



A UNWTO PROTOTYPE



## Where it all started - The “Cities” project and the Istanbul Declaration.

The Madrid Precious Time prototype is a practical application that originates from the “Cities” project and the Istanbul Declaration. The “Cities” project was launched by UNWTO in 2012 in collaboration with 22 cities worldwide. Through a system of consultation on key issues carried out through the tourism promotion bodies of different cities, an initial framework was obtained for working with the priority areas of common action, which resulted in the publication of a special report: AM Reports Vol. 6 on City Tourism (<http://platma.org/en/publication/global-report-city-tourism>).

This report was presented at the 1st UNWTO Global Summit on City Tourism held in Istanbul in November 2012, which covered key topics in order to launch the initial phase of the project, such as the strategic role of tourism in the development of cities, the keys to success for its development and the concepts of reference for Smart Cities. During the Summit a joint statement called the “Istanbul Declaration”, named after the city where it was presented, was signed by the 22 participating cities plus the city of Moscow calling for the implementation of specific actions to further elaborate on and give greater visibility to seven areas of action vital to the development of city tourism.

Based on the conclusions of the 1st Summit, the UNWTO Affiliate Members Programme included among its strategic objectives to address the seven areas of action mentioned in the Istanbul Declaration and, consequently, to implement a specific plan to contribute to urban tourism’s progressive analysis through interaction and the exchange of experiences among companies, destinations and universities worldwide.

The Madrid Precious Time Prototype specifically addresses one of these specific areas, the one that points out the need for specialty products in cities. This area is summed up in point 6 of the Istanbul Declaration, which sets forth as an objective to “implement innovative strategies to provide the city with new and more specialized products with high added value, addressing niche markets and upgrading the quality of the visitor experience.”

## Addressing the challenge in practice - Prototypes: Living projects

The prototype is the tool chosen to address the challenge of developing innovative and specialized tourism products for increasing the value of destinations and enhancing visitors’ experiences. Prototypes are living projects for research and analysis carried out in a tourist destination in order to identify the key elements necessary to set forth policies and strategies that enable the destination to position itself in the international map and to strengthen the social and economic impact revolving around a number of specific themes.

The ultimate goal is to carry out together a practical exercise of innovation and learning that makes it possible to find new paths in a scenario of rapid change such as the present, in which interaction and the exchange of experience and knowledge are crucial. With this, UNWTO seeks to establish models revolving around each area that can be replicated, and offer recommendations to serve as references in other destinations.

## The Madrid Precious Time prototype – Developing new products in an urban environment

The Madrid Precious Time Prototype was created with the purpose of addressing several challenges identified in the Istanbul Declaration, such as implementing innovative strategies to provide cities with new and more specialized products, advancing towards the concept of “Smart Cities”, highlighting the importance of human capital, fostering partnerships and collaboration, encouraging sustainable local policies and raising awareness of the economic and social benefits of city tourism. Through a case study conducted in collaboration with the Affiliate Members in the city of Madrid, companies from different fields collaborated with public institutions under the umbrella of the UNWTO. All of them are working in synergy towards effectively addressing the above mentioned challenges in the city of Madrid.

The fact that this project is backed by governments at the local, national and international levels, such as the city of Madrid, the Ministry of Tourism and UNWTO, makes it an exceptional case study that is relevant for the city of Madrid, the different actors involved in the project and the tourism sector in general.

## Why Madrid

Madrid, home of the UNWTO headquarters, is an ideal testing laboratory for this prototype due to its strong stakeholder engagement. It has always been a leader in tourism development and there is a strong will from both the public and the private sector to fully engage in the project.

## Why the “Premium” Concept

The “Premium” concept was chosen for its alignment to the City of Madrid’s strategic plan. Madrid Destino was seeking to position the city as a premium destination. Based on this, a research was conducted to identify the perceptions that the key first-class tourist markets have of premium destinations worldwide, Madrid’s touristic offer, its positioning as a premium destination, and the meaning of a ‘luxury/premium experience’.

The analysis of this research concluded that, in order to compete as a leading premium destination globally, the differential advantage would have to be the authenticity of the experiences offered to its visitors. Moreover, the study concluded that, for an experience to be classified as ‘premium’, it has to be customized and exclusive, and also have a learning component, be able to differentiate itself, as well as involve enjoyment and pleasure.

## The Call for Action

Using these findings as a starting point, the UNWTO Affiliate Members Programme called upon its Members that operate in Madrid to get involved in the project. These included a diversity of organizations related to history, tangible and intangible heritage, arts, gastronomy, culture and shopping, among other areas.

## Time as a guiding theme

Time has been the guiding theme chosen to bind the extensive but diverse offer of Madrid in a coherent and attractive fashion, hence the name and logo of the prototype (a sundial). Time works as an icon, through historical clocks located throughout the city, helping to locate the milestones included in this unique itinerary. It is also an image that allows the visitor to move to the past, showing the more traditional and modern sides of Madrid, and to the present and even the future, to show the visitor the avant-garde side of Madrid, with the latest cutting edge developments. Lastly, it can bring him back to the present, in which they will never perceive the city and its people in the way that they did before this trip.

## The heart of Madrid Precious Time Prototype: Collaboration to create new products.

### The Madrid Precious Time Collection – Premium Products

The foundations of these products are customization and exclusivity, all packaged through unique itineraries based on unique learning experiences, pleasure and differentiation. These experiences are offered cross-cutting, complex ways defining itself through hours and minutes in the sundial which appears in technological applications designed to make the communication and marketing of this innovative way to visit Madrid possible.

The Madrid Precious Time Collection offers visitors a different way of approaching Madrid in all of its richness and complexity, linking history, objects, time and clocks, all specifically designed by participants for the project.

## Highlights of Madrid Precious Time Premium products

### Technological component

As part of this Prototype and recognizing the importance of advancing towards the concept of Smart Destinations, innovative and exciting technological components have been developed in order to meet and exceed the needs and expectations of the city's visitors in an increasingly digital era. The technological components aim to enhance the visibility of the prototype and to reach the consumer in an innovative and interactive manner, optimizing the communication of the unique offers available.

### Microsoft – Innovative Website

Microsoft is getting involved to help develop an original website that allows the customers to discover the different experiences that the city has to offer and put them together in a unique and highly personalized itinerary, attending to the specific profile of each individual guest. The web will offer these capabilities in an innovative way, wherein itineraries will be bundled under the thematic of time and the sundial logo, defining the different experiences through hours and minutes.

### Segittur – Google Glass Madrid Precious Time Application

Segittur (State-owned Company for the Management of Innovation and Tourism Technologies) has come on board for this project, making it possible to address the changing demands of the market and respond to the challenges and opportunities that the latest technological advancements are presenting to the tourism sector.

New technology and media have changed the way people experience travel. Mobile applications now offer customized information for enhancing the visitor's experience. Even more so, wearable technological devices are expected to grow fast in number and become the next big thing in travel technology. This presents a tremendous challenge for the tourism sector to continuously innovate, finding new ways of communicating with tourists.

The "Madrid Precious Time" application, the first Google Glass application for Spanish tourism, has been developed to address this challenge and aims to provide tourists with a superior and immersive experience, offering tailored information on places, traffic in the area, weather, nearby offers, events, and so on. The application has been designed for Android and iOS mobile phones, as well as Google Glass glassware, and will enable tourists to receive timely information when it is most relevant based on their location. It is a multilingual, personalized service that is also able to link to popular social media channels such as Twitter and Facebook.

## Intelligent tourism

### Master Tour Alliance

Affiliate Member Tour Master Alliance is participating in the Project, designing a distinctive tourism intelligence methodology which can be replicated in other tourist destinations at a national and international level

This methodology will be ready for certification by Affiliate Member AENOR according to standard UNE166006 of Technology surveillance and competitive intelligence.

This information, once processed, validated and classified in an inclusive platform, will allow for display and interaction among users in different areas such as web, tablets, smartphones and Google Glass

The aim of the UNE 166006 is to facilitate the formalization and structuring, in any organiza-

tion, of the listening and observing process of its environment in order to support decision making at all levels within the organization.

Its main application will support strategic decision making in e.g. market entry, product introduction, pricing, competitor profiling, etc.

## Innovating Product design for a Premium Experience

More than just accommodation:

Our Affiliate Members from the accommodation sector with representation in Madrid have offered their expertise to design unique authentic experiences in their hotels located in the "Barrio de las Letras", historical and iconic neighbourhood in Madrid. The core idea is to offer the visitor an experience that goes beyond the accommodation itself and includes aspects of history, the arts and culture.

### NH Hotels

The NH Hotel, for example, is designing an experience that invites the guest to travel in time and discover the stories from the past behind its iconic building. This personalized experience will offer a back view of house sites that are not open to the general public, which contain hidden passages to authentic Spanish History.

### Meliá

The Meliá Hotel is developing product around the thematic of time and clocks that goes beyond the mere accommodation experience.

Retail:

Many distinctive Spanish and international brands are also coming on board with this project, developing new and unique shopping experiences that connect with the city's history, cultural and gastronomic offer, that take place in unconventional scenarios offering visitors a truly authentic experience.

## **Roberto Verino**

Roberto Verino will take the visitor on a trip through time, linking history with fashion and design by explaining the city's evolution through fashion. The experience will also incorporate an oenological component, as visitors will get to taste wines from Roberto Verino's Winery, thus creating an experience that goes far beyond a simple shopping treat.

## **Joyerías Suárez**

Joyerías Suárez is working on a shopping experience that not only brings their collection outside the shop and presents it to the customer in a non-conventional space and way, but also links it to Spanish art and the patrimony of Madrid, adding great value to the visitors' experience.

Arts and Museums:

## **Museo Thyssen**

This emblematic space in Madrid is developing an exclusive itinerary that will bring the arts together with the gastronomy of the city and a high class goldsmith in a unique package.

Applied research:

## **University of Valencia**

The academic perspective is essential to the success of the project due to the need created from these new products for a trained and specialized labor force. Along this line, organizations such as the University of Valencia and the Centro de Nuevas Profesiones of Madrid have come on board for this project. Their contribution, given their research capacities will help define the new professional profiles required to sustain the continuous innovation and improvement of the touristic offerings, as well as develop the corresponding curricula for their formation. It is important to include it because of its relevance, and also to leverage on the significant knowledge that many of our Affiliate Members from the academic world have.

Linking Experiences:

## **InnovaTaxfree**

In order to link the different experiences being developed collaboratively by the Affiliate Members involved, InnovaTaxfree will offer a personalized service that will facilitate visitors' movement through the city, in a hassle-free manner. A high-class car with a driver that speaks the language of the guests will take them to where they need to go, and they will also be accompanied by a personal shopper, who will help them get to the most authentic shops and to those hidden gems that we all want to find when traveling. On top of these personalized services, tourists will get the instant tax refund service to make their shopping experience the most attractive.

Gastronomy:

## **Saborea España**

50 of the best restaurants in Madrid are creating exclusive menus to offer visitors a unique culinary experience. Moreover, these experiences will take place in innovative spaces, taking the guest out of the regular restaurant visit. The dishes will combine the best of Spanish cuisine from the past and present, both through the ingredients and recipes.

Affiliate Member Saborea España, representing many of Spain's best chefs, is working on a gastronomic experience that involves not only enjoying the flavors of the dishes, but also learning how to cook them, all of this complemented by folkloric musical experiences.

## The Innovation Process

In this prototype, innovation is taking place in various aspects.

### Collaboration:

New ideas and experiences are being developed as a result of diverse stakeholders who rarely interact now working collaboratively. These actors include technological organizations, hotels, restaurants and cultural and academic institutions, among others.

### Relocation:

Experiences are being designed to take place in non-conventional spaces, bringing gastronomy to museums, incorporating history and wine tasting to the shopping and fashion experience, and so on.

### Crosscutting/Transversal itineraries:

Itineraries that offer the guest a holistic and immersive experience into the heart and soul of the city, linking together history, culture, gastronomy, arts, shopping, design, music, etc. with a guiding theme.

### Unified Tone:

This comprehensive offer is being developed collaboratively, to bring a unified experience to the visitor. One same creative theme will work towards a congruent and complete “Madrid Premium Experience”.

## The next Step: Applying the methodology in destinations worldwide

In the final phase of the prototype, UNWTO will be launching a methodological document explaining the Project, lessons learned and successful outcomes that can be exported for adoption to other cities worldwide:

- A model product generated through a collaborative process
- A concrete technological process to make the model visible
- A product assessment through tour operators and direct online sales
- A governance model to apply this product a posteriori, as per the petition of the destination

This exercise in Madrid is only the beginning of exploring a public private-partnership model that can be applied in practice for success, which is one of the goals of UNWTO through the UNWTO Affiliate Members Programme.

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