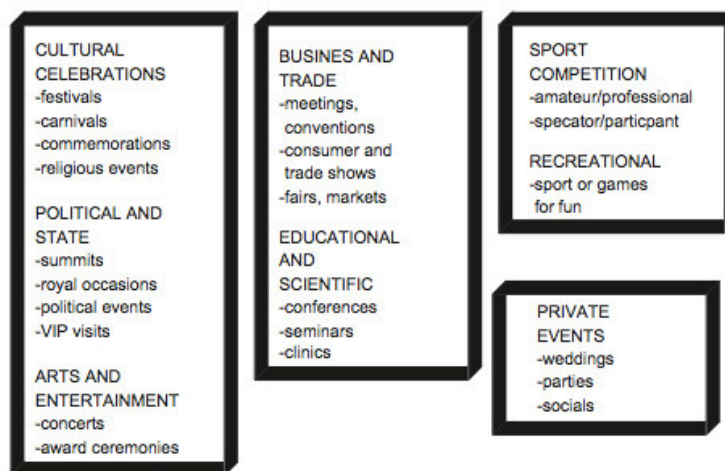
“Event tourism has been defined as the systematic planning, development and marketing of festivals and special events as tourist attractions, catalysts, and image builders” (Getz & Wicks 1993). Events are becoming key components in the motivation for tourism, leading touristic destinations to start featuring these events in their development and marketing plans as a tool for competitive advantage, where events augment destination attractiveness, and appeal to foreign spending (Getz & Page, 2006). The hosting of large-scale events with an international profile has started to become a popular strategy for local development, stimulating areas such as job creation and infrastructure improvement (Clark, 2008). The intensification in popularity is therefore noticeable, where towns and cities used these for economic regeneration and development (Hassanien & Dale , 2011). They gain economic and social relevance, due to their creation of social cohesion of a city/region/country (Geus et al., 2015), the motivation for tourist and local expenditure (Getz, 2008; Çelik & Çetinkaya, 2013; Geus et al., 2015), improvement of destination awareness and increasing local civic pride and community solidarity (Janeczko et al., 2002). In addition, Event Tourism provides the benefit of attracting visitors in the off-season, such as through winter rather than summer sports, countering the undesired impacts of seasonality (Haven-Tang & Jones, 2009).

Its growth within International Tourism has lead the concept to be generally recognized as an integrated approach in the developing and marketing of all planned events, although it only started being considered near the end of the 1980’s (Ap, 1992; Getz, 2008). Event tourism has therefore a strong link to event marketing, which has both a demand as well as supply side approach, following from a destination prespective. The former is referencing to how destinations build, facilitate and promote different types of events with various objectives: to generate a greater tourist inflow, serve as a catalyst for areas such as infrastructre quality (Haven-Tang & Jones, 2009) and therefore tourist capacity, to manufacture a positive destination image, aid in the general contribution to place marketing, and finally, to animate particular attractions or build areas (Getz, 2008). The latter, is regarding the evaluation of the value of these events in the creation of a positive destination image, general place marketing and co-branding with destinations (Getz, 2008)

2.1.3 Typology of Events

Discussions have arisen regarding what typologies really ought to be. Doty & Glick (1994) believe these should contain various levels of theory and should follow this wide criterion of theories. Others believe that these identifications of different ideal types are more simplistic, plainly serving as a method of categorization of systems, following consistent sets of measurements (Mintzberg, 1979; Winch, 1947). Getz (2008) follows this more simplistic approach, where the purpose and programs are the main benchmarks to define their appropriate categorization. Different types of events can be identified, varying from cultural celebrations such as festivals ranging to religious events, to sport competitions for both amateurs and professionals, and therefore recreational games and sports; political and state summits; educational and scientific seminars and clinics; even arts and entertainment concerts; business meetings and conventions, and private events such as weddings (Figure 4). However, these are not segmented in scale.

Figure 4 - A Typology of Planned Events



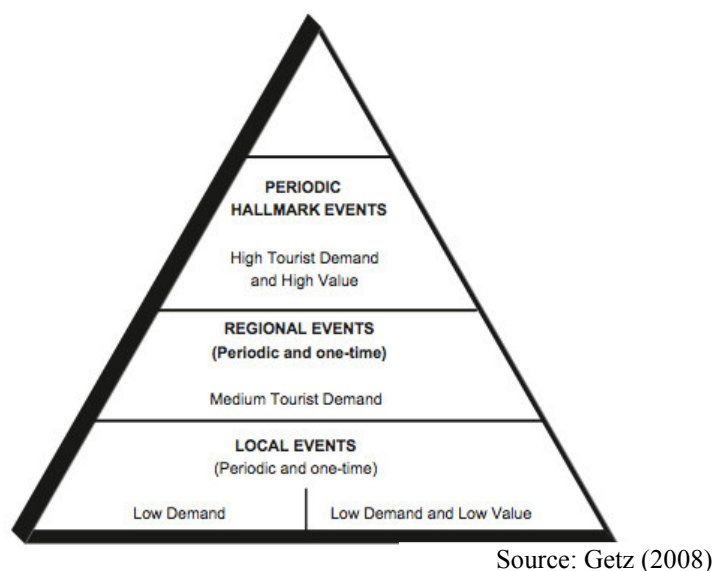
Source: Getz (2008).

Other academics have developed equally relevant frameworks for the categorization of events, such as Jago & McArdle (1999). These authors deemed that the identification of events' temporal, spatial and thematic aspects could provide a better outlook on strategic gaps within the markets and better assess their economic performance (Janeczko et al., 2002). Therefore, it allows for an enhanced appraisal of the real value of an event towards the community it is in (Janeczko et al., 2002).

2.1.4 Nature of Events through a Portfolio Perspective

The portfolio approach (Getz, 2005) provides a strategic company perspective of evaluation of events through a goal-driven and value-based model (Figure 5). It is “based on functionality, that is the degree to which certain economic, tourism or political goals can be met through hosting and marketing events” (Getz, 2008). Event portfolio strategies have been effective in the ascertaining of an individual event’s focus and purpose (Ziakas, 2014). Host communities have understood that by creating these portfolios of events at different periods of the year, they entice a range of different psychographic profiles that the location wants to attract, that will not only create economic impacts, but also promote community development (Ziakas & Costa , 2011).

Figure 5 - The Portfolio approach to Event Tourism Strategy-Making and Evaluation



Regarding Getz’s (1997) portfolio pyramid, these are classified as local events, regional events, hallmark events (or major events) and mega events. The bottom layers of the portfolio are usually community and culturally oriented, small scale and inward-looking, while the greater scale events have a greater international outlook and therefore stimulate areas like tourism, community and economic growth to a larger extent (Getz, 2008). Following Ritchie (1984), hallmark events are recurring or one-time events with a predefined duration, with an established focus on the enhancement of the “awareness, appeal and profitability” of a specific tourism destination. The periodic nature of hallmark/mega events has a distinct attractiveness

for the tourist industry, as they are not seasonal-driven, or even continuous in nature (Hall, 1989). Müller (2015) debates the size of dimensions such as large visitor attractiveness, a large mediated reach, a significant cost of infrastructure and venue investment, are some of the attributes that characterize an event as “mega” and not only “major”, as hallmark events (OECD, 2017).

The model follows and classifies these event types in the basis of touristic demand and image development, and although it is taken into consideration that local and regional community events create their own tourist demand, it is the scale and international properties of tourist attraction and development of image that they do not harness that differ them to the top end of the portfolio (Getz, 1997).

2.2 Conferences/Summits

2.2.1 Defining Conferences

Conferences, or Summits, can be defined as large scale, company-oriented marketing events with training or even educational purposes, with the intention of distributing information to its wide range of attendees (Rothman, et al., 2012). They are offline events (although possible to incorporate a virtual, online presence) that due to their ability to promote face-to-face interactions have marked their importance as essential to building long-term business relationships (Rothman, et al., 2012). Summit attendees sit through sessions that enhance their knowledge on products or even industry best-practices, and can even promote business activities (Rothman, et al., 2012).

2.2.2 Motivations in Conference Attendance

Following previous studies on the subject (Rittichainuwat et al., 2001; Price, 1993), the predominant motivations for conference attendees are education, networking opportunity, interesting conference programs, career enhancement and opportunity to travel to desirable places. However, other relevant motivations are also included in the study such as business activities, something that Getz (2008) suggests. The consumer perspective is therefore imperative in the effective management of long-term customer relationships within events, obliging event managers to consider their both social and psychological needs (Wong & Sohal, 2003, as cited in Raj & Musgrave, 2009).

Nevertheless, and as Davidson (2003) references, motivations to attend conferences can be more than just event-related, as it is not difficult to understand why attendees would choose to extend their visitations. Although Davidson (2003) speaks of conventions and not conferences, the business perspective is present, assuming a good proportion of attendees as professionals with a considerable level of income. Factors like the willingness to experience new destinations and the fact that the visiting of the conference is a once-in-a-lifetime trip; the suggestion that many trips can be with spouses and that the conference location can actually be an “excuse” for vacations, are actually factors that can solidify the professionals motivations to attend several events (Davidson, 2003). Rittichainuwat et al, (2001) also references these extra-event motivations, adding external travel funding as another motivation and reenforcing the “family accompaniment” component. These author’s study actually pointed out how annual conferences in major touristic attractions would increase the attendance rates, as it allows for the participants to travel to desirable destinations. Therefore, and understanding that touristic components do intensify attendee motivation, it is important to reference how inhibitors in the form of dissapointing travel destinations or threats could change the travel decisions (Sönmez & Graefe, 1998). To avoid psychological risk, like the negative image of conference destinations (Rittichainuwat, et al., 2001), events have to also take into consideration the external environment (the community in specific), as if residents don’t fairly reward tourists, these will have the inclination to criticize and spread negative word-of-mouth about the destination (Ap, 1992), something that can influence the satsifcation and overall experience of the event attendees (Chen, 2011). This follows what Andriotis & Vaughan (2003) reported, where “residents who found the exchange beneficial for their well-being were keen to support tourism development and had positive reactions to tourists. Residents who view the exchange as problematic will oppose tourism development”.

2.2.3 Community as a Vital Stakeholder

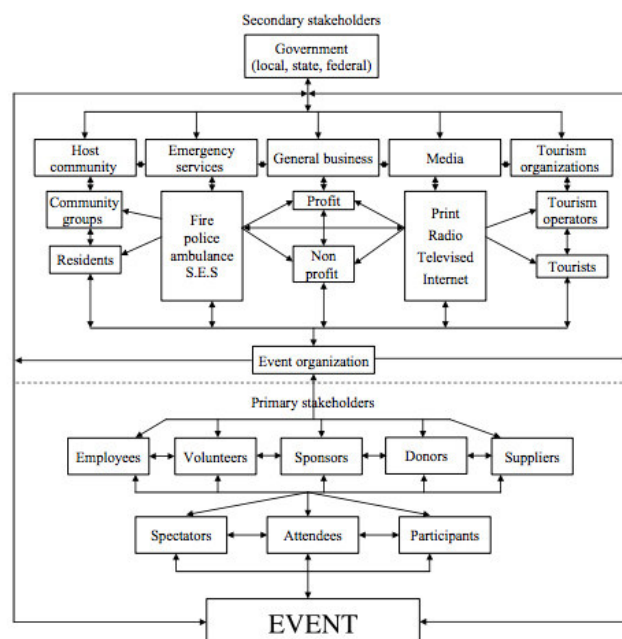
As per Bryson (2004), a stakeholder refers to people, groups or organizations that must somehow be taken into consideration by leaders, managers and front-line staff. Therefore, this takes into consideration a whole widespread of entities. The stakeholder theory abides to the principle that an organisation's objectives should balance the sometimes conflicting claims of various stakeholders, not only for the benefit of external stakeholders, but for the organisation itself, as by recognizing their environment and possible strategic concerns, they can better understand their relevant policy and development processes (Reid & Arconia, 2004). This is all due to what Eden and Ackermann (1998) share about the power of stakeholders, as only in the instance of this existence of power to directly disturb or benefit the organization's future, can these groups or people be considered actual stakeholders.

Several authors have actually presented important illustrations of how organisations failed by not taking stakeholder opinions and interests into consideration like Tuchman (1984, as per Bryson, 2004) and Nutt (2002, as per Bryson 2004), where the latter even documented how half of the decisions failed due to not attending to the key stakeholders interests. The interconnectivity of the world has made stakeholder analysis a crucial component in organisation's strategies, and a vital process to ensure corporate success (Bryson, 2004). Profitability can no longer be seen single-handedly, as other prisms of value creation and managers understanding of community impact have to be taken into the organisation's corporate responsibilities (Reid & Arconia, Understanding the role of the stakeholder in event management, 2004).

When understanding the synergy between event success and stakeholder engagement, authors have realized how the long-term success of the former is very much dependent on the satisfaction of the latter, irregardless of the economic viability of the event (Small et al. 2005; Mathur et al., 2007; Reid & Arconia, 2004). As referred by Reid (2011), by identifying stakeholders and reviewing their agendas, event managers can better assess the competing needs, expectations and tensions of all stakeholders, to later optimize outcomes. The same author references two approaches to stakeholders identification, one from Getz (2007) and the other developed by himself:

- Getz (2007, as cited in Reid, 2011) offers another model where the stakeholder groups are separated between internal and external. Internal event stakeholders are considered to be directly involved in the organization of events, meaning investors and owners, employees, event members and advisors, directors and even volunteers; external ones had a set of sub-clusters regarded as either “allies and collaborators” like tourism agencies and professional associations, “regulators” such as local authorities and government agencies, “facilitators” as providers of resources that are not directly in participation, “values and suppliers”, “the audience and the impacted” meaning the inclusion of the local community and finally “co-producers” which are the organizations that are participants within the festival.
- Reid (2006, as cited in Reid, 2011) provided an event stakeholder typology utilizing as a basis the stakeholder theory. He divided event stakeholders between primary and secondary stakeholders according to their perceptions of risk (Figure 6):

Figure 6 - Reid's (2006) Event Stakeholder Typology Model



Source: Reid (2011)

Events have to also take into consideration how stakeholders have relationships between each other, and as event managers cannot make decision taking into consideration every stakeholder singularly, these relationships should be understood in order to create greater holistic resolutions (Rowley, 1997).

2.3 Impacts on Community as products of Event Tourism

2.3.1 Outlining Possible Community Impacts

Stimulation of local economy as well as “showcasing of regions” means that events actually play a significant role in the lives of the communities in which they are inserted (Raybould et al., 2005). Their perceptions have a great influence on the penetrability of an event, this because they contain a high moral overtone when it comes to the interaction with the tourism-related activity in their local residence. Residents can ascertain power to both endorse and cooperate with tourists, which in turn prospers relationships, or offer resistance and damage these (Andriotis & Vaughan, 2003; Weaver & Lawton, 2013).

The evaluation of socio-cultural impacts is a relatively new subject, especially because of the intensification in awareness and need to understand and measure these same impacts (Small et al., 2005). Gursoya et al. (2004) have referred that “researchers have been very slow in directing research beyond economic impacts and motivations”, however, triple-bottom line reporting has amplified in importance in the recent times due its encompassing of economic, social and environmental aspects (Slabbert & Viviers, 2011), something Allen et al. (2002) actually added upon, including the perspective of political impacts to the triple-bottom line. Janeczko et al. (2002) has actually divided it’s possible impacts into 5, that have both positive and negative suggestions: (1) economic; (2) tourism/commercial; (3) physical/environmental; (4) social/cultural; (5) psychological; (6) political/administrative.

As per Slabbert & Viviers (2011) “the ideal situation is to maximize the positive impacts and minimize the negative impacts”, whether economic, or socio-cultural. When concerning social impacts, the Social Impact Assessment (SIA) framework categorizes impacts into the following interrelating classifications: (1) lifestyle impacts, meaning the way people behave towards friends, family and acquaintances; (2) cultural impacts, meaning the shift in values, shared customs, language and even religious beliefs; (3) community impacts, like changes in services and infrastructure, community networks and social cohesion; (4) quality of life impacts, referencing the feelings of sense of belonging, security, heritage and as much as future aspirations; (5) and finally, health impacts, ranging from mental to physical to social well-being (Vanclay et al., 2015). The idea behind this method is the estimation and assessment of the social effects that are likely to follow from specific project development and policy activities, in advance (Vanclay et al., 2015). Still, and taking into consideration that conference

events of a certain scale do have governmental influence, there are other methods of assessing and identifying the socio-cultural and economic impacts of an event that will be presented through a perspective of events as tourism drivers.

When regarding the tourism generated by events, impacts “can be categorized as personal (physical and psychological), sociocultural, economic, and environmental” (Besculides et al., 2002). Kreag agrees, pointing out how socio-cultural, environmental and economic impacts are interrelating, as groups of people who take one into consideration, may take others due to their combining relationships (Kreag, 2001). Paul (2012) believes the cost and benefits have to be viewed through 3 different perspectives: tourists, host communities and authorities. Tourists are clearly the main actors in expenditure, leading host communities to benefit from this financial disbursement. However, the host community is also the entity that has to deal with the “hidden costs” tourists leave in their trail. Besculides et al. (2012), actually refers to how resident perceptions are influenced by factors such as residents’ community attachment, length of stay in residence and the economic dependency on tourism. Finally, authorities and governmental agents do reap other benefits, like revenue from taxes, job creation and balance of payments contribution (Paul, 2012), and negative consequences like community dissatisfaction.

2.3.2 Socio-cultural Impacts of Event Tourism

When speaking of socio-cultural impacts we have to understand the concept of culture. Richard Handler (2005, as cited in Bennet, 2015, p.552), defines culture as consisting of (1) “a patterning of values, giving significance to the lives who hold them”; (2) where “the people’s involvement in the pattern is instinctive and unconscious”; (3) when considered genuine culture, the “patterning of values is aesthetically harmonious”; and (4) the harmony expresses “a richly varied but unified and consistent attitude towards life”. Although the definitions of culture can be fuzzy, and of a wide variety, Spencer-Oatley (2008, as cited in Spencer-Oatley 2012) defines culture as “basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioral conventions that are shared by a group of people, and that influence (but do not determine) each member’s behavior and his/her interpretations of the ‘meaning’ of other people’s behavior”.

Socio-cultural impacts speak of a broad set of impacts, in this case, where events affect the experiences that are inherent in a society, leading to new adopted behaviors deriving from

alterations in the community's beliefs, attitudes and values (Getz, 2008). This because events can truly resuscitate the socio-cultural attributes of a community, build a community pride through a strong establishment of a sense of identity and give the community a greater motivation to participate (Pasanen et al., 2009).

One of the methods used to define and quantify cultural impacts is by analyzing the perceptions of local residents within a community, something presented in the Cultural Impact Perception model (CIP Model). In this model, 5 impacts are proposed through a cost/benefit perspective relating to specific aspects, these being cultural information; cultural traditions; cultural identity; the acquisition capacity of responsibilities and rights; as well as communal behaviors that aid in either exclusion or cohesion of tourists (Colombo, 2015). Although considered cultural, these impacts are divided into two separate classification levels, being the first three purely associated to culture, and the two latter impact types of "integration" and "social cohesion", related to wider range of dimensions like political, social and economic (Colombo, 2015). As explained by Colombo (2015), these impacts are to be measured using 3 groups of variables, the dependent variable being the impact to investigate (one of the five); the independent variables in relation to the different types of perceptions, like perceived existence, impact rating (positive/negative) and the impact's perceived intensity and intentionality; and another set of independent variables in relation to the profile of the participant, delineating their socio-demographic, socio-cultural and involvement profiles.

However, in order to analyze the socio-cultural effects derived from the interaction with tourism, an overview of social impact framework should be taken into consideration. As Raybold et al. (2005) account, using a survey to measure the perceptions of the communities' local residents changes in quality of life is considered to be the most common method in measuring the social impact of an event. This is something Fredline & Faulkner (2003) support, referring to how "quality of life and equity outcomes within a community will have a significant bearing on resident perceptions". Although highly subjective, as every community member has personal and distinct perspectives, it is understandable to assume that the nature of social impacts is subjective, as every community member will have this differential effect (Small et al., 2005; Raybold et al., 2015). Chen (2011) illustrates the wide variety of benefits and opportunities as well as costs and concerns generated by community tourism, (Table 1), and although economic effects are illustrated, socio-cultural ones are present too.

Figure 7: Costs & Concerns VS Benefits & Opportunities of Tourism

Negative Impacts of Tourism	Positive Impacts of Tourism
<ul style="list-style-type: none"> ▪ Traffic congestion ▪ Increased crime rate ▪ Increased cost of land and housing ▪ Increased price of goods and services ▪ Changes in traditional culture ▪ Deterioration of natural environment ▪ Disruption of the normal routine of the community ▪ Decreased quality of life 	<ul style="list-style-type: none"> ▪ Greater employment ▪ Greater business opportunities ▪ Increased tax revenues for local governments ▪ Infrastructure and recreational opportunities for locals ▪ Enriched social life ▪ Restoration of historical sites ▪ Preservation of local culture ▪ Conservation of natural resources

Source: Adapted from Chen (2011)

“Benefits are defined as an improved condition or lessening of a worse condition to individuals and communities” (Besculides et al., 2002). Events allow residents to show-off their cultural traditions and historical sites, as well as restore the latter (Chen, 2011). The community develops not only this sense of self-pride and wellbeing (Perna & Cústodio, 2008), but in turn creates a greater connection between themselves and tourists (Gursoy et al., 2004). This all derives from a perspective that event managers understand and try to maximize positive perceptions of the event towards local inhabitants, allowing for these to have this inflated sense of pride (Gursoy et al., 2004). Perna & Cústodio (2008), as well as Mendes et al. (2011) agree, outlining how an event’s partial aims are to enhance destination image and create or build upon an existing destination profile, something communities tend to appeal to. Driver et al. (1991, as per Besculides et al., 2002) add to this, pointing how further socio-cultural benefits range from greater awareness, denser sense of ethnic identity, greater tolerance towards others and family bonding.

However, there are negative impacts derived from event tourism, such as community resistance and loss of authenticity of the destination (Perna & Custódio, 2008). Over-development, conflict and xenophobia, and artificial reconstruction are also considered to be part of the

numerous negative impacts caused by tourism (Besculides et al., 2002). Paul (2012) speaks of how local cultures are affected by globalization, signaling how this phenomenon leads to the upsurge of consumerism, defined as the increase in the consumption of various services and products. Reisinger (2009, as per Paul, 2012), argues how consumerism creates a wide range of environmental and social problems and in turn, devastates culture. These environmental problems range from parking and traffic congestions, exacerbation of noise and environmental pollution, criminality and resource waste (Pasanen et al., 2009). As Chen (2011) mentioned, these factors may change the daily routine of communities that might be unwanted. The negative consequences need to be controlled, so residents of a host location can give value to the positive impacts. Residents will observe and assess both negative and positive consequences of the event, and build their conclusions on the weightings they give to certain benefits and costs (Andriotis & Vaughan, 2003). Andriotis and Vaughan (2003) illustrate in the case of Crete how many times residents feel they are not involved in the touristic development within their local regions and therefore are not in control of their own decision-making.

2.3.3 Economic Impacts on Local Community

Events can create positive economic impacts through the creation of employment and incentive to develop local business, increased shopping opportunities, the joining of local residents and event attendees in the commercial scene, and improved living standards (Kim & Uysal, 2003). Davidson (2003), mentions how attendees “provide extra income to cities by adding tourism and recreation activities to their visits before, during, or after the actual event attended”. Rutherford & Kreck (1994) support this argument, as event attendance may not be exclusively professional and business related, as attendees use these times as “excuses” for vacations, while some even bring their families along. Yet, and speaking of business tourism specifically, Bowdin & McPhearson (2006) have added how it can stimulate “future inward investment as business people see the attractions of a destination while travelling on business or to attend a conference, exhibition or incentive, and then return to establish business operations there”

Therefore, events are actually used by communities as vessels of attractions, as these are considered an economic windfall for the communities as well as aid in the local growth acceleration of touristic travel and trade (Grado et al., 1997). Paul (2012) however, indicated how tourism as an industry has greater weight in the growth of economies in smaller scale

regions, where incomes and business development is lower on average. It should also be noted that while positive economic impacts are relatively tangible and practical to measure, some of the economic costs such as noise, congestion and pollution are not, and therefore harder to quantify (Kim & Uysal, 2003).

Scaled events have the potential to attract and enrich the brand image of a destination or even an organization, as these have increasingly been using events as promotional and marketing tools alongside other promotional activities (Bowdin & McPherson, 2006). The greater focus given to events by both organizations and communities much derives from the amplified attention from media, being that the coverage has been boosted in terms of television, radio and newspaper sources (Bowdin & McPherson, 2006). Getz (2013, as cited in Getz & Page, 2016) adds how this media exposure leads the host regions of large events to expand their capacity through enhanced infrastructure and administrative improvements. This image creation for communities is what many times lead tourists to generate this “extra income”, that comes in the form of greater recreational activity and even trip extension during pre or/and post event periods (Rutherford & Kreck, 1994). However, media has also the power to negatively influence with as much power as it can cultivate an event’s positive image. Weaver & Lawton (2013) documented how in the case of GCSW (Gold Coast School Week), residents who gained knowledge through media had less upbeat attitudes towards the event, showing the power of all communication/broadcasting entities in consumer perception.

Naturally, there are also negative influences of events that come about due to the higher tourist influx. Liu & Wilson (2014) mention opportunity costs, such as the “crowding-out” of regular tourists in order to be able to accommodate event attendees. In complement, other opportunity costs and inflated prices have been identified as negative drawbacks towards the local community’s perception of the event influences (Perna & Custódio, 2008). Chen (2011) actually narrates how costs of land and housing inflate due to the amplified levels of tourism in certain areas. Also, the bloated destination attractiveness may lead to infrastructural and environmental damages due to excess of acceptable carrying capacity of the area (Liu & Wilson, 2014). This rise in tourists was also discussed by Fredline & Faulkner (2000), which looked into how the overcrowding of tourists has the possibility of disabling locals from being able to have access to local facilities with as much ease and undertaking desired activities. In addition, although considered a socio-cultural-impact, anti-social behavior can translate into economic costs, through vandalism and crime (Liu & Wilson, 2014). Kreag (2011) points out

how the employment generated from tourism is seasonal, causing under-employment or unemployment during off-peak seasons, showing how seasonality can be misleading for employment statistics.

3. Methodology

3.1 Research Method

3.2 Primary Data

3.2.1 Focus Group

A focus group is a “data collection technique that capitalizes on the interaction within a group to elicit rich experiential data” (Asbury, 1995). In other words, it allows for the interviewer to gather a set of qualitative data that can aid in the comprehension of specific subjects of interest to the researcher, through a perspective of the targeted segment, in a verbal discussion.

The group was comprised of 8 individuals, with 50% males and 50% females, with the following characteristics: (1) living in Grande Lisboa; (2) Knowledge regarding the WS event; (3) Have attended at least 1 event in the past.

The aim of the focus group was to understand what are the perceptions of the individuals towards events, tourism, the interconnectivity of both subjects, and the impacts they deem pertinent when creating a socio-cultural and economic impact assessment. The focus group was created as a vessel of guidance towards how to create an effective and accurate questionnaire that would allow for a better understanding of local community perception regarding events, and in specific, the WS.

3.2.2 Questionnaires

The first questionnaire was built following a study by Rutherford & Kreck (1994), aimed at understanding conference attendee types and how their expenditure differs in terms of their purpose for the conference attendance. The aim of the questionnaire was to better understand how the expenditure flows from the event attendance, towards the tourism and hospitality sectors, through extra recreational activity performed by the foreign visitors. An analysis of this questionnaire hopes to respond both how the synergy between conference attendance and tourist activity works, and to what level this happens in different recreational spending.

The method of collection of this primary research was done through personal interviews where the interviewer used the outskirts of the WS venue to find foreign attendees for questioning.

The second questionnaire was produced in order to understand the local community's perception of the WS's socio-cultural and economic impacts. Following Fredline & Faulkner (2000), the focus is to observe the perceptions and tendencies of residents regarding the tourism generated by the events. Although these theorists created a model to observe various clusters, in this study the only observable community will be the Grande Lisboa Area residents. The idea is to explore what Weaver & Lawton (2013); Andriotis & Vaughan (2003); and Ap (1992) have explored, relating to the synergy between event success and adhesiveness, and community appeasement.

A cross-comparison between questionnaires and interviews/focus groups is a demonstration of this study's mixed methods research format, joining both qualitative and quantitative data.

3.2.3 Interviews

Interviews by nature are used most commonly for the harnessing of qualitative data, powerful in eliciting narrative data, allowing the interviewers to understand the interviewees' views in greater depth (Alshenqeeti, 2014).

The interviews were developed following a semi-structured rationale, taking advantage of the unstructured nature of different contexts in which the interviews were carried, providing flexibility (Edwards & Holland, 2013), but following a structured approach to which they are comparable to the quantitative data carried out in the study.

These were carried out to understand two perspectives: (1) The perspective of the WS organization on the socio-cultural and economic impacts towards the local community, and their processes to optimize the balance between positive and negative outcomes; (2) The second perspective comes from their partnerships and governmental entities, and how these protect and integrate the community. Joining both this information with the quantitative data, the study hopes to analyze if in fact the community perceptions are in the same page as the intentions of the organizing entities.

The interviews were carried out through personal, open-ended verbal interaction, phone calls and e-mails, in order to appease to both the availability of the interviewer and the respondents.

3.3 Secondary Data

3.3.1 Academic Literature

Academic literature was used in order to understand the topics in question. Various academics have proven how Event Tourism is a phenomenon worth evaluating and how its relevancy to local communities is pertinent to investigate. This literature allowed the study to better focus on the most relevant research methods as well as what conceptualizations and frameworks have been previously developed to help streamline this thesis.

3.3.2 Existing Research

In order to understand the market tendencies as well as other relevant studies for guidance, reports (AHP, TP, TL) and existing studies were used as support features towards an understanding of the effects of Event Tourism.

4. Analysis

4.1 Impact analysis of Events

In terms of the analysis, it was important to understand the initial perceptions of people towards the general paradigm of events as well as how the WS is distinct in comparison to these. That was the purpose of the Community Perception questionnaire that tries to understand the opinions and stances of the local community towards the possible socio-cultural and economic impacts generated from events and the WS specifically. In duality, and focusing solely on the concept of Event Tourism, a more economic and quantitative analysis was carried on to understand what are the attendee intentions when attending the WS, and how the touristic expenditure (if existent) is flowed into the local community through spending that range from recreational accommodation to general retail expenditure.

4.2 Tourist Expenditure Flow of the Web Summit

The following questionnaire had as its main purpose the comprehension of what proportion of expenditure is actually funneled into the community, through touristic/recreational activity, taking into consideration 5 types of spending: accommodation, food & beverage, entertainment, transportation and retail. These 5 variables were considered by Rutherford & Kreck (1994) to be the most pertinent in terms of expenditure in leisure and or/recreational exercises. This study also allowed this paper to understand and analyze how the different attendance purposes show different consumption patterns. These expenditure patterns are both of interest for the event organization and destination, as the rising issue is increasingly becoming the effective management of all stakeholders of the event. The criteria for participation in the questionnaire was being a non-resident of the Grande Lisboa, attending the WS.

In the case of the WS, three purpose types were identified and analyzed, these were: “*Professionals*”, that were considered to be people involved in business activity through start-ups, media, organization and all work-related activities; “*Investors*”, that although might be considered professionals, are of a distinct type due not only to their rarity within the 60,000 attendees, but their different focus and perspective; and finally, “*Leisure*”, which were attendees that were not there for work related purposes (at least primarily), and only to appreciate the event and all its unfolding’s.

Type of Purpose	Nº of Attendees	Percentage (%)	Average Age
Investor	8	3.88	48.63
Professional	179	86.89	31.85
Leisure	19	9.22	28.68

Source: Adapted from Expenditure Flow Questionnaire

As can be seen, out of the 206 interviewees (n=206), the grand majority was attending the event for professional purposes (86.89%). This was something already expected and deemed natural due to the nature of the event in hand. The next intention was to understand out of these attendees, how many joined their event attendance purposes in duality with tourist activities, and was their “*touristic activity before, during or/and after the event*”? The findings were conclusive that majority of the attendance population not only participated in recreational activity, but how 97.55% were involved in these during the event. This can be attributed in great part to the to the activities organized by the event itself, aiming not only to funnel expenditure towards local business, but promote this touristic component:

“We want to promote the interaction of the attendees with the community and therefore have programs like Night Summit. We do not want the 9AM-5PM activities to stop the attendees from living the whole Portuguese experience and therefore organize different activities in Bairro Alto/LX Factory/Pink Street.” (Inês Santos – Web Summit, Event coordinator)

	Yes	No
Participate Before	163 (79.13%)	43 (20.87%)
During	159* (97.55%)	
After	77* (47.24%)	
*The total of these numbers exceed 163 because of multiple answers		

Source: Adapted from Expenditure Flow Questionnaire

Although inconclusive to say that it was due to these programs, we can assume that the WS’s efforts to promote this activity and to redirect the attendees towards Lisbon’s localities were successful. Although still a high percentage, only 57.06% and 47.24% engaged in recreational activities before and after (respectively) in comparison to “during”, and that can be another sign of the event’s efforts. The presence of this touristic motivation goes hand-in-hand with Davidson’s (2003) and Rutherford & Kreck’s (1994) findings, showing how the business

conference paradigm is of applicable consideration in the matter. However, out of these 206, however, 43 reported no spending. We could assume that some are legitimate zeros but others could mean refusal, as suggested by Stynes & White (2006). Therefore, in order to understand the spending patterns of actual WS tourists, the analysis will be done to the remaining 163 participants who were involved in recreational activity.

Of the 163 participants that engaged in recreational activity, only 162 answered the question of how many days they exclusively expended in touristic recreational activity.

Table 3: Days only spent in touristic/recreational activity

Number of Days	N° of Attendees	Percentage (%)
1 day	69	42.59
3 days	17	10.49

Source: Adapted from Expenditure Flow Questionnaire

It is important to understand the structure of the event, lasting from the 6th to the 9th of November 2017, from a Monday to a Thursday. From conversations with full-pass members, it was understood how many of the attendees used the Monday morning for recreational activity, as the official opening was only later in the day. Gathering the mean days expended by attendees who were active in recreational activities (1.98 days), leads to the conclusion that around 80% of attendees would expend 2 days extra in the destinations for these activities. Taking into consideration the WS lasted for 4, we can assume the average would be a lasted period of 6 days for a full-pass, which is practically a week. Therefore, it can be confirmed how the average attendee uses the event as a vessel for leisure/recreational activity, taking advantage of days around and within the event period.

Table 4: Percentage of chosen accommodation type

	Touristic Apartments	Local Lodging	Hotels	House
WS Attendees	19.02%	41.10%	38.04%	3
Average Tourist	4.12%	12.38%	84.47%	NA

Source: Adapted from Expenditure Flow Questionnaire and Statistics Portugal (2017)

In relation to types of accommodation, we can see how the WS attendees show a significantly different pattern to the average tourist. Although in the case of the event only 3 types of lodging were identified, in terms of proportion we realize how Local Lodging is a more popular option than Hotels, something that is not the case for the general tourist, being that in 2016, 84,47% of all touristic lodging in Portugal was through Hotels. This can be due to the international and tech-savvy nature of attendees who rely on e-platforms such as Airbnb, and younger demographics attending the event that tend to avoid the costs of traditional accommodation and tend to engage in peer-to-peer lodging (Nielsen, 2017). This observation can actually be verified by analyzing the expenditure pattern, where the average higher accommodation costs are among the “Hoteling” tourists.

In order to understand the effect in the accommodation sector, the expected occupancy rate for the WS period (November 6-9) of 83% was used, derived from the “Web Summit Inquiry 2017” developed by the AHP (2017), in order to construct a Revenue per Available Room (RevPar) of Hotels for the WS period; and 46.4% and 43.2% for Local Lodging and Touristic Apartments respectively, following the average occupancy rates calculated by the Statistics Portugal (2017) report (lack of November-specific data). As can be seen, hotels are still where the RevPar is highest, even in comparison to the average; Local Lodging is practically identical while Touristic Apartments are lower.

Table 5: Average Expenditure per Accommodation Type				
Type of Lodging	AM Lisboa RevPar (€)	AM Lisboa during Web Summit		
		Mean Expenditure		RevPar (€)
TA	57.3	78.48	*0.432	33.91
LL	35.8	76.51	*0.464	35.50
H	62.6	134.31	*0.830	111.47
House	NA	13.33		NA

Source: Adapted from Expenditure Flow Questionnaire; Statistics Portugal (2017); and AHP(2017)

This augmentation in RevPar could actually be a preoccupation in the future however, as the amount of local lodging and other types of accommodation are increasing in volume and therefore putting the efficacy of the indicator in jeopardy.

Using the Local Lodging Impact report by TravelBi (2017), it was possible to identify an increase of 94.8% of facilities open to public from 2015-2016, totaling a staggering 75.1% growth in lodging capacity (+54,572 guests). The fact that the RevPar is holding for Local Lodging shows how these high-volume tourist entries are actually allowing the area to spread

diversification in terms of lodging offers while maintaining a level of capacity optimization. If there was no capacity proliferation, it would be natural to see the RevPar increase, however, the greater supply is in fact still not deteriorating the RevPar of the AM Lisboa, which by itself is good news. However, these intensifications can bring about an over-supply of Local Lodging that might lead to price wars between tenants in order to attract foreigners, and that might not be beneficial in the long-haul, as RevPar would eventually decrease. Still, it can be argued that greater competition will only increase quality, and in turn, provide an enhanced lodging service. Following the same trend are the hoteling and touristic apartments sector, which have seen an escalation of 5.8% (+3,352 guests) and 94.22% (+375 guests) in capacity from 2015 to 2016, as per the INE (2015 & 2016) reports.

Supporting documents produced by the AHP show the significant increases in the hoteling sector, done simply by comparing the 2015 accommodation levels and rates to 2016's (Table 7).

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Table 6: Occupancy levels, rates and revenue per room in the area of Grande Lisboa

% Room Occupancy	Nov-15	Nov-16
5 *****	53.60%	58.80%
4 ****	63.90%	69.90%
3 ***	63.40%	71.20%
Global	60.90%	67.00%
Average Room Rate (€)	Nov-15	Nov-16
5 *****	123.56	144.43
4 ****	60.69	72.61
3 ***	49.66	58.16
Global	73.98	87.33
RevPAR (€)	Nov-15	Nov-16
5 *****	66.24	84.90
4 ****	38.76	50.76
3 ***	31.51	41.39
Global	45.04	58.51

Source: Turismo de Lisboa
(2015, 2016)

accommodation rates have increased, means that Portugal is not only being able to optimize their capacity potential, but also being able to increase their price during the month of

November. It also doesn't follow the trend of earlier months such as June and September for example that have actually higher occupancy rates in 2015 than 2016. The event does combat the issue of seasonality (Table 7), something that Portugal aims to minimize. This is a measure of social sustainability reported in the "Estratégia Turismo 2027" developed by Turismo de Portugal (2017), where areas like the Algarve are also using events as triggers to uphold tourist inflows in off-periods (Turismo de Portugal, 2013).

Also reported by Turismo de Portugal (2017), there are some other areas they signal as weaknesses of Portuguese Tourism such as the lack of knowledge and information on touristic activity and lack of "product structure". By tracking the expenditures of the attendees, there is not only a greater increase in knowledge about how to serve these WS consumers in the future, but also create a "product structure" that allows for greater consumer appeasement.

Table 7: Expenditure of Daily "add-on" tourist/recreational activities of Web Summit Attendees

Activities	Mean Amount Spent (€)	Percentage (%)
Accommodation	85.38	41.38
Food & Beverages	46.09	22.34
Entertainment	30.85	14.95
Transportation	14.26	6.91
Retail Shopping	29.73	14.41

Source: Adapted from Expenditure Flow Questionnaire **206.31**

Without taking into consideration the days that the event was during, we can create an estimate of expenditure inflow from the attendees in days they only spent in recreational activity without attending the event, by multiplying the following:

A= % of Web Summit Attendees who engaged in tourist activities*N° of Web summit Attendees= (0.7913*59,115)= **46,777.7**

B= Mean days spent only in recreational activity = **1.98 days**

C= Total Amount of Mean Expenditure in all activity types = **€206.31**

A*B*C= Estimated expenditure of attendees in days solely in tourist activity=**€19,108,400.2**

Following the study's figures, it could be estimated that the total expenditure in these activities was of around €19,000,000. These were just 5 areas of expenditure, between 2 days, that were assumed as recreational activity brought forth by tourism, and therefore doesn't take into consideration the level of investment the event can bring in terms of all other industries. This goes hand-in-hand to show what Teresa Lehman, State secretary for Industry, says of how the €1.3M yearly investment is expected to return a "€300M return in just basic services and reproductivity".

In order to understand in a deeper sense how the expenditure can be dictated by the travel

Table 8: Average Spent p/day by Trip Purpose (€)

Type	Lodging	F& B	Entertainment	Transportation	Retail Shop	Total
Investor	121.88	88.75	40.50	14.38	64.44	329.94
Professional	89.51	45.63	31.02	14.70	30.41	211.27
Leisure	40.42	31.45	25.61	10.79	10.26	118.53

Source: Adapted from Expenditure Flow Questionnaire

purposes, averages of the expenditures were taken for the 5 activities between the 3 purpose types. Per day, it can be seen how in comparison to 2016 the average spent per day of a foreigner is significantly lower than what is spent on average by a WS participant. Statistics Portugal (2017) reported how the average foreigner expenditure per day was €71.5 and €81.8, concerning Professional and Leisure purposes respectively, while WS attendees seemingly spent around €211.27 per day and €118.53 (accordingly). While the average foreigner usually spends more on leisure, the "Professional" is actually the one doing most of the spending during the WS (almost a factor of 2); the WS attendee seems to spend 295% more if their purpose was more professional and 145% more if the purpose was leisure. This shows the WS attendee is a greater spender on average, and therefore has greater purchasing power, which the community can, and has, taken advantage of.

One particularly interesting finding is how proportionately to total expenditure, "investors" do more spending in retail shopping - €64.44 p/day (19.53%), while "leisure" attendees are the ones spending less - €10.26 (€8.66%). In reality, "leisure" attendees only spent more per day in transportation, and less in the other 4 categories. As mentioned by Timothy (2005), work and leisure are situated in two ends of a spectrum, being that one (work) is usually done in order to ensure the other (leisure). He refers to how the "leisure class is defined today by mass consumption, and more specifically, the consumption of commodities and services", meaning it would be probable that most of the p/day consumption would come from them, but that was

not verified. Yet, this thesis has a possible explanation: the mean ages of respondents that participated in tourist/recreational activity were 48.63 for “investors”; 31.85 for “professionals” and 28.68 for “leisure” attendees, meaning how the purchasing power can actually be exponential to age.

Another distinctive trait this sample seems to show is concerning the relationship between length of stay and expenditure. Barros & Machado (2010) found that in Madeira, the greater expenditure meant shorter length of stay, however, in the case of WS attendees, “investors” stayed on average an extra 3 days, “professionals” 1.87 days; and “leisure” attendees 2.32 more days.

4.3 Community Perception Impacts of the Web Summit

Within the next chapters, an analysis of the Community Perception questionnaire will be put forth with the aim of understanding the general opinion regarding certain impacts the WS has upon the local community. In duality with interviews, this chapter will have a look at the synergy between interviewee replies and the actual data retrieved from the questionnaire. The questionnaire aims to understand the event impact also through a tourist-scope, meaning how the tourism derived from the event affects the host location.

4.3.1 Positive Socio-Cultural Impacts of the Web Summit

When taking into consideration the degree to which people agree to certain sentences referring to the WS’s positive socio-cultural impacts, it seems clear to how the local community has a general agreement referring to the interaction between the tourists and locals: 65.26% of locals agreed how there is a component and cultural learning and communication between the WS attendees, while 62.44% believe there is a bond creation between the 2 parts, confirming the ideas of Gursoy et al. (2004). Fairly associated to these previous remarks and also supported by Gursoy et al. (2004), is how 70.89% agree that it creates a sense of pride to have the event in their “home” as it allows for the demonstration of all cultural heritages.

Still, participants seem to be unsure about WS’s influence in the preservation of cultural patrimony as 34.27% are neutral, and the remaining opinions are fairly divided (Not Agree: 31.46% and Agree: 34.27%). However, this is not limited to cultural patrimony, as participants are also largely unsure if the WS contributes to enhanced infrastructure for local community, as only 38.97% agree, and 28.17% are neutral. This can be a downside of the event, as Fredline

& Faulkner (2000) refer to how resident perceptions are very much influenced by the shifts in quality of life. The event should aim to support the local community through visible impacts and not only intangible communication and bonding.

The largest difference in respondent opinion was when comparing how people deem that events increase quality of local infrastructure, where there was a decrease of 11.25% of people agreeing to the statement when comparing the WS to events in general. (Appendix 7.2.2).

Following this, an opportunity has been identified for the WS and local governmental bodies. WS has indeed started funneling their attendees to experience the Portuguese culture through

Table 9: Positive Socio-cultural Impacts from the Web Summit

Web Summit	Do not agree at all	Do not Agree	Neutral	Agree	Completely Agree
Allows for Communication and Learning with tourists	5.63%	11.74%	17.37%	38.50%	26.76%
Creates connection/bond with tourists	6.57%	12.68%	18.31%	42.72%	19.72%
Creates Pride through demonstration of cultural heritage to tourists	3.76%	10.33%	15.02%	43.19%	27.70%
Tourism helps Preserve Cultural Patrimony	11.27%	20.19%	34.27%	25.35%	8.92%
Enhanced infrastructure for tourism creates better quality of life for community	14.08%	18.78%	28.17%	27.70%	11.27%

Source: Community Perception Study

initiatives like the Surf Summit and Marvilla Night Summit. However, the community seems to be unsure of how this is actually being funneled into cultural patrimony and infrastructure preservation and improvement. Programs that have stronger cultural support like actual excursion programs could be a possibility. Miguel Arroja, part of the Event Coordination Team, referred to just that:

“...the tourist behavior might be a problem for the preservation of the culture depending on the context and opinion. However, we have various events that actually do the opposite, meaning actually creating a cultural background that tourists do not mean to change”

(Arroja, 2017)

Still, Arroja continued and mentioned a very important aspect that not only shows the success of the event, but the cultural fit the event has with the community, which is the involvement and interest of the locals to volunteer in the event:

“...they are great ambassadors for the event and a demonstration of how much the community wants to be a part of the event.” (Arroja, 2017)

In fact, it can be signaled as a success factor, as the community will only want to be involved if they feel that the event is not harming their locality. As referred by Chalip (2000), volunteer programs allow communities to have their own sense of ownership of the event and therefore are not only an economic benefit, but a social one too. The past year of 2016, the program counted with 2,500 volunteers, both domestic and foreign (DN, 2016).

4.3.2 Negative Socio-Cultural Impacts of the Web Summit

As per the interview with Inês Santos (Web Summit, Event Coordination Team): “All mega-events have negative impacts towards the community and I think our job is to minimize them”. It is therefore accepted and understood by the committee that not all negative impacts can be abolished. However, they can be mitigated, and that is what WS has directed their efforts to.

When commenting their agreement level concerning how the WS deteriorates culture by increasing the internationalization of the locality, 57.27% do not agree with the statement. Although this is a majority, there is still a proportion of 23.95% of participants that seem to agree, almost $\frac{1}{4}$ of the sample. The efforts to showcase the culture and funnel expenditure into the communities have this drawback, and it is natural. When speaking to Marta Sousa Monteiro, Community Evangelist in Startup Portugal, it was made clear that this process is natural.

“I think we lose a bit of authenticity and genuineness of the Portuguese culture, however, I think it is a natural process and something vital to boost our economy.”

(Monteiro, 2017)

Relating to how the event is capable of breaking the routine of locals and disables them from living their every-day life, 60.56% disagree and 23.94% agree. Again, a good proportion agrees and looking into these respondents, 52.94% of these live in Central Lisbon. Looking only at “Completely Agree” there is an even greater fraction of Central Lisbon locals, accounting for 68.75% of the 16 entries. It is therefore natural how the people closer to the locality are the ones who agree more with this as they can feel issues like over-crowding and congestion with greater intensity.

Web Summit	Do not agree at all	Do not Agree	Neutral	Agree	Completely Agree
Enhanced internationalization deteriorates culture	32.39%	24.88%	18.78%	12.68%	11.27%
Breaks routine of locals; unable to live every-day lives	32.86%	23.94%	19.25%	16.43%	7.51%
Increases pollution	34.27%	26.29%	17.37%	17.84%	4.23%
Increases congestion	3.29%	6.10%	15.49%	41.31%	33.80%
Increases criminality	58.69%	19.72%	15.96%	3.76%	1.88%

Source: Community Perception Study

Relating to the environmental issues referenced by Pasanen et al. (2009), only increased congestion seems to be a significant issue, where 75.11% agree with the assumption. Inês Santos refers to how “that is why the event is in November”, to take advantage of lower volumes of tourists. Arroja refers to how there is “direct communication with authorities for road organization” providing “low-price metro passes (...) at the event to promote use of public transportation”. Still, it seems that the impacts are having a toll in community perception and is definitely something to build upon. Monteiro revealed how although we have appropriate infrastructure and mobility solutions for all, some shortages of carriages were in fact an issue due to larger supply from and to the event.

Regarding increases in pollution levels, it appears to have an agreement level of 22.07%. Although substantial, it has to be taken into consideration that this is an event with 60,000 people, and still only 4.23% of participants “completely agreed”. This shows what Inês Santos mentioned about WS’s sustainability focus, having various partnerships to help reduce their footprint, such as: BMW for provision of electric cars for speaker mobility in and off-venue; providing paper cups and paper/card food trays instead of plastic for attendees; provision of water recipients for durable use throughout the event. Furthermore, having a sustainability stage (Planet Tech) that was all about innovation and sustainability, and finishing the event with a speech from former politician and environmentalist Al-Gore, shows their clear intentions regarding sustainability.

Finally, and probably one of their greatest achievements was the very low 5.64% agreement rate (78.4% disagreement rate) regarding criminality increase. This is not only a success for WS, but local authorities and local government, as safety issues such as accidents and crime are exponential to tourism levels (Kreag, 2011). Monteiro shared how “even the bars and

locations that had parallel events were heavily secured by police, whether after/before/during the WS”.

4.3.3 Positive Economic Impacts of the Web Summit

When analyzing the community perception about WS’s economic impacts, there is an evident tendency to agree with proposed assumptions. The least agreed assumption was actually creation of job opportunities, where only 53.52% agreed. In comparison to the general opinions on events (Appendix 7.2.2), it had a big decline, where -22.92% of participants agreed. This can come from what Kreag (2011) has mentioned about the seasonality of jobs generated from tourist inflows. As the event is only 1 time per year for a period of 3 days, it is natural that the community perception follows in accordance.

Nonetheless, 92.02% of participants agree that the WS increases business opportunities. This is something Bowdin & McPhearson (2006) have pointed out regarding business-related conferences, as attendees get to know the destination and its offerings and may eventually “set-up camp” in the local areas, and something Marta Sousa Monteiro confirmed:

“The touristic product that the WS offers also has business-related impacts, like enjoying the destination and understanding what it offers, and then contemplating a move.” (Monteiro, 2017)

	Do not agree at all	Do not Agree	Neutral	Agree	Completely Agree
Increases job opportunities	5.63%	15.02%	25.82%	32.39%	21.13%
Increases business opportunities	0.47%	1.41%	6.10%	27.70%	64.32%
Greater and enhanced destination Image	1.41%	1.88%	6.10%	36.15%	54.46%
Event-generated tourism					
Increases foreign expenditure	1.41%	4.69%	15.02%	40.85%	38.03%

Source: Community Perception Study

When speaking with Pedro Vieira, CEO of Beta-I, he not only spoke of the business opportunities for local start-ups to get a greater networking power, but of the actual human capital Portugal has to offer. Beta-I was actually responsible for the selection and training/mentoring of the top 150 start-ups that would receive 50% financing over the entry

costs for the WS. Pointing out how the WS allows Portugal to position itself as an innovative and tech-savvy location, the entrepreneurship and innovation accelerator CEO pointed out a possible risk:

“The start-up scene is in fact growing (...) However, the trend has always the potential of over-capacitating the market with an excessive number of start-ups. Something that would not be positive for the market and start-ups themselves.” (Vieira, 2017)

Adding to this, the Monteiro shared how one of their main objectives is the integration of the local business community, but how some more traditional companies still viewed the WS adversely and even see it as an “affront”, and how “changing mentalities” is a long and lengthy progress:

“...The Company still did not fully understand the event and “mocked” how this was just a trend. It is natural that some companies still think this way, due to our strong tradition and culture” (Monteiro, 2017)

This would be deemed normal as Portugal has a 99 uncertainty avoidance score in Hofstede’s Cultural Dimensions, making it a country that is “intolerant [to] unorthodox behavior[s] and ideas” (Hofstede, 1980).

Conversely, respondents actually believed to a 90.61% rate how the WS better improves the destination image. It has to be pointed out however, that low age average of 29.17% of the respondents can have a weight on this answer, as millennials have been “totally immersed in a world of digital technology” and “shaped by different experiences” (Ford et al., 2012), therefore embracing the WS more naturally.

Another identified issue that could be prejudicial for the community’s future is in the accommodation sector that seems to be increasing at a rate that might saturate the market, especially private owners through local lodging. This possible issue was already identified when analyzing the RevPar of the last years in relation to the capacity increases. To fight this, the city would have to “grow” and start attracting tourists to the outskirts of Central Lisbon, something mentioned by Pedro Vieira:

“... It is necessary to be careful and not over-capacitate the city centers with too many hostels and hotels (...) there are good areas for this and the challenge is to succeed in

integrating them with our genuine culture and offerings. We have to avoid having the same hostels/accommodations, and bet on our uniqueness.”

Finally, 78.88% of participants understand how the WS allows for foreigners to spend money locally in the form of recreational and tourist activity, whether during/before/after. This is positive, as it not only shows that the community feels their presence, but understands how they contribute towards the community by attending the event. The AHP (2016) actually released a report of how hotels in November had the most positive adjustment in Average Rate of Return. Arroja shared how this is one of the main benefits of the WS, allowing for these businesses to not only fight seasonality but keep high prices for longer months and increase margins.

4.3.4 Negative Economic Impacts of the Web Summit

Starting with rent inflation, 56.34% seem to agree while 22.54% are neutral and 21.13% disagree. Airbnb accommodations were estimated to have 18,000 reservations in 2017 (Laranjeiro et al., 2017), 20% more than the year before. As seen in 2016, augmented demand has actually led to prices being higher than on-season months like July (Turismo de Portugal, 2016). Although this might be a long-run effect, the fact the community has this perception can distance them from appeasement with the event. In a country where household incomes account for 67.13% of the average OECD household income (OECD, 2015), inflated rent prices are something that does not go well within the community. It is improbable that an event that lasts for 3 days can cause a definite rent inflation in the area, however, the tourist inflows can create new price benchmarks that locals have to endure.

Also, contributors agreed at a 53.52% rate, while 25.82% were neutral, and 20.65% disagreed regarding the inflation in prices of products and services. Therefore, the majority seems to agree, and rightfully so. Trivago actually reported that in November of 2016, while the WS was happening, there was an increase in price of hotel rooms of 68% on average (Goulão, 2016). Evens were documented to have price rates inflated to twofold due to the huge flows of tourists near the event, as documented by the TVI24 reporter Manuela Micaela (2017).

Web Summit	Do not agree at all	Do not Agree	Neutral	Agree	Completely Agree
Inflates rent prices	9.39%	11.74%	22.54%	31.46%	24.88%
Inflates product/service prices	6.10%	14.55%	25.82%	37.09%	16.43%
Stops community from doing as much recreational activity	38.03%	23.47%	25.35%	10.80%	2.35%
Deterioration of Community Infrastructure & Environment	40.38%	26.76%	22.07%	8.45%	2.35%

Source: Community Perception Study

In terms of stopping communities from doing as much recreational activity, only 13.15% agreed. If this were to be true, this would not only create tension between tourists and locals, but would mean less spending of locals in their own communities. This goes in-line with what Fredline & Faulkner (2000) said about communities not being able to reach facilities with as much ease due to over-crowding, that in the case of Lisbon’s WS, doesn’t seem to be true.

Finally, regarding how the WS and its tourists deteriorate community infrastructure, 67.14% of respondents disagreed. The truth is that the event is within a “closed venue” and therefore there isn’t a huge flow of tourists other than in the event area and around. Also, the nature of a business conference means that it has a rather professional purpose, meaning that it is not as erratic as a music festival for example. A point to mention as well is that when comparing the general views of participants on general events, there were +13.36% of participants disagreeing, meaning that in the communities eyes, this event has less impact on community deterioration than others. The event seems to create less of an impact, and that is important for local community support as referred by Andriotis & Vaughan (2003) and Weaver & Lawton (2013).

5. Limitations

The studies actually had a rather low average of respondent age, totaling 32.97 and 29.17 respectively. In the case of the Expenditure Flow Questionnaire, this was probably because the people who would actually want to respond to the questionnaire were younger; regarding the Community Perception Study, various social media platforms used, where younger generations are more present, especially because these were shared by individuals who were mostly below the age of 35.

Speaking solely of the Expenditure Flow Questionnaire, one limitation was the fact attendees had to many times estimate how much they spent and would spend. As some attendees would be staying after the event, an estimate of per day expenditure was provided taking into account estimated future expenditures. However, following Rutherford & Kreck (1994) who analyzed various studies and the recall rates of precise spending amount, these answers could be accepted to a 15-20% higher or lower margin.

In relation to other components of the thesis, two more limitations were identified: First, the lack of interviews. Although the sample of interviews seemed appropriate, there was a lack of variability that could've been beneficial for the thesis discussion. Secondly, and probably most important, was the lack of supporting reports and information from the WS, who do usually hold reports "internally" and provide these to the local community to calculate pertinent year-long statistics. As the WS is fairly new to Lisbon territory, the only reports were actually developed by the *AHP* and *Turismo de Lisboa* and still, these reports were not concerning the 3 days of the event, but usually yearlong reports.

6. Conclusion

In order to understand the significant impacts derived from the WS, in a tourism perspective, it was quintessential to analyze how the consumption and behavior habits of these tourist inflows could influence the domestic scene.

Firstly, it is noteworthy to point out the in fact, the WS does have a touristic-driver, presented by the almost 80% involvement of attendees and recreational/tourist activities. Also, the WS tourist has revealed to be a greater spender than the average tourist, and showed how the business tourist is actually something to build upon. This not only because it is a good product for tourism diversification (TravelBi, 2016), but because, especially in the case of the WS, 76% of all business attendees spent at least one day solely on recreational tourism.

Also, seeing a stable RevPar while accommodation volumes increased, is a healthy indicator of a growing economy. This is only possible by abolishing the seasonality periods through events of the nature of the WS that create the extra tourist inflows during the off-season periods. It is important, however, that the local government controls these increases, especially in local lodging, as saturation of these may decrease sustainability of hotels and of the actual private owners, as well as deteriorate the originality factor the destination possesses.

However, the impacts are not solely in the perspective of tourism towards the economy, but also towards the community. Holistically, it is possible to deem the WS as a success due to their ability to minimize several negative aspects and leverage positive ones.

The 213 respondents agreed to 63.85% and 95.77% rates that the WS was beneficial to the Portuguese Culture and Economy respectively. The community integration within their programs was effective in providing the event a closer relationship with the community and leveraging what the location has to offer to appease to the attendees.

An issue that seemed to be more substantial were regarding traffic that will certainly improve but will always be an issue to some extent. Another point that could be aforementioned is the fact the community does not believe the WS aids in the preservation of cultural patrimony. Possibilities could be cultural programs that would be a way to not only enrich their own product diversification but also aid the local community further. The Surf Summit actually directed attendees to Ericeira to not only visit and explore but also engage in touristic activities, so, maybe the problem could be weak media coverage.

In a traditional country like Portugal, the WS can honestly be worrying as “innovation” and “technology” generally leads to change. However, the transition, if done steadily and at the current pace, can appease not only the population, but also institutions themselves that will soon realize what are the real benefits of having a hallmark event of this dimension within their localities. This is a job for the WS as well as their partners and local governments that seems to be going in the right track.

7. Appendix

7.1 Interviews

7.1.1 Interview 1

Web Summit Organizer

- Miguel Arroja – Account Executive (2016)

1) What do you feel is Web Summit's mission, and how does it fit itself in the Portuguese Culture?

Miguel Arroja: The Web Summit is a disruptive technological conference that has more and more focused on making an impact by showing how every area of every sector of business or even every day life is interconnected and affected by technology. It joins buyers and sellers of technological focus, and has become Europe's leading technological marketplace as per se. Having event attendees that go from Elon Musk to will.i.am to this years Caitlyn Jenner we ensure that we catch the attention of all micro-segments and show how the digital scene has involved all of us in our own way.

2) What are the negative impacts of the Web Summit in the Portuguese Culture and what are your measures to fight it?

Miguel Arroja: Understanding that the Portuguese Culture is very traditional, it is normal that international events do not appease to all, specially the older generation. I believe the Web Summit itself does not really implicate consumerism, however, the tourist behavior might be a problem for the preservation of the culture depending on the context and opinion. However, we have various events that actually do the opposite, meaning actually creating a cultural background that tourists do not mean to change, but explore and enjoy: The Sunset Summit allows for example for the interaction of local producers with foreigners; the Surf Summit is used as a vessel to show the Portuguese coastline and different areas, that by themselves gain from this exposure; Even the Marvilla Night Summit where the attendees visit the old towns of Lisbon and enjoy the actual scenes without wanting change, but authenticity. In terms of consumerism as a form of pollution or disintegration of resources, the Web Summit has a clear sustainability focus, going from the simple things like paper instead of plastic cups with various

recycling deposits around the venue; to having a closing final speech from the former politician and environmentalist Al Gore.

3) *What are the negative impacts of the Web Summit in the Portuguese Economy, and what do you do to fight it?*

Miguel Arroja: To be honest, other than the Portuguese investment to be able to have an event the dimension of the web Summit, there aren't really many economic downsides. We create higher tourist inflow in periods where seasonality is usually a downside, allowing the Portuguese Hotel and accommodation services to gain from increase in demand and therefore higher prices, equivalent to the prices practiced in the summer. The extra spending of tourists is always a plus to allow local businesses to develop, especially ones who suffer from this seasonality. We do understand that logistically it can be a problem, as congestion is usually higher and local establishments can take advantage to increase prices, like Uber's who have rates 2x higher, however, Web Summit fights this by having a direct communication with authorities for road organization and facilitations, low-price metro passes are provided at the event to promote use of public transportation, contact with the Portuguese Tourism Association is done to make to sure there is enough accommodation for the tourist inflows; and even partnerships with local establishments.

4) *How is the success of the Web Summit measured?*

Miguel Arroja: The success is measured internally through processes like satisfaction questionnaires and even certain reports we hold internally, however, the success can be measured in a much simpler way. If I told you an event had 40K people one year, and 2 years later they had 60K; if I told you there were double the number of speakers than last year; the number of volunteers has never been higher, you can understand things can only be taking the right turn. Actually, these are a great demonstration and signal of success, as they are great ambassadors for the event and a demonstration of how much the community wants to be a part of the event.

5) *Is there a predefined focus to use the event a tourism driver, besides all its other objectives?*

Miguel Arroja: Personally, speaking for the Web Summit, Portugal seemed like a great idea for two main reasons. First, the growing startup scene and investment focus by the country, and secondly, the atmosphere that the country can provide. We understand that going aboard

for an event can have various touristic implications so of course, we knew this would be inevitable, as the Portuguese government knew as well. Events will always create tourism, especially if they have an international background.

7.1.2 Interview 2

Web Summit Organizer

- Inês Santos – Event Coordinator

1) *What do you feel is Web Summit’s mission, and how does it fit itself in the Portuguese Culture?*

Inês Santos: Well first of all I think that in terms of natural cultural fit, the Web Summit is very much like the Portuguese Community. We can’t be still, we are never quiet, and that is the purpose of the Web Summit. We want to create a community where friends, workers and businesses all meet in a friendly environment, where networking is easier than ever. Our mission is literally to facilitate networking and the spreading of information. When you get your ticket for the Web Summit, you have to download the app that instantly allows you to be part of the Web Summit community. We have processing algorithms that allow the app to, according to your interests, direct you to where you might have greater interest.

2) *What are the negative impacts of the Web Summit in the Portuguese Culture and what are your measures to fight it?*

Inês Santos: All mega-events have negative impacts towards the community and I think our job is to minimize them. We understand that there are natural problems that arise like congestion, however, that is why we have this event in November. We not only fight seasonality, but also avoid the overcrowding and possible over-demand that the Portuguese hoteling and accommodation industry might not be able to support in summer periods. We are always in direct contact with the Câmara de Lisboa to avoid and minimize these situations. There is a great interaction with Startup Portugal, for example, to integrate the Portuguese community, whether through directing attendees to locations like Bairro Alto or by integrating Portuguese startups in the actual venue. Not only that, but we have a large preoccupation with sustainability. We know that 60,000 people in one venue will mean a lot of waste, therefore, we are involved in various activities: Sustainability pamphlets all over the venue; food optimization to reduce waste; provide water recipients to be used during the whole event, as well as paper cups and not plastic cups; all food trucks would provide food in cartons made of card not plastic; BMW partnered with us to provide electric cars for the mobility of speakers to and from the venue; and we even had the Planet Tech stage where the focus was sustainability.

3) *What are the negative impacts of the Web Summit in the Portuguese Economy, and what do you do to fight it?*

Inês Santos: Our close contact to the Câmara de Lisboa is very important as it allows not only the local authorities to be ready for the event as well as for the event to understand what are the focal points to take into consideration. We work with the local media in order to direct our efforts and promotional activities towards the community, having hotels and restaurants ready

and part of our communication efforts. We want to funnel the expenditure into the community and therefore have programs like the Surf Summit in Ericeira.

4) *Is there a predefined focus to use the event a tourism driver, besides all its other objectives?*

Inês Santos: Dublin presented several difficulties such as venue sizes and even tourist capacity issues, something that in the Grande Lisboa area is more optimal, having greater accommodation capacity. Altice Arena for example is bigger and therefore allows us to have greater space to maneuver and to grow upon. However, yes, the fact the Portuguese Start-up scene is growing is not the only motivator for the move, as the weather in November is much more appealing and warm than in most European locations. We understand that the country is a great motivator in itself.

5) *Does the Web Summit establish strategic partnerships for the harnessing of all tourist inflows?*

Inês Santos: Of course. We want to promote the interaction of the attendees with the community and therefore have programs like Night Summit. We do not want the 9AM-5PM activities to stop the attendees from living the whole Portuguese experience and therefore organize different activities in Bairro Alto/LX Factory/Pink Street. Whether through pub crawls or just get together in certain bars (120 venues), where the attendees, investors, speakers and start-ups meet in a more relaxed environment. While last year we saw the Lisbon's web Summit as an experiment, this was definitely the year for assertion.

7.1.3 Interview 3

Partnerships (Governmental Entity/Project)

- Startup Portugal – Marta Sousa Monteiro
 - Position: Community Evangelist (zelar pela comunidade)

1) How is the relationship between local incubators and the Web Summit?

Marta Sousa Monteiro: Startup Portugal has started a start-up network (Rede Nacional de Incubadoras) where we currently count with around 130 incubators. We started this because many of these incubators are lost within regions that are not as central and might feel excluded. This way, it is easier not only to communicate but to integrate. We created a financial plan to facilitate the entrance of national start-ups through voucher that would subsidize 700€ (50% of total Alpha ticket cost). We also created programs to alert and prepare these start-ups/incubators to prepare for this entrance of international business. The touristic product that the Web Summit offers also has business-related impacts, like enjoying the destination and understanding what it offers, and then contemplating a move. The move of a business to Portugal can be a hard and lengthy process and we are only seeing the surface of what is to come in 2018. In essence, our goal is to bring them together and prepare the start-up industry scene through integration of efforts.

2) What are the negatives that Web Summit provides for the Portuguese Startup Industry?

- a. Socio-cultural*
- b. Economic*

Marta Sousa Monteiro: Two months before the event, we had weekly meetings with the Web Summit taskforce in order to understand the possible downsides of the event. As startup Portugal is a program within the Ministério da Economia, we would bring 1 representative from each area (transportation; security; cultural sustainability) in order to understand every aspect of the event impacts. For example, in terms of carriages, we made sure there was a bigger supply to and from the venue, however, realized that there was a shortening in other metro lines.

One really important thing, which I think was crucial, was the security level. We have close contact with SIS (Serviços de Informação de Segurança) which is the Portuguese Intelligence of Secret Service, in order to avoid any terrorist incident while the event was going on. It is not understood sometimes the level of security needed to pull off an event of this dimension. Every entrance into the country was fully investigated and all foreigners were under scrutiny. Even the bars and locations that had parallel events were heavily secured by police, whether after/before/during the Web Summit. As a Portuguese local you might not enjoy having police everywhere and stopping you from living naturally, however, it is a process to avoid any misfortunes.

3) *Is there a danger of development of foreign business locally, therefore affecting domestic business?*

Marta Sousa Monteiro: I felt this when we had close contact to older and more traditional companies. Some of these companies simply do not understand what the Web Summit is and what it does for the community, and therefore see the event as an affront. For example, we had a company that we tried to explain the Web Summit to but they really did not understand and started feeling suspicious. We even integrated them, telling them how we needed this and that done and that they would promote the brand and their work, the company still did not fully understand the event and even “mocked” how this was just a trend. It is natural that some companies still think this way, due to our strong tradition and culture, however, I do believe that some companies understand the need to adapt and that the Web Summit is a place of opportunities not only to startups but to the community, however, this is definitely a case of changing mentalities to a certain extent, and for that we need time.

4) *Do you believe there is a danger of too much internationalization in the local community and in local business, therefore losing some cultural aspects that maintain their authenticity?*

a. *If not, why not?*

b. *If yes, how do you fight this?*

Marta Sousa Monteiro: The Web Summit is only one week per year so I think the effect should not be too extreme. However, people start hearing “Lisbon’s Web Summit” and suddenly we are associated to the event, and the curiosity rises, leading to greater tourism activity for example. However, has already become a very international place, still last year I was walking through Chiado and having to “Excuse me” instead of Portuguese. Barcelona is very much like this. I think we lose a bit of authenticity and genuineness of the Portuguese culture, however, i think it is a natural process and something vital to boost our economies. It might be nice to keep everything old fashioned, however, we have to be competitive and to adapt, or else, we risk staying behind like we have in the near past. I can tell you that currently we have more conferences that are aiming for Portugal just like the Web Summit did, and this is the product of this internationalization and greater exposure we are subject to by showcasing our country to the world.

5) *Please tell me more about the Road2WebSummit initiative?*

a. *Is this a way to increase Portuguese presence within the event?*

b. *Is this a way to give Portuguese companies more opportunities?*

c. *Is this a way to show case Portuguese Culture*

Marta Sousa Monteiro: This allows for Portuguese start-ups to gain access to Alpha level stands. This is a way to join the Portuguses culture into the Web Summit. We are not just a country with good weather, we have value and ideas that should be shared, therefore , Startup Portugal came up with this idea and chose the best startups to offer a 50% discounted entrande to the Web Summit. We train them for 2 days (with Beta-i) to enhance their networking and pitching skills in order for them to take out the maximum they can from the experience, and to showcase how Portugal has intellectual value that should be recognized. However, we did have

a problem because news came out that we chose 150 companies to go to the event to represent Portugal (all from the Program), and some companies that went on their own were not mentioned and felt excluded. These are the types of things we must learn to avoid in the future.

7.1.4 Interview 4

Partnerships (Incubators)

- Beta-i – Pedro Rocha Vieira
 - Position: CEO

1) How is the relationship between local incubators and the Web Summit?

Pedro Rocha Vieira: Well, the relationship is good. We were selected to be part of the “Road2WebSummit” program where we would identify and select the best start-ups, giving them training and guidance so they can better communicate and pitch their start-ups at the event. The communication is mostly done through and to Startup Portugal. We also facilitate in the hosting of some partners. At Beta-I we have our own events like dinners in which the community and other companies (foreign or domestic) can mingle

2) What are the negative impacts that the Web Summit might have, and what is your opinion about them?

- a. Socio-cultural*
- b. Economic*

Pedro Rocha Vieira: The Web Summit is almost a personification of an actual movement. We need to think internally and externally, as this is something that creates a lot of ‘noise’. By having this ‘movement’ in Portugal, it makes the Portuguese more conscious of what is happening, as well as helps to potencialize the impact within. There will always be reactions from part of domestic entities that do not like this, however, this contributes to a much-needed change. This might not contribute to all companies, however, for some this is a huge help.

The start-up scene is in fact growing and the web Summit shows entrepreneurs and younger generation that they are not alone. It brings the reality of the movement closer to our own young entrepreneurs. However, the trend has always the potential of over-capacitating the market with an excessive number of start-ups, something that would not be positive for the market and start-ups themselves, because if there are too many, it can stop others from growing. Also, the large companies would have less facilitation in hiring, as there would be more companies hiring. Still, Web Summit has companies like Daimler and BNP within, showing how this is not only for start-ups but for all companies in whatever stage of their life-cycle that are adhering to the

tech paradigm. The event allows these large companies to have greater consciousness and understanding of what Portugal has to offer, whether in and eventually stay for example.

As the event produces so much ‘noise’, it is normal that some people think it is bad, especially in Portugal, where people have a strong connection to their culture and traditions. However, the Web Summit, due to its fair-like ambience, is more of a territorial marketing event, positioning the country as more international. Although more than a touristic product, it is very strong in that sense, especially because we have good infrastructures to offer that allow us to accommodate various people of cosmopolitan nature. What this is, is a statement that Portugal is innovative and tech-oriented, that we have opportunities here ready to reap, trying to attract inward investment.

3) *Do you believe there is a danger of too much internationalization in the local community and in local business, therefore losing some cultural aspects that maintain their authenticity?*

c. *If not, why not?*

d. *If yes, how do you fight this?*

Pedro Rocha Vieira: Internationalization does not necessarily have to lead to standardization, although the tendency is usually to lead to this. Portugal needs to be careful as we have a country that is distinct due to our lifestyle, resources, traditions and the people themselves. Our assets need to be preserved and we need to avoid being a copied version of other destinations. The challenge is to be able to mix the international paradigm to innovation within our own cultural context. We should aim to reinvent what “international” means, avoiding excesses. I have a more liberal approach and believe there should be limited restrictions, however, there should be a preoccupation with the excesses I was mentioned, like too many hostels, airbnb’s and so on.

Relating to the Web Summit, this is only one more product that Portugal can offer. It is a fact that we do have things that are more genuine and more “ours”, however, the Web Summit does in fact try to embrace and involve our community.

4) *In terms of lodging and opportunities, what do you feel are the strengths and possible weaknesses in the area of Grande Lisboa?*

Pedro Rocha Vieira: I think that one big opportunity is to grow beyond the city centre. It is necessary to be careful and not over-capacitate the city center with too many hostels and hotels, For exemple, there are areas like Alvalade and Carnide that have good areas for this and the challenge is to succeed in integrating them with our genuine culture and offerings. We have to avoid having the same hostels/accommodations, and bet on our uniqueness that can be found in the different locations AM Lisboa has to offer.”

7.2 Questionnaires

7.2.1 Community Perception Questionnaire

❖ Block 1

Q1.

There are several reasons why tourists visit the area of Grande Lisboa. In your opinion, classify the importance of the following options in terms of tourist attractiveness (1 = Most Important; 5= Least Important)

- _____ Cultural Heritage
- _____ Landscape / Climate
- _____ Events (Conventions, Festivals, Conferences, etc.)
- _____ Food & Beverage
- _____ Retail Shopping
- _____ Other reasons?

Q2.

Tourist destinations use events as a strategy to augment their attractiveness, and therefore their tourism levels. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

❖ Block 2

The following questions will be regarding socio-cultural impacts of events in general towards the local community.

Q3.

Events strengthen the tie between local community and foreign tourists. The community has the opportunity to communicate and learn from other cultures. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q4.

Events allow for bonding between foreigners and the local community. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q5.

The tourism derived from events provides the local community the opportunity to demonstrate their cultural heritage and patrimony, generating a sense of pride. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q6.

The tourism derived from events aids in the preservation of cultural patrimony of local communities. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q7.

Events can lead to the increase in quality of certain local infrastructure that can in turn enhance the living standards of the host community. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q8.

Events increase consumerism of the destination through the increased tourist inflows they attract. This consumerism damages the Portuguese culture. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q9.

Tourist migrations derived from events impede the local community from living their life as they normally would, disrupting their every day routines. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q10.

Events increase pollution in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q11.

Events increase traffic congestion in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q12.

Events increase criminality in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

❖ Block 3

The following questions will be regarding economic impacts of events in general towards the local community.

Q13.

Events increase job opportunities in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q14.

Events increase business opportunities in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q15.

Events augment and enhance the image of the destination (Grande Lisboa). Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q16.

Events generate extra expenditure towards the community through their attendees, as these take advantage of the event to spend some days (before/during/after) in local recreational activity. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q17.

Events inflate prices of rents in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q18.

Events inflate prices of products/services in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q19

The tourism derived from events impede the local community from participating in as much recreational activity as they would like to. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q20.

Events and the actual tourism that derives from the events, lead to the deterioration of local communities' infrastructures. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

❖ **Block 4**

Q21.

Do you have knowledge of the the Web Summit, and in general, it's purpose?

- Yes
- No

Note: Respondents would only move on if the answer was “Yes”. If not, respondents would move on to **Block 6**

❖ **Block 5**

Q22.

The Web Summit strengthens the tie between local community and foreign tourists. The community has the opportunity to communicate and learn from other cultures. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q23.

The Web Summit allows for bonding between foreigners and the local community. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q24.

The tourism derived from the Web Summit provides the local community the opportunity to demonstrate their cultural heritage and patrimony, generating a sense of pride. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q25.

The tourism derived from the Web Summit aids in the preservation of cultural patrimony of local communities. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q26.

The presence of the Web Summit can lead to the increase in quality of certain local infrastructure that can in turn enhance the living standards of the host community. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q27.

The nature of the Web Summit increases the international profile of Grande Lisboa, deteriorating the Portuguese Culture. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree).

Q28.

Tourist migrations derived from the Web Summit impede the local community from living their life as they normally would, disrupting their every day routines. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q29.

The Web Summit increases pollution in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q30.

The Web Summit increases traffic congestion in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q31.

The Web Summit increases criminality in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q32.

The Web Summit increases job opportunities in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q33.

The Web Summit increases business opportunities in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q34.

The Web Summit augments and enhances the image of the destination (Grande Lisboa). Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q35.

The Web Summit generates extra expenditure towards the community through their attendees, as these take advantage of the event to spend some days (before/during/after) in local recreational activity. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q36.

The Web Summit inflates prices of rents in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q37.

The Web Summit inflates prices of products/services in the target destination. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q38.

The tourism derived from the Web Summit impedes the local community from participating in as much recreational activity as they would like to. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q39.

The Web Summit and the actual tourism that derives from the event, lead to the deterioration of local communities' infrastructures. Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Q40.

The Web Summit has various impacts in the local community. Taking this into consideration, in your opinion, which of these factors, derived from the event, have the greatest weight in the development of the area of Grande Lisboa?

O Web Summit tem vários impactos na comunidade local. Tendo isso em conta, na sua opinião, quais destes factores, provenientes do evento, têm maior peso no desenvolvimento da Grande Lisboa?<div>
</div><div>(1=Mais importante; 6=Menos importante)</div>

- _____ Increased and enhanced destination image
- _____ Increased domestic business
- _____ Increased external investment
- _____ Increase in tourism
- _____ Enhanced infrastructure quality
- _____ Increased cultural pride

Q41.

Do you believe, in this moment in time, that the Web Summit is the most noteworthy event of the area of Grande Lisboa.

- Yes
- No

Q42.

Do you believe the Web Summit is beneficial to the Portuguese Culture? Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

Do you believe the Web Summit is beneficial to the Portuguese Economy? Please classify from 1-5 how much you agree with the following sentence (5 = Completely Agree; 3 = Neutral; 1 = Completely Disagree)

❖ **Block 6**

Q43.

Age?

Q44.

Sex?

- Male
- Female

Q45. Residence in the area of Grande Lisboa?

- Amadora
- Lisboa
- Mafra
- Oeiras
- Vila Franca de Xira
- Cascais
- Loures
- Odivelas
- Sintra
-

7.2.2 Result Difference

Difference between Community Perception of Events in General VS Community Perception of the Web Summit

Illustration of result interpretation:

Eg. Creates connection: There is a **2.57% increase** of respondents that believe Web Summit allow for communication and learning between the community and foreigners in comparison to events in general.

Variance	Do not agree at all	Do not Agree	Neutral	Agree	Completely Agree
Positive Socio-cultural Impacts					
Communicate and Learn	2.52%	-1.60%	-6.18%	-3.72%	8.98%
Creates connection	2.57%	-1.10%	-6.58%	1.83%	3.27%
Creates Pride	1.98%	2.33%	-6.75%	0.08%	2.37%
Helps Preserve Cultural Heritage	5.93%	0.63%	2.72%	-4.43%	-4.86%
Enhances Infrastructure	7.86%	1.45%	1.95%	-4.74%	-6.51%
Negative Socio-cultural Impacts					
Increases Consumerism	8.39%	-6.23%	1.00%	-4.66%	1.49%
Breaks Routine	16.86%	-1.39%	-7.86%	-8.01%	0.40%
Increases Pollution	13.83%	0.51%	-7.96%	-1.27%	-5.11%
Increases Congestion	0.18%	-1.45%	-1.40%	1.76%	0.91%
Increases Criminality	20.91%	-6.06%	-6.26%	-7.80%	-0.79%

Positive Economic Impacts					
Increases Jobs	5.19%	8.36%	9.38%	-10.27%	-12.65%
Increases Business opportunities	0.03%	-1.26%	-5.45%	-11.86%	18.54%
Greater and enhanced Image	0.96%	-0.34%	-5.01%	-12.29%	16.68%
Increase foreign expenditure	0.08%	2.47%	1.69%	-5.82%	1.58%
Negative Economic Impacts					
Inflates rent prices	4.06%	6.40%	8.76%	-0.10%	-19.12%
Inflates product/service prices	2.10%	6.55%	5.38%	-8.24%	-5.79%
Not as much recreational activity	10.92%	-4.97%	-5.31%	0.58%	-1.21%
infrastructure deterioration	18.15%	-4.79%	-5.49%	-6.66%	-1.21%

7.2.3 Expenditure Flow Questionnaire

Q1.

What is your purpose of visit while attending the Web summit?

- Leisure
- Professional
- Investor
- Other

Q2.

Did you at any point in time while in Portugal, participate in any recreational/tourist activity?

- Yes
- No

Note: If “No”, respondents would skip to question 12.

Q3.

Did you participate in recreational/toursit activity in Portugal, **before** the event?

- Yes
- No

Q4.

Did you participate in recreational/tourist activity in Portugal, **during** the event?

- Yes
- No

Q5.

Did you participate in recreational/tourist activity in Portugal, **after** the event?

- Yes
- No

Q6.

How many days did you spend solely on recreational/tourist activity?

Q7.

How much do you think, in the total of your trip, you spent PER DAY on recreational accommodation?

Q8.

How much do you think, in the total of your trip, you spent PER DAY on recreational food & beverage?

Q9.

How much do you think, in the total of your trip, you spent PER DAY on recreational entertainment?

Q10.

How much do you think, in the total of your trip, you spent PER DAY on recreational transportation?

Q11.

How much do you think, in the total of your trip, you spent PER DAY on recreational retail shopping?

Q12.

While on your trip, what was your choice of accommodation?

Q13.

Age?

Q14.

Gender?

Q15.

Nationality?

7.3 Average Occupation Rate, divided in Occupation Type, by regions

2016 Unidade: %

NUTS	Total dos Alojamentos Turísticos	Total Hotelaria	Hotéis					Hotéis-Apartamentos				Apartamentos turísticos
			Total	*****	****	***	** / *	Total	*****	****	*** / **	
PORTUGAL	46,4	50,2	52,2	58,3	56,2	45,9	41,3	51,7	50,8	51,9	51,5	41,7
CONTINENTE	44,5	48,1	50,4	55,4	54,3	45,3	41,6	47,0	43,7	46,6	49,4	41,9
Norte	39,4	44,9	45,3	55,1	47,6	40,3	42,5	36,4	//	34,9	36,9	23,4
Centro	30,9	34,5	34,9	48,7	39,2	34,1	26,9	33,2	//	36,1	25,7	19,5
A.M. Lisboa	55,3	57,2	59,1	56,3	59,6	62,3	56,2	39,6	//	43,2
Alentejo	27,3	35,3	39,2	43,7	46,0	32,3	36,7	31,5	27,0	21,7
Algarve	49,6	50,5	59,4	56,1	62,5	56,7	53,1	50,7	54,1	43,7
RA AÇORES	44,1	45,3	46,9	42,2	51,5	44,0	30,8	44,4	//	44,4	//	...
RA MADEIRA	64,1	70,6	71,4	74,4	72,0	62,8	49,5	73,0	88,1	75,8	60,5	...

NUTS	Aldeamentos Turísticos	Pousadas	Quintas da Madeira	Total TER e TH	Turismo no Espaço Rural				Turismo de Habitação	Alojamento Local
					Agro-turismo	Casas de Campo	Hotéis Rurais	Outros TER		
PORTUGAL	39,3	45,8	74,6	20,3	18,3	19,0	31,6	19,5	15,8	34,8
CONTINENTE	39,1	45,9	//	19,3	17,7	17,5	31,1	18,2	15,1	34,4
Norte	//	19,1	15,7	17,2	29,4	14,8	18,5	31,5
Centro	//	20,0	20,1	18,4	31,4	17,5	16,8	22,3
A.M. Lisboa	49,2	47,2	//	28,7	...	33,8	...	//	30,0	46,4
Alentejo	14,8	44,3	//	16,0	16,5	14,8	30,4	17,0	7,6	20,2
Algarve	40,3	59,0	//	33,7	...	30,7	...	38,4	33,7	39,7
RA AÇORES	//	...	//	28,5	...	29,3	//	...	23,4	x
RA MADEIRA	74,6	39,9	...	39,7	40,9	...	38,6	37,5

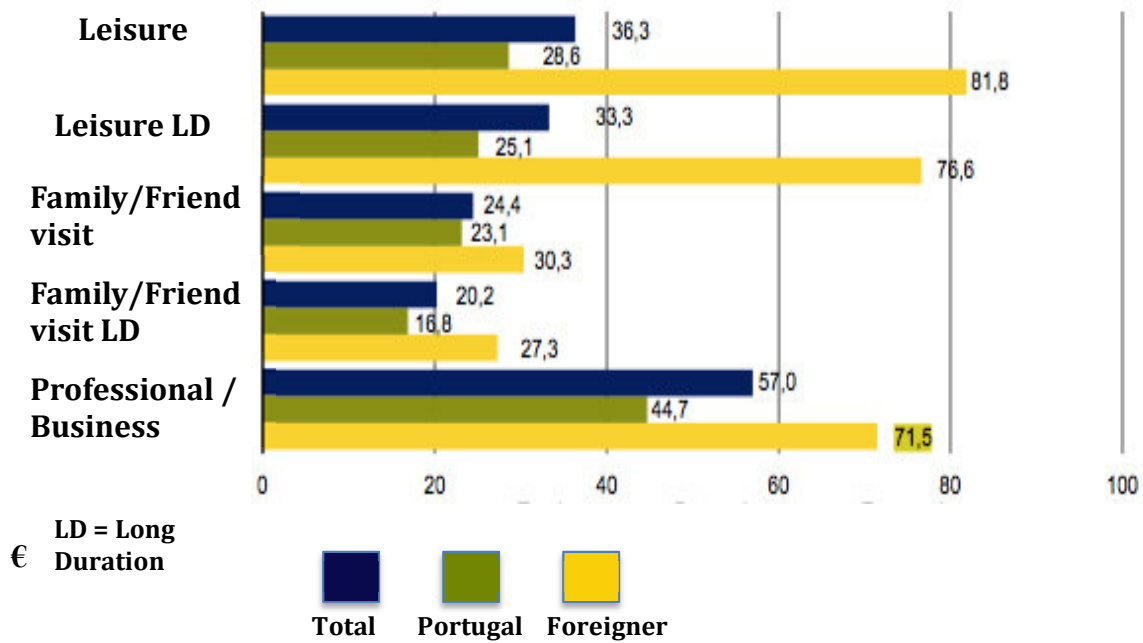
Source: Statistics Portugal (2017)

7.4 RevPar Calculation

$$\text{RevPar} = \text{Average Daily Room Rate} * \text{Occupancy Rate}$$

Source: Investopedia

7.5 Average Daily Expenditure by Tourist, by Purpose and Duration



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