

## Appendix A - Additional tables

**Table 4:** *Some buildings and renovations in context of the 1992 Olympic Games*

<b>New constructions</b>	<b>Renovations and Improvements</b>
<ul style="list-style-type: none"> <li>• <i>Ring Roads</i></li> <li>• <i>Olympic Ring in Montjuïc</i></li> <li>• <i>Barcelona Centre for Contemporary Culture</i></li> <li>• <i>Collserola Telecommunications Tower</i></li> <li>• <i>Municipal Auditorium</i></li> <li>• <i>Botanical Garden</i></li> <li>• <i>National Theatre of Catalonia</i></li> <li>• <i>Olympic Village</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>El Prat Airport</i></li> <li>• <i>National Art Museum of Catalonia</i></li> <li>• <i>Restoration of the sea front:</i> <ul style="list-style-type: none"> <li>➔ <i>Passeig Marítim</i></li> <li>➔ <i>Poblenou</i></li> </ul> </li> </ul>

*Note.* The table is adapted from the study [“Barcelona’s tourism activity: development and management”], by Ajuntament de Barcelona, 2014, Copyright 2014 by Ajuntament de Barcelona.

**Table 5:** *Proposals for the implementation of tourism degrowth from the ABDT*

Proposal 1	Proposal 2	Proposal 3	Proposal 4
“ <b>Withdrawing subsidies</b> , tax relief, grants and transfer of public funds to the private sector.”	“Having <b>resident representation on the Boards</b> of Directors of the port and airport.”	“ <b>Cancellation</b> of the public <b>promotion</b> of tourism.”	“Increased democratisation and implementation of a public debate on the city’s tourism development.”
Proposal 5	Proposal 6	Proposal 7	
“Amending the legislation to <b>improve the working conditions of workers</b> in the tourism industry.”	“ <b>Overseeing the public/private consortium Turisme de Barcelona</b> with public funds.”	“Implementing <b>more restrictive urban planning</b> legislation than the current Special Urban Planning Plan for Tourist Accommodation (PEUAT).”	

*Note.* The figure is adapted from the scientific paper [“Overtourism and Tourismphobia: Tendencias globales y contextos locales”], by Claudio Milano, 2017, Copyright 2017 by Ostelea School of Tourism & Hospitality.

## Appendix B - Interview guide (English version)



### Interview - Guide

“Analysis and diagnosis of preventive measures against overtourism in post-COVID-19  
Barcelona”

Name: Peter Schwerin

Email: [Peter.schwerin@hochschule-stralsund.de](mailto:Peter.schwerin@hochschule-stralsund.de)

Universities: Hochschule Stralsund and Universitat Politècnica de València

### a. Introduction

First, I would like to thank you for your cooperation in my bachelor thesis. The title of this thesis is “Analysis and diagnosis of preventive measures against overtourism in post-COVID-19 Barcelona” and I am working on it during the last semester of my studies (Leisure and Tourism Management) at the *University of Applied Sciences Stralsund*, in collaboration with the *Universitat Politècnica de València*.

In my bachelor thesis, I would like to interview you to investigate what measures against overtourism are proposed by different stakeholders of the tourism sector after the COVID-19 pandemic and what their opinions are on these measures. This interview will take place during 15 to 30 minutes.

As the thesis is written in English, the questions are in this language, but there is also a Spanish translation available. Please answer in your preferred language.

Before we begin, I would like to briefly define the term overtourism:

“Overtourism describes the situation in which the impact of tourism, at certain times and in certain locations, exceeds physical, ecological, social, economic, psychological, and/or political capacity thresholds”<sup>8</sup>.

If you have any questions or comments before the interview starts, please let me know.

---

<sup>8</sup> Peeters, P., & al., e. (2018). Research for TRAN Committee - Overtourism: impact and possible policy responses. Retrieved from European Parliament, Policy Department for Structural and Cohesion Policies: [https://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL\\_STU\(2018\)629184\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL_STU(2018)629184_EN.pdf)

### b. Examples of measures used against overtourism

Number	Measure and its description	Examples of the measures in Barcelona*
1	<b>Laws and law enforcement</b> to direct tourist behaviour or stop certain tourist developments → (e.g., related to alcohol and drug consumption, forbidding access to certain locations/at certain times, stops on hotel and Airbnb capacity extensions)	Creation of a Special Urban Development Plan for Tourist Accommodation ( <b>PEUAT</b> ): <ul style="list-style-type: none"> <li>Regulations for tourist accommodation in the city and legal restrictions on the opening of new tourist accommodations</li> </ul>
2	<b>Distributing tourists</b> to other places → (e.g., via promotion, new attractions, better transportation options, and tours)	Decentralisation of tourists through <b>campaigns</b> : <ul style="list-style-type: none"> <li>“Las 10 Barcelonas”</li> <li>“Barcelona is much more”</li> </ul>
3	<b>Increasing capacities</b> of the destination to deal with higher numbers of people → (e.g., improving traffic management, security measures and waste management)	<b>Improved parking system</b> for coaches for the Sagrada Familia
4	<b>Increasing prices</b> (e.g., via taxation)	<b>Entry Fee</b> at Park Güell
5	<b>‘Green measures’</b> → (e.g., eco-certification, environmental taxes [payable by tourists or accommodation providers], and green buildings)	
6	Improve <b>stakeholder involvement</b> in tourism marketing and development	Creation of a <b>City and Tourism Council</b> : <ul style="list-style-type: none"> <li>Increased exchange with the city council with other public or private stakeholders in the city</li> </ul>
7	(Real-time) <b>information for tourists</b> → (e.g., crowdedness, transport options, and other times to visit)	Improving information for tourists, among other things by <b>adapting the Tourist Information Offices</b>
8	Promoting <b>high-quality tourism</b> → (Adjusting the tourism offers and attracting different types of tourists)	
9	<b>Stimulate developments directed at residents</b> → (e.g., safeguarding availability of affordable housing and improved living working conditions in tourism)	<b>Free entrance</b> to Park Güell for residents
10	(Dynamic) <b>caps on access</b> to the destination/ attraction	<b>Visitor limits</b> in Park Güell
11	<b>Less / No promotion</b>	<b>Reduction of the promotion</b> of certain neighbourhoods
12	Improved <b>monitoring</b> and <b>research</b>	Creation of a <b>Destination Barcelona Observatory</b> to intensify the data and knowledge collection on tourism in Barcelona

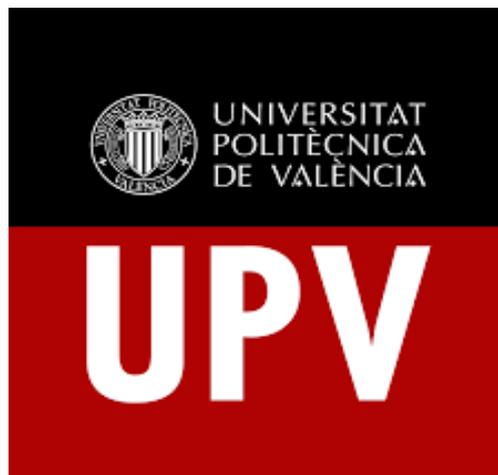
Note. The first part of the table “Measure and its description” is adapted from the study [“Overtourism: impact and possible policy responses”], by Peeters & al., 2018, Copyright 2018 by European Parliament’s Committee on

Transport and Tourism. The second part of the table was created based on ["Strategic Tourism Plan 2020 - Executive Summary"], by Ajuntament de Barcelona, 2017, Copyright 2017 by Ajuntament de Barcelona and ["Managing Tourism in Barcelona"], by Harold Goodwin, 2018, Copyright 2018 by Harold Goodwin.\* Measures that have either been planned or implemented.

**c. The interview**

- 1) Which of the measures against overtourism in Barcelona before the COVID 19 pandemic, do you think should be continued after the pandemic? You are welcome to use the examples in the table or to indicate other measures. Please explain your reasoning.
- 2) Do you have any suggestions for improving these measures, and if so, what are they?
- 3) Which pre-COVID-19 measures (from the table or others) should not be continued after the pandemic? Please explain your reasoning.
- 4) What additional measures, which were not planned or implemented prior to the COVID-19 pandemic, do you think should be planned and implemented against overtourism in Barcelona after the COVID-19 pandemic? Please explain your reasoning.

## Appendix C - Interview guide (Spanish version)



### Interview - Guide

“Análisis y diagnóstico de las medidas preventivas frente al overtourism en la Barcelona post-COVID-19”

Nombre: Peter Schwerin

Correo electrónico: [Peter.schwerin@hochschule-stralsund.de](mailto:Peter.schwerin@hochschule-stralsund.de)

Universidades: *Hochschule Stralsund y Universitat Politècnica de València*

### **a. Introducción**

En primer lugar, me gustaría agradecerles su colaboración en mi tesis de licenciatura. El título de esta tesis es “Análisis y diagnóstico de las medidas preventivas frente al overtourism en la Barcelona post-COVID-19” y estoy trabajando en ella durante el último semestre de mis estudios (Leisure and Tourism Management) en la *University of Applied Sciences Stralsund*, en colaboración con la *Universitat Politècnica de València*.

En mi tesis de licenciatura, me gustaría entrevistarle para investigar qué medidas contra el overtourism proponen los distintos agentes del sector turístico tras la pandemia del COVID-19 y cuál es su opinión sobre estas medidas. Esta entrevista tendrá lugar durante 15 a 30 minutos.

Puede responder en inglés o en español, las preguntas se han preparado en ambos idiomas.

Antes de empezar, me gustaría definir brevemente el término overtourism:

El término overtourism (sobreturismo en castellano) “describe la situación en la que el impacto del turismo, en determinados momentos y lugares, supera los límites de capacidad física, ecológica, social, económica, psicológica y/o política”<sup>9</sup>.

Si tiene alguna pregunta o comentario antes de que comience la entrevista, por favor avíseme.

---

<sup>9</sup> Peeters, P., & al., e. (2018). Research for TRAN Committee - Overtourism: impact and possible policy responses. Obtenido del Parlamento Europeo, Departamento de Políticas Estructurales y de Cohesión: [https://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL\\_STU\(2018\)629184\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2018/629184/IPOL_STU(2018)629184_EN.pdf)

## b. Ejemplos de medidas utilizadas contra el overtourism

Número	Medida y su descripción	Ejemplos de las medidas en Barcelona*
1	<b>Leyes</b> y ejecución de las leyes para dirigir el comportamiento de los turistas o detener ciertos desarrollos turísticos → (por ejemplo, en relación con el consumo de alcohol y drogas, prohibiendo el acceso a determinados lugares/en determinados momentos, limitar las ampliaciones de capacidad de los hoteles y Airbnb)	Creación de un Plan Especial Urbanístico de Alojamiento Turístico (PEUAT): • Regulaciones para el alojamiento turístico en la ciudad y restricciones legales para la apertura de nuevos alojamientos turísticos
2	<b>Distribución de turistas a otros lugares</b> → (ej., a través de la promoción, nuevas atracciones, mejores opciones de transporte y excursiones)	Descentralización de los turistas mediante <b>campañas</b> : • “Las 10 Barcelonas” • “Barcelona is much more”
3	<b>Aumento capacidades</b> del destino para atender a un mayor número de personas → (ej., mejorar la gestión del tráfico, las medidas de seguridad y la gestión de los residuos)	<b>Sistema mejorado de aparcamiento</b> de autobuses para la Sagrada Familia
4	<b>Aumentar los precios</b> (por ejemplo, mediante impuestos)	<b>Tarifa de entrada</b> al Park Güell
5	<b>‘Medidas verdes’</b> → (ej., certificación ecológica, impuestos medioambientales [a cargo de los turistas o proveedores de alojamiento] y edificios ecológicos)	
6	<b>Mejorar la participación de los agentes</b> en la promoción y el desarrollo del turismo	Creación de un <b>Consejo de Ciudad y Turismo</b> : • Incremento del intercambio con el ayuntamiento con otros actores públicos o privados de la ciudad
7	<b>Información</b> (en tiempo real) <b>para los turistas</b> → (ej., masificación, opciones de transporte y otros momentos de visita)	Mejorar la información a los turistas, entre otras cosas, <b>adaptando las Oficinas de Información Turística</b>
8	Promover el <b>turismo de alta calidad</b> → (Adaptar la oferta turística y atraer a diferentes tipos de turistas)	
9	<b>Estimular los desarrollos dirigidos a los residentes</b> → (ej., salvaguardar la disponibilidad de viviendas asequibles y mejorar las condiciones de vida en el turismo)	<b>Entrada gratuita</b> al Park Güell para los <b>residentes</b>
10	<b>Límites</b> (dinámicos) <b>de acceso</b> al destino/atracción	<b>Límites de visitantes</b> en el Park Güell
11	<b>Menos / Ninguna promoción</b>	Reducción de la promoción de ciertos barrios
12	Mejora del <b>seguimiento</b> y de la <b>investigación</b>	Creación de un <b>Observatorio del Turismo en Barcelona</b> para intensificar la recogida de datos y conocimientos sobre el turismo en Barcelona

Nota. La primera parte de la tabla “Medida y su descripción” está adaptada del estudio [“Overtourism: impact and possible policy responses”], de Peeters & al., 2018, Copyright 2018 by European Parliament’s Committee on

Transport and Tourism. La segunda parte de la tabla se ha creado a base del ["Plan Estratégico de Turismo 2020 - Resumen Ejecutivo"], de Ajuntament de Barcelona, 2017, Copyright 2017 por Ajuntament de Barcelona y ["Managing Tourism in Barcelona"], de Harold Goodwin, 2018, Copyright 2018 por Harold Goodwin.\* Medidas previstas o aplicadas.

### **c. La entrevista**

1. ¿Cuáles de las medidas contra el overtourism en Barcelona antes de la pandemia de COVID-19, cree que deberían continuar después de la pandemia? Puede utilizar los ejemplos de la tabla o indicar otras medidas. Por favor, explique su razonamiento.
2. ¿Tiene alguna sugerencia para mejorar estas medidas y, en caso afirmativo, cuáles son?
3. ¿Qué medidas pre-COVID-19 (de la tabla u otras) no deberían continuar después de la pandemia? Por favor, explique su razonamiento.
4. ¿Qué medidas adicionales, que no se planificaron o aplicaron antes de la pandemia de COVID-19, cree que deberían planificarse y aplicarse contra el overtourism en Barcelona después de la pandemia de COVID-19? Por favor, explique su razonamiento.

## Appendix D - Interview summaries<sup>10</sup>

### a. Asossicació de Veïns de la Barceloneta

In an online interview (via ZOOM) with Manel Martínez, Vice-President of the *Associació de Veïns de la Barceloneta*, on the 18th of June 2021, the following was discussed:

The **PEUAT** (Plan Especial Urbanístic de Alojamiento Turístico) was discussed at the beginning. The interviewee stated that it was a good tool, but that it has **been implemented badly**. Individual tourist accommodations within a residential area, according to the interviewee, had no tourist value. In addition, individual tourist flats within a residential area can cause problems with the residents, as they have completely different daily routines and living requirements than tourists. It would therefore be necessary to ensure that there are no individual tourist accommodations in residential buildings or areas, but these accommodations are grouped in other buildings, such as in the form of hotels, which has already been discussed in other norms. In general, it should be paid attention to the **separation of tourist and residential accommodations**. The *Associació de Veïns de la Barceloneta* is not against the opening of new tourist accommodations but they should be grouped and opened where the tourist pressure is still low, and few tourist establishments exist in the city.

Apart from that, Martínez stated that the **PEUAT** does not effectively solve problems in the areas heavily affected by tourism, such as **overcrowding**, because it cannot be achieved by reducing tourist accommodations. After all, even if tourists cannot stay in the heavily touristic areas, they will continue to **visit them during the day**. That is possible, among other things, because of the good public transport network.

He also noted that the **inspections of tourist accommodations** (legal or illegal) should be improved. Furthermore, he would increase the penalties for **violations** of the law. In general, the implementation of laws on tourist accommodation should be more strictly controlled, according to him.

The Park Güell was then briefly discussed. The interviewee criticised, that residents could only enter the park with registration cards, such as a library card. It would be better to use **new technologies** to control visitor flows and avoid overcrowding.

Apart from that, Martínez also commented on the *City and Tourism Council*. He criticised the **lack of representation of the residents in the Council**, for example, in the form of a neighbourhood association. Additionally, he stated that it has no real influence on the tourism

---

<sup>10</sup> Recordings of the interviews can be found at the following link:  
<https://drive.google.com/drive/folders/1mkhoLsv-48Me-KfBKrumlino9OpS6g8Y?usp=sharing>.

development of the city. In addition to the council, he also commented on the *Observatory of Tourism in Barcelona*. He recognised the importance of data collection for the management of the city's tourism. However, there should be better planning of who and how the data is collected to gain the most objective insights for the tourism development of the city.

Later, Martínez stated that he and the neighbourhood association were not against tourism but calling for a **new tourism model**. To achieve this, **districts that are less affected by tourism should be promoted**, not just through events, but above all through tourist accommodations being in them. In addition, there should be a general examination of **how Barcelona promotes itself** as a destination and what **types of tourists** it wants to attract. Regarding the types of tourists, the interviewee mentioned that Vienna, for example, attracts tourists who spend more per capita on average than in Barcelona. Thus, it could be an opportunity to attract a different tourist type to generate more income within the tourism sector. The additional revenue could be used to increase the wages of employees in the sector and to improve the city's infrastructure. It is also necessary to find out which values are important for the city and its tourism, to develop goals for its tourism development in the future. In this regard, Martínez mentioned that it could be an idea to specialise Barcelona's tourism to become the capital of a certain aspect of tourism (e.g., culture, architecture, etc.). Perhaps an **image change** would be possible, and the city could present itself more as a city of research, trade fairs, and culture, for example.

It would also be necessary to **improve the information given to tourists** to prevent them from arriving with false expectations. This information could ensure that tourists are not disappointed by the real Barcelona or how it presents itself.

In summary, the interviewee acknowledged that various measures have been taken in Barcelona against overtourism. However, he frequently criticised them, stating that many of them had been planned mainly for the media. Furthermore, he suggested analysing the city's tourism and determining how it should be promoted in the future. Based on that, it should also be decided which types of tourists should be attracted. This might require a change of the image of the city.

## **b. APATUR**

On 22nd June 2020, an interview was conducted with two representatives of the *Associació d'apartaments Turístics de Barcelona* in their office, Silvia Pastor Piera (Institutional relations) and Judith Gómez de la Lastra Díez (Management). The following was discussed:

Initially, the interview focused on the PEUAT. The interviewees stated that the main reason for introducing it was to address the **lack of housing**. However, according to the

interviewees, **other policy measures could have been taken for this**. They also explained that PEUAT does not combat overcrowding because, especially in summer, very touristy parts of the city fill up not only with people staying in other parts of the city but also with day visitors. Furthermore, they mentioned that apart from the PEAUT, introduced in 2017, there had been **no licences** for new hotel openings in Ciutat Vella, a very touristy district of Barcelona, for more **than 12 years**.

Apart from that, the interview turned towards inspections of tourist accommodations initiated by the *Barcelona City Council*. According to the interviewees, these are relatively strict and could quickly lead to a tourist accommodation losing their licence. To combat excessive noise in tourist accommodations, the company *Roommonitor* was mentioned, which offers products that measure noise levels and inform owners of tourist accommodations by text message or phone call if a certain level is exceeded. Therefore, the company's products could be a **measure against too loud tourist behaviour**.

One measure against inappropriate behaviour by tourists, such as illegal parties, could be the **division of larger tourist accommodation**. For example, a flat designed for eight people could be divided into two accommodations so that it would be more difficult to hold house parties or other unpermitted activities.

Furthermore, the interviewees stated that the public transport in Barcelona is very good and that parking outside the city centre should be encouraged to avoid congestion. Also, it was stated that the city is already planning additional **parking facilities outside the core city**.

Regarding the distribution of tourists to other parts of the city, the interviewees stated that it was important to encourage first-time visitors to visit less frequently visited parts of Barcelona. To achieve this, **social media, new apps, and advertising campaigns could be used to promote lesser-known parts of the city and attractions**. The interviewees also said that they advise the members of the organisation to display **information material in the tourist accommodation** about less touristy parts of the city.

Apart from this, the interviewees shared their critical view on the introduction (or increase) of **entrance fees** at tourist attractions. They reasoned that this would exclude certain people who do not have sufficient financial means. They would prefer that **new technologies**, such as applications and **reservation** systems, should be used to avoid the overcrowding of tourist attractions.

Regarding the **Barcelona City and Tourism Council**, the interviewees indicated that they considered the introduction of it to be positive and that it has improved the cooperation between tourism stakeholders in the city. In response to the criticism that it lacks

representation of the citizens, they stated that this is not true, as its members are not just stakeholders of the tourism sector but also citizens. Furthermore, the interviewees explained the lack of perceptible improvements in the tourism development of Barcelona through the council. This was because it was only formed shortly before the pandemic and had less time to analyse the effectiveness of its measures.

Later, the interviewees stated that they do not currently see overtourism as the biggest problem for the city's tourism development. They also did not want the tourism sector to be restricted or reduced. Rather, they argued that it was more important to work for the **return of tourism** and the resulting revenue. The tourism sector is one of the most important sectors in the city, and the pandemic has caused a loss of income, and many people have lost their jobs. They also added that the city should **support other industries and diversify the economic sector of Barcelona**. Once the city would be less dependent on tourism, the tourism sector could be reduced.

Also, it was stated that the city could change its image **through marketing**, and Barcelona should be presented more as an art and science destination. The interviewees said that this had already begun, for example, through the development of a **new marketing strategy**, which was planned before the pandemic by the company *Advanced Leisure Services* from Barcelona<sup>11</sup>.

### c. Barcelona Turisme

An interview was conducted in English with Rosa Bada from *Barcelona Turisme (Turisme de Barcelona)* on the 05th of July 2021. The following is a summary of it:

At the beginning of the interview, she stated that Barcelona was comparatively small, mainly because of its **geographical location** between the Mediterranean Sea and the mountains. Also, she mentioned that the city's tourist attractions are **centralised**, which can lead to overcrowding.

Then the **PEUAT** was discussed. Bada considered it a **useful tool** against overtourism. Furthermore, the interviewee thinks that **similar regulations could also be introduced for other tourist businesses such as restaurants and shops** to counteract the perceived loss

---

<sup>11</sup> More information on the subject can be found in an article by *La Vanguardia* entitled *Barcelona impulsa una nueva estrategia de marketing turístico de la 'Destinación Barcelona'*: <https://www.lavanguardia.com/local/barcelona/20181008/452242762592/barcelona-impulsa-una-nueva-estrategia-de-marketing-turistico-de-la-destinacion-barcelona.html>, (accessed 15 July 2021).

of quality of life and identity. However, the interviewee assumes that it would be **difficult to introduce** such regulations for other trades due to the limitations of the local government.

Additionally, she mentioned that the distribution of tourists in the city and its image should be improved, by introducing new tourist offers and products, such as festivals, for less-visited parts of the city. The mobility within the city should also be improved to ensure that tourists can visit these parts.

Bada explained that this measure and several others could be found in a **strategic plan** (*Medidas de Gobierno*) for more sustainable tourism, which was published by the city council in 2020<sup>12</sup>. Furthermore, the interviewee argued that tourism could be made more sustainable by improving tourism management in the city in general.

Afterwards, the interviewee discussed whether **raising the prices** of tourist products in the city would be a sensible way of combating overtourism. Bada was **not** so keen on this measure because, in her opinion, it excludes people who could not afford the entrance fees. According to her, it would be better to use **new technologies**, such as applications and pre-booking systems, to regulate and limit the flow of visitors.

Then the conversation turned to the marketing of Barcelona as a destination. Bada stated that there had been a misconception that without promotion, tourists would not be attracted, but she said that nowadays, not only tourism companies and organisations promote the city, but also **individuals through new technologies** such as social media. Therefore, in her opinion, it would no longer be necessary to promote the city in general, but to promote **only certain aspects of the city with specialised offers**. For this purpose, it is also necessary to respond to the technological changes brought about by digitalisation. As an example, she mentioned the new app **Check Barcelona**, which was developed by *Barcelona Turisme*. This app can inform tourists about places of interest in the city and provide them with real-time information, such as the availability of reservations and parking.<sup>13</sup>

Afterwards, the interviewee discussed how to tackle **overcrowding** in the more touristic parts of the city. She said that this is a **difficult issue** because, on the one hand, the city's conditions, mentioned at the beginning, often lead to overcrowding. On the other hand, there is no possibility to move the most visited tourist attractions to other parts of the city.

---

<sup>12</sup> This plan can be found online at the following link: [https://ajuntament.barcelona.cat/turisme/sites/default/files/mesura\\_turisme\\_def\\_final\\_2020\\_v1\\_te-ca-es-en-gb\\_0\\_1.pdf](https://ajuntament.barcelona.cat/turisme/sites/default/files/mesura_turisme_def_final_2020_v1_te-ca-es-en-gb_0_1.pdf), (accessed 15 July 2021).

<sup>13</sup> For more information about the app: <https://checkbarcelona.com/qui-som>, (accessed 15 July 2021).

The discussion then turned to the topic of data collection from tourism processes. The interviewee stated that the **Observatory of Tourism in Barcelona** is a good tool for this. However, in her opinion, two things need to be improved. On the one hand, it is possible to analyse the past well with the data obtained, but it is still **difficult to forecast** the future. Also, the data collection has focused too much on numerical data, according to Bada. In the future, more data **should be collected on the perceptions of residents and tourists** because many problems of tourism cannot be measured numerically but are based on people's perceptions.

The *City and Tourism Council* was also briefly discussed. The interviewee explained that the criticism that there is a lack of representation of local people and neighbourhoods is not entirely correct. She pointed out that there were about **as many representatives from the tourism industry and academia as from local community organisations and associations**<sup>14</sup>.

Finally, there was a discussion about the profile of tourists the city wants to attract. According to Bada, the most important aspect for *Barcelona Turisme* is to attract tourists with the same values as the city, pro-LGBTQ, and family-friendly, cosmopolitan, etc. Furthermore, Barcelona Turisme does **not only** want to attract tourists with a certain or **high purchasing power**. It also would like to provide **high-quality tourist offers for tourists with different financial possibilities**. Moreover, in the future, the city could focus more on MICE tourism to attract tourists who might want to invest in the local economy or open new businesses in the city and encourage them to return. However, Bada also said that MICE tourism is likely to change due to the pandemic, so that, for example, trade fairs will be smaller and more digital in the future.

#### d. Gremi d'Hotels de Barcelona

On the 06th of July 2021, an interview was conducted with Manel Casals, the General Manager of the *Gremi d'Hotels de Barcelona*. The following is a summary of the interview:

At the beginning of the conversation, Casals explained aspects of the general development of tourism and of the city. He argued that nowadays **many people** could afford to travel and become **tourists**, not only people from the upper class but all social classes.

He also pointed out that although tourists do not often see themselves as a problem, the local population **perceives them and their general impact in an increasingly negative way**. Furthermore, the interviewee stated that in Barcelona the local population increasingly

---

<sup>14</sup> A list of the members of the City and Tourism Council: [https://ajuntament.barcelona.cat/turisme/sites/default/files/membres\\_comissio\\_permanent\\_2020.pdf](https://ajuntament.barcelona.cat/turisme/sites/default/files/membres_comissio_permanent_2020.pdf), (accessed 15 July 2021).

perceives the effects of tourism negatively, especially **since 2011**. That was mainly due to a **sharp increase in tourist flats and short-term rentals between 2011 and 2014**. One reason for this was the emergence of **online platforms** that have made it possible to advertise individual tourist accommodation more effectively.

Then, Casals stated that about **32 million visitors** came to the city per year before the pandemic. Half of them stayed at least one night in Barcelona, and the other half were day visitors who did not stay in the city. Furthermore, he mentioned that more than half of the visitors who spend at least one night in the city did so in hotels. **Less than a quarter stayed in tourist accommodations** and the **rest in other places** (e.g., with friends, family, in unregistered accommodations, etc.). He also mentioned that about 40 % of the day visitors (people who do not stay overnight in the city) came from the Catalan surrounding area and that 10 % came from cruise ships. Furthermore, there were approximately **8.5 million who visited the city without staying overnight** and who do not belong to the previous categories. According to Casals, the **latter and visitors staying in tourist accommodation** and other types of accommodation came mainly in the months from the end of **May to August**.

Apart from that, the interviewee also said that although the local government (city council) had prepared various studies and concepts for the city's tourism development, it had not been well managed. In the past, it had focused too much on **promoting tourism** in the city and **less on managing it**.

Therefore, Casals believes that the city should develop a **tourism strategy** and **manage** its tourism, **based on it**, considering realities. Furthermore, the tourism strategy should be communicated clearly, and it should be explained which visitors or tourists are to be attracted. About the communication, he stated that it might be necessary to **inform the local population about different forms of visitors and residents** (short-term, students, long-term Catalans) so that some residents do not mistake certain types of residents as tourists. He also argued, that attempts should be made to give a voice to the city's residents, but this should not necessarily be in the form of neighbourhood associations, as these associations only represent a part of the city's population.

The interviewee stated that Barcelona should **not try to attract all visitor (and tourist) types**, but for example, those who make an economic, cultural, scientific **contribution to the city**. He also mentioned that the Gremi d'Hotels de Barcelona would like to see an increase in visitors and tourists coming for the gastronomy, science, creativity, congresses, and luxury of the city.

Then it was discussed how to **distribute tourists** in the city. Casals said that the local government should not only promote other parts of it and hold events in them because that

could only lead to a short-term distribution of tourists but should **invest in creating tourist attractions and infrastructure** that would attract visitors in the long-term. He mentioned **museums** as an example of possible tourist attractions. For these, a strategy could be developed, for example, to spread them around the city to encourage visitors to visit other less touristic parts of the city. For visitors to be able to reach them, it is also important that the **transport infrastructure** can provide mobility to those parts of the city that are further away from the city centre.

The **PEUAT** was also briefly discussed. The interviewee stated that already one year before its introduction in 2015, no more licences for tourist services were granted. In addition, he said that the PEUAT had not worked because tourists and visitors could still visit the city's tourism hotspots.

Finally, Casals gave two possible new measures against overtourism. Firstly, he said that consideration could be given to **imposing restrictions on day visitors**, as these would contribute to seasonality and overcrowding. However, the interviewee considers it **difficult to implement** this through, for example, taxes. Secondly, he reiterated the need to invest heavily in creating new tourist attractions, such as museums, to attract tourists to the city. For this, it is also necessary to improve the transport infrastructure (including the airport).

#### e. FAVB

On 07th July 2021, Pere Mariné from the *FAVB's* tourism department was interviewed. It is also important to mention that he represents the **FAVB** in the **City and Tourism Council**, as well as is a member of the **ABDT** and shares most of its viewpoints.

At the beginning of the conversation, the interviewee stated that **problems** related to overtourism in Barcelona occurred mainly **until 2020**. Furthermore, problems, such as overcrowding, have hardly occurred in the last two years since the beginning of the COVID-19 pandemic. Especially at the beginning of the pandemic in 2020, there was sometimes no tourism in the city, according to Mariné. Currently, there is also less tourism in the city than before the pandemic, which is why many tourism stakeholders are advocating strong tourism growth. However, Mariné said that tourism should only **grow with order and not exceed the city's carrying capacity**. Generally, the city should try to find an acceptable growth rate since Barcelona is small compared to other European destinations and cannot receive too many tourists.

In general, Mariné said that the FAVB would work for two issues, namely **tourism degrowth** (fewer tourists) and **the distribution of tourists within the city**.

The first could be achieved, for example, by **normatively restricting** the growth of the city's **airport**, at least in the tourist sector. In addition, the interviewee suggested that one should also think about **banning short-haul flights in Spain**, like in other countries. That could not only lead to fewer tourists visiting the city but also be better for the environment. Mariné added that the city's marketing should be geared more towards tourists from **neighbouring countries**. Not only would they be able to reach Barcelona easier, but the journey would probably be cheaper and better for the environment than long-haul flights from other continents.

Apart from that, Mariné does **not consider increasing capacities** (parking, public transport connections) as a good measure against overtourism and especially overcrowding but **limiting the number** of e.g., bus and cruise visitors in the city. Finally, about tourism degrowth, he stated that the Balearic Islands already had laws restricting their tourism. Similar legislation could also be considered for Barcelona.

Mariné said about the distribution of tourists within the city that it was not necessarily a question of trying to encourage tourists to visit other parts of Barcelona through **promotion**, etc., but rather **other parts of Catalonia**, as these would offer interesting tourist products unlike other less touristic parts of the city. In addition, the interviewee stated that a big problem in Barcelona is that tourists, according to statistics, mainly visit the **four main attractions within the city**. That should be changed, according to the interviewee. Furthermore, Mariné does not believe that events are effective means of encouraging tourists to visit other parts of the city. He explained this by saying that visitors usually only stay for an event for a short time and then usually return or stay in more touristic parts of the city, according to statistics. He also explained that a similar problem occurs with night tourism in Barcelona. Many tourists come for a short-term period for night events such as parties. The FAVB would generally prefer to **encourage tourists to stay longer in the city** and not have such a high turnover of tourists because they mainly visit the tourism hotspots, which leads to overcrowding.

Furthermore, Mariné also briefly discussed the **PEUAT** concerning the distribution of tourists. According to him, it was a first step in the right direction, but it failed in distributing tourists throughout the city.

Additionally, the interviewee said that due to the pandemic, many hotels had to close. Some are still closed. As a creative idea on how to use the **closed hotels**, Mariné suggested either converting them into **living spaces** for the population or using them for other commercial purposes, such as offices. In his opinion, many people do not want to work at home, but rather somewhere else. Therefore, the hotels could be converted into **working areas** for the residents of the city, which he thinks would be technically feasible.

Later, the interviewee generally noted that the city's tourism, especially before the pandemic, was **managed** too much by the **private sector** and too little by the public sector. For example, although the city council planned a strategic plan for Barcelona's tourism from 2015 to 2020, many of its measures were not implemented.

Regarding the measure of increasing the prices of tourist products, the interviewee stated that there is already a **tourist tax** that tourists must pay, but that it is **too low** because, according to studies, Barcelona loses more money through tourism than it gains.

The **Observatory of Tourism in Barcelona** was also discussed. Mariné said that it only existed because of the commitment of the city's social sector. The data collected by the observatory is important for the city's management, according to the interviewee.

Finally, the interviewee discussed the measure to **inform tourists (in real-time)**. Mariné saw this measure as positive for two reasons. Firstly, new technologies, such as apps, could be used to **inform tourists about the current number of visitors** of a tourist location and, for example, inform them that the place is overcrowded to avoid additional overcrowding. Secondly, it could also be used to promote other less touristic places of the city and **encourage tourists to visit them instead of the overcrowded city centre**.

## Appendix E - Proposed measures from the interviews

Table 6: Proposed measures from the interviews

Measure	Associació de Veïns de la Barceloneta	Associació d'Apartaments Turístics de Barcelona (APATUR)	Barcelona Turisme	Gremi d'Hotels de Barcelona	Federació d'Associacions de Veïns i Veïnes de Barcelona (FAVB)
PEUAT	<ul style="list-style-type: none"> <li>- Good idea, but <b>poorly implemented</b></li> <li>- <b>Not</b> the solution for <b>overcrowding</b></li> <li>- Rather: focus on <b>separation</b> of tourist and residential accommodations</li> </ul>	<ul style="list-style-type: none"> <li>- Originally introduced because of <b>housing shortage</b></li> <li>- But: does <b>not</b> combat <b>overcrowding</b>, has not solved other tourism problems either</li> </ul>	<ul style="list-style-type: none"> <li>- Very <b>good</b> tool</li> <li>- Maybe similar regulations for <b>restaurants and shops</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>No reduction</b> of tourists in very touristy zones of the city through this measure</li> </ul>	<ul style="list-style-type: none"> <li>- First <b>positive step</b></li> <li>- But: <b>No distribution</b> of tourists within the city through this measure</li> </ul>
Tourist distribution	<ul style="list-style-type: none"> <li>- Promote other districts, e.g. with events</li> <li>- Above all: <b>distribution of tourist accommodations</b></li> </ul>	<ul style="list-style-type: none"> <li>- Promotion through the use of <b>new technologies</b> (social media, apps)</li> <li>- <b>Information materials</b> in tourist <b>accommodations</b></li> </ul>	<ul style="list-style-type: none"> <li>- Creation of <b>new tourism products</b> and offers</li> <li>- New technologies, such as the <b>Check Barcelona</b> app</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Investing</b> in the creation of <b>new tourist attractions</b> (e.g. museums) and infrastructure in less popular parts of the city.</li> <li>- Provision of <b>transport infrastructure</b> to reach them</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion of other parts of <b>Catalonia</b> (not necessarily Barcelona)</li> <li>- Try to interest visitors in <b>more than the four main attractions</b> of the city.</li> <li>Encourage tourists to <b>stay longer</b> in the city</li> </ul>
City and Tourism Council	<ul style="list-style-type: none"> <li>- <b>Lack of representation</b> of residents in the council and actual <b>influence</b></li> </ul>	<ul style="list-style-type: none"> <li>- Very good for cooperation between city stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Same amount</b> of members of the tourism sector and representatives of</li> </ul>		

	in tourism development of the city	Membership of <b>many different stakeholders</b> , including representatives of the <b>local population</b>	the local population		
Observatory of Tourism	Good tool in general  But:  Need to better plan data collection and objectives		- Good tool in general  But:  - Still <b>difficult</b> to make <b>future predictions</b>  - Insufficient collection of data on <b>perceptions</b> of tourism from residents and visitors to the city		- Foundation also through efforts of the FAVB  - Important tool for the <b>management</b> of tourism in the city
New technologies	- Use of apps and pre-booking systems to limit visitors at attractions to <b>avoid overcrowding</b>  - <b>Warning</b> tourists of overcrowding	<b>Fighting noise pollution</b> with a device that measures noise (Roommonitor )  - Use of technologies (reservation systems) <b>instead of (increased) ticket prices</b>		- <b>Specialised</b> promotion and tourism products  - Responding to <b>digitalisation and technical trends</b>  - <i>Check Barcelona</i>	- Informing (in real-time) tourists about <b>crowded</b> places of interest  - <b>Encourage</b> them to visit other places
The promotion and image of Barcelona	- <b>Analysis</b> of how the destination wants to <b>market</b> itself and what <b>type of tourists</b> it wants to attract  - Tourist types with <b>higher</b>	- <b>New image</b> for the city through marketing  - Development of a <b>new marketing strategy</b> by <i>Advance Leisure Services</i>	- Tourist type: Someone who <b>shares the values of the city</b> (cosmopolitan, pro LGBTQ etc.)  - But: <b>No fixation</b> on a particular tourist type	- Develop-ment of a <b>general strategy for tourism</b> in Barcelona  - <b>Marketing</b> and positioning of the city	

	<p><b>purchasing power</b></p> <ul style="list-style-type: none"> <li>- <b>Specialisation</b> of Barcelona in certain forms of tourism</li> <li>- Improve tourists' knowledge about the city before they arrive → to avoid false expectations</li> </ul>		<ul style="list-style-type: none"> <li>- Maybe: increased attention on MICE tourism</li> </ul>	<p><b>based on the strategy</b></p> <ul style="list-style-type: none"> <li>- Attract certain types of <b>tourists who bring added value</b> to the city (economic, cultural, etc).</li> <li>- <b>Informing the population</b> about different types of visitors and residents</li> </ul>	
Tourism degrowth	<ul style="list-style-type: none"> <li>- Not necessarily a reduction, but a <b>change in the city's tourism model</b></li> </ul>	<ul style="list-style-type: none"> <li>- Not tourism degrowth but: → <b>Recovery</b> of the tourism sector after the crisis is necessary</li> <li>→ <b>Diversification</b> of the local economy</li> </ul>		<ul style="list-style-type: none"> <li>- Imposing <b>restrictions</b> on day visitors and visitors staying in tourist and non-tourist accommodation → very difficult</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Careful recovery</b> of tourism, no overloading of the capacity of the city</li> <li>- <b>Normative limitations</b> for the <b>growth of the airport</b></li> <li>- <b>No expansion of capacities and infrastructure</b></li> <li>- <b>Restrictions</b> on visitors to the city</li> </ul>
Tourism management	<ul style="list-style-type: none"> <li>- Improvements in <b>inspections</b> of tourist accommodation (PEUAT)</li> <li>- <b>Stricter penalties</b> for offences against regulations</li> </ul>		<ul style="list-style-type: none"> <li>- <b>Too</b> much focus on <b>marketing</b> in the years leading up to the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Focus on tourism <b>promotion</b> by the <b>public</b> sector too great in recent years → <b>more management</b></li> </ul>	<ul style="list-style-type: none"> <li>- Too much management by the private sector → more <b>management</b> by the <b>public</b> needed</li> </ul>

				needed in future	
Other measures		<p><b>Increase Capacities:</b></p> <ul style="list-style-type: none"> <li>- Expansion of <b>Parking systems</b> in the city</li> </ul> <p><b>Negative behaviour of tourists and noise pollution</b> (avoidance of illegal parties):</p> <ul style="list-style-type: none"> <li>- <b>Splitting</b> up of larger tourist accommodations</li> </ul>	<p><b>New strategic plan:</b></p> <p><i>Creation of new awareness measures and content to improve mobility and tourist sustainability*</i></p> <p>(This plan was additionally discussed within the framework of the Tourist distribution measure.)</p>		<p><b>Limiting Tourism Growth:</b></p> <ul style="list-style-type: none"> <li>- Ban on short-haul flights</li> <li>- Attracting tourists from neighbouring countries</li> </ul> <p><b>Improving the lives of residents:</b></p> <ul style="list-style-type: none"> <li>- Conversion of unused hotels into living or working space</li> <li>- Increasing the Tourism Tax → Compensation for negative impacts of tourism</li> </ul>

*Note.* This table is a summary of the measures proposed in the various interviews conducted as part of this thesis.

\*The new strategic plan can be found online at the following link:  
[https://ajuntament.barcelona.cat/turisme/sites/default/files/mesura\\_turisme\\_def\\_final\\_2020\\_v1\\_te-ca-es-en-gb\\_0\\_1.pdf](https://ajuntament.barcelona.cat/turisme/sites/default/files/mesura_turisme_def_final_2020_v1_te-ca-es-en-gb_0_1.pdf).

## Appendix F - Statutory declaration

Ich versichere, die von mir vorgelegte Arbeit selbstständig verfasst zu haben. Alle Stellen, die wörtlich oder sinngemäß aus veröffentlichten oder nicht veröffentlichten Arbeiten anderer entnommen sind, habe ich als entnommen kenntlich gemacht. Sämtliche Quellen und Hilfsmittel sind angegeben. Die Arbeit hat mit gleichem bzw. in wesentlichen Teilen gleichem Inhalt noch keiner Prüfungsbehörde vorgelegen.

(I certify that I have written this thesis independently. All passages taken literally or in essence from published or unpublished documents from others have been quoted as such. All sources are indicated. The thesis with the same or essentially the same content has not yet been submitted to any examination authority.)

Barcelona, 30<sup>th</sup> August 2021

Signature:

A handwritten signature in black ink that reads "P. Schwerin". The letters are cursive and fluidly connected.