

# Madrid

*Making business a pleasure*

MADRID  
CONVENTION  
BUREAU



## Sustainability: A practical Guide

*How to integrate the SDG's in the meeting industry*



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# 1. FOREWORD

## Why is this guide important?

In its backing and commitment to Sustainability and SDGs (Sustainable Development Goals) set by the UN (United Nations Organization), the Madrid Convention Bureau has taken the initiative to create a MICE Guide for sustainability whose purpose is to reinforce the guidelines that companies apply to management in order to integrate environmental, economic and social sustainability elements into their internal processes, as well as to generate added value to the provision of their services.

To delve further into the Guide, it is crucial to understand its relevance from three points of view:

- 1) The current situation that tourism is facing.
- 2) The scientific perspective of sustainability.
- 3) The point of convergence between both areas.

**Alessandra Priante – Director of the Regional Department for Europe at UNWTO (World Tourism Organization)** – has an insight that can help us define the tourism context:

*“Tourism is an integral part of our lives and an important part of national economies. It is not separate from our everyday efforts to put our planet on the path of sustainable development. In the wake of the crisis, caused by the COVID-19 pandemic, **sustainability – economic, social and environmental – must be the cornerstone of the future equitable development of the tourism sector.** If the future development is to lead to a stronger, more resilient tourism sector with an ability to balance the needs of people, planet and prosperity, it must include various lines of actions:*

1. *Strong connection between tourism and public health.*
2. *Unwavering commitment to social inclusion.*
3. *Continued invaluable contribution to the biodiversity conservation.*
4. *Transformation of the tourism operations for climate action.*
5. *Further advancing of circular economy in the context of the tourism value chain.*
6. *Governance and finance model that allows for the exchange of information across levels of government, public-private partnerships and close international collaboration and coordination.*

*We are positioned on a path to growth, at all levels, and we must make sure that every challenge becomes an opportunity to ameliorate, enhance and contribute”.*

As Ms. Priante mentioned, sustainability is the foundation on which the future is built. To better understand this concept, we turn to the perspective of **Fernando Valladares – Research Professor at the Spanish Council for Scientific Research (CSIC, or Consejo Superior de Investigaciones Científicas in Spanish):**

# 1. FOREWORD

*“Sustainability has become essential for everyone, both from an environmental, social and, of course, ecological point of view. It is no longer an option.*

*The concern regarding our environmental footprint is not a small contribution to the image of a company or an institution, but it is one of the main considerations in any field of professional activity.*

*The SDGs have established an agenda for 2030 to which we must all contribute, and they are based particularly on the fact that **we have exceeded several important limits** of planetary stability and we are about **to leave the safety zones** for most of them.*

*Our environmental footprint is not only very large; it cannot be maintained for many more years. The first step is to gain efficiency on several fronts, mainly in the use of energy and resources. This should pave the way for a reduction in consumption and a profound transformation of our activities.*

*In the field of meetings and events, there is a lot of room for improvement by taking advantage of technology. Not only the technical quality with which these events are carried out, but increasingly energy efficiency and material economy, the design of active reuse and recycling processes, the implementation of low carbon intensive protocols, or the promotion of local consumption should be noteworthy features of each and every one of the business sectors.*

*Guides such as this one lay the foundations for alliances between sectors and fields of expertise to achieve global and efficient sustainability”.*

Therefore, we would like to close this statement with the relevance of implementing sustainability in the business environment. For this we have **Clara Arpa – President of the Global Compact Spanish Network:**

*“Sustainability represents great challenges that have to be tackled by all stakeholders, including companies. They have immense transformative power: they are the engine of the global economy; they employ millions of people around the world and their practices directly impact the well-being of both society and the planet.*

*This is the reflection made by Kofi Annan and the reason he created the UN Global Compact in 2000 **to involve the business sector in sustainable development.***

*This task has become more pressing since the approval of the 2030 Agenda, which has not only set a deadline, but has also given us certain common goals to work towards together.*

*Today we can say that this framework has had a great reception within companies, causing more than 85% of the Spanish business community to focus on the SDGs. This is great news since we need companies with sustainable values if we want to make the world a better place”.*

## 2. INTRODUCTION

In order to understand the relevance of sustainability in tourism, as well as to know how to apply it in a practical way, it is essential to put the current situation into context.

Spain is positioned as one of the **leading destinations in tourism**. According to data from the Spain Convention Bureau<sup>1</sup>, regarding holiday destinations, Spain is in **2<sup>nd</sup> place** just behind France, with 83.7 million arrivals. Regarding **MICE tourism** (Meetings, Incentives, Conventions & Exhibitions) it is positioned in 4<sup>th</sup> place with respect to the number of international meetings.

In 2019, there were **10.4 million arrivals**<sup>2</sup> registered in Madrid alone, which represented an increase of 2.06% compared to the previous year. As for the number of meetings<sup>3</sup>, in 2019 a total of 25,445 were held, generating an economic impact of around 1.159 Billion euros.

### Politics

At a time marked by the COVID-19 pandemic, many measures and restrictions have been put in place to deal with the multiple health, economic and social consequences.

Prior to this, the Spanish Ministry of Industry, Commerce and Tourism had already implemented a **Sustainable Tourism Strategy for 2030**, in order to promote a tourism model *“based on improving the competitiveness and profitability of the industry; on natural assets and cultural differences of the destinations; and on the equitable distribution of the benefits and burdens of tourism”*<sup>4</sup>.

In addition to this strategy, there is a **guide to reduce the spread of the COVID-19** in the tourism industry whose purpose is to guarantee the **health safety of all individuals**, whether they are workers, clients, or collaborators. This guide includes *“specifications for service, cleaning, disinfection, maintenance and risk management for the different subsectors”*<sup>5</sup>.



## 2. INTRODUCTION

### Economy

Until now, the tourism industry has been perceived as the most powerful one in our economy, generating **14.3% of the GDP**<sup>6</sup>. In fact, according to data from the National Institute of Statistics (INE or *Instituto Nacional de Estadística* in Spanish), **Spain broke a new record closing 2019 with a total of 83.7 million arrivals<sup>7</sup> and an increase in expenditure of 2.8%<sup>8</sup>**. Regarding employment, it placed the tourism industry as the generator of approximately **2.9 million jobs**, which represents **14.6%** of total employment in Spain<sup>6</sup>.

However, the current pandemic has caused a major crisis in the sector, causing a decrease in income, a reduction in jobs or even the closure of entire businesses.

This data shows the great potential that the sector has and the great capacity for a rapid recovery, despite the current situation and its consequences.

### Society

Experts confirm that new generations place **climate change among their main concerns**<sup>9</sup>, which is reflected in their consumption choices. Ultimately, this results in a strong determination to advocate for ethical brands that share the values of these generations who are even willing to pay 35%<sup>10</sup> more for a product or service that they can also buy from an unethical or unsustainable brand.

Similarly, social and environmental awareness, as well as the search for personal growth are on the rise<sup>11</sup>. This is also conveyed in all areas such as mobility, in which we encourage traveling by train instead of by plane; or as in the destination, where anyone can take a chance on **visiting more natural sites and places that offer authentic experiences**.



## 2. INTRODUCTION

### Technology

The Internet is part of our daily life both personally and professionally. Digitisation is here to stay and the tourism industry must bear that in mind. Digital transformation is a fact.

In the MICE sector, particularly, studies<sup>12</sup> show that **83% of the companies in the industry** consider cost saving as one of the main advantages of virtual events.

However, if the circumstances allow it, 60% of these companies are willing to hold face-to-face meetings again starting in mid-2021.

### Ecology

The human being is **eco-dependent**. Indeed, we depend on our environment to survive and climate change is directly shaping our lives. Droughts and floods, which are increasingly becoming more frequent and intense, affect food production. **Changes in temperature and meteorological phenomena shape tourism**. Thawing permafrost jeopardises health security, and just like this example, there are countless more.

For this reason, the UN (United Nations Organization) established the Millennium Development Goals in 2000, and the Sustainable Development Goals in 2015. Their purpose being to reach a number of goals before 2030 in order to secure the future of the planet without constraining the present.





## 2. INTRODUCTION

Below is the most relevant data regarding each of the areas previously discussed: politics, economy, society, technology and ecology.



Spain has created a **Strategic Guide for sustainable tourism for 2030.**



Tourism generates **14.3% of the national GDP.**



Climate change is **ranked 2nd** amongst concerns of the new generations.



**60% of companies** are willing to hold face-to-face events starting in mid-2021.



**Climate change** shapes the characteristics of MICE tourism.

# 3. TOURISM: PRESENT & FUTURE

## 3.1 ATTRIBUTES OF TOURISM

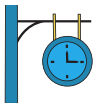
The tourism industry has positive characteristics such as **personal growth and collective learning**. Similarly, it allows to discover new destinations and immerse yourself in their culture and their people.

We must remind the visitor what traveling offers them and gain their full trust. To this end, communication is fundamental. This holds true for business tourism and can include the job opportunities it offers, such as attracting new potential clients, strengthening relationships, finding new collaborators or training in the latest developments in medicine, experimental sciences, economics, law or social sciences, among many other areas.

However, MICE tourism can also have negative impacts. By this, we mean a type of tourism that is not always under control, a type of tourism that does not always take into account the well-being of the local population and, therefore, causes tension in the coexistence between citizens and visitors.

In this regard, it should be noted that a dissatisfied society can generate insecurity, instability and uncertainty. This affects the MICE sector through, for example, demonstrations, strikes or other incidents that may create a negative perception of the event or the destination.

Therefore, **the organisation of an event**, whether it is at a national or international level, **should go through the legacy proposal during its design**, considering its positive impact on the destination, which covers far more areas than just the generation of income and employment.



# 3. TOURISM: PRESENT & FUTURE

## 3.2 FUTURE TRENDS

2020 has been marked by an uncertain, insecure and unstable scenario that requires the tourism sector to redefine itself in order to adapt to current economic demands.

Tourism, and more specifically MICE tourism, should consider a series of key recommendations defined by the UNWTO (World Tourism Organization)<sup>13</sup>:

- Offer **health guarantees**.
- Develop more **innovative tourism models that respect both the environment and the locals**, and that are focused on the quality of travelers' experiences.
- Avoid large crowds and encourage the use of **open spaces or natural sites**.
- Advocate for **sustainability in the destination** and in tourist establishments.
- Be more **flexible** than ever with last minute modifications or cancellations.

Considering the current political, economic and social circumstances, it is essential to have the **skills and resources to face existing challenges and adapt to a liquid environment**, meaning, an unstable and tremendously changing one.

The purpose of this guide is to instruct all the stakeholders in the MICE sector on the path of sustainability and advise them so that their professional activity integrates it and thus they can adapt to a growing demand from legislators and consumers.



# 4. MADRID IN FIGURES



2019 registered  
**over 25,000 meetings.**



Flight connections  
with **over 200 destinations.**



**87,700** hotel vacancies.



Over **1,700 monuments**  
and 71 museums.



The natural reserve **Monte del Pardo** represents **26%** of the total municipal territory.



**189 parks and gardens.**  
6,000 HA of green areas.



**AVE High-Speed Train.**



Over **300 km** of cycle  
routes.



**"Tree City of the World"**  
FAO and Arbor Day Foundation 5.7  
million trees.



Global Commons  
**6 world heritage sites +**  
1 natural site.

Infographic 2. Data in figures about Madrid 2019 (Madrid Convention Bureau, 2019)

# 5. MADRID AND ITS LEGACY

For the events and business tourism industry, holding a congress or convention generates not only an economic impact on the destinations, but it can also **have a positive impact on society and the environment**.

In response to this, it is sought to **assess what a congress or event can provide to the destination**. Some examples of this include the opportunity to exchange knowledge, to promote scientific and academic research, to relocate personnel, to access parallel training sessions or to establish new commercial relationships.

Since 2019, the **Madrid Convention Bureau** has been the first Convention Bureau in Spain to create a department dedicated to design legacy projects. This entails a real and absolute involvement in the analysis of the event and its characteristics, as well as how it can contribute to the destination. However, beyond the event itself, **connecting with local assets is essential to leaving a legacy**.

The legacy project has the support of the Madrid City Council through the Madrid Convention Bureau.



Figure 1. Steps to define and propose a legacy for an event (Nov 2020)

# 6. MICE MAP

## 6.1 MAP

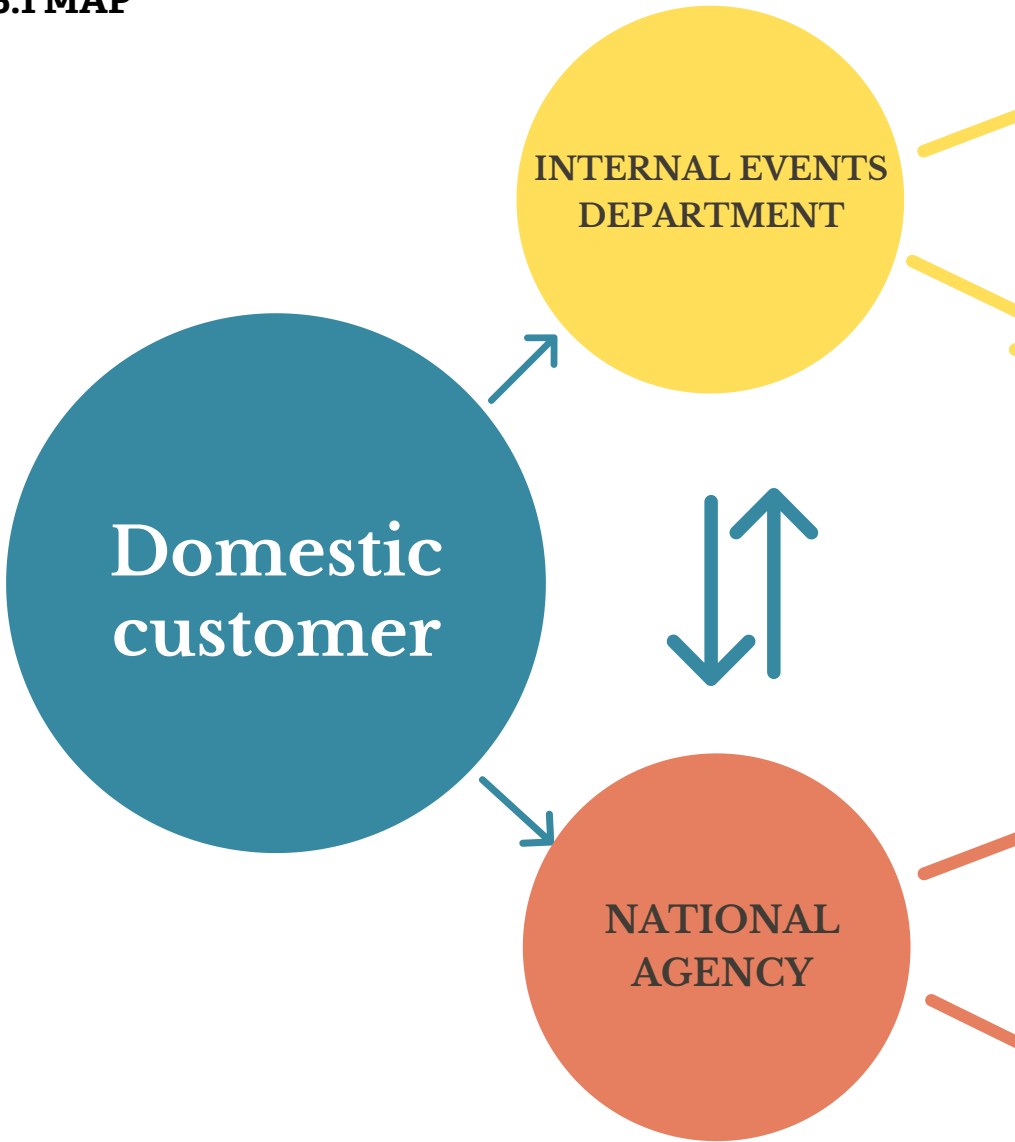
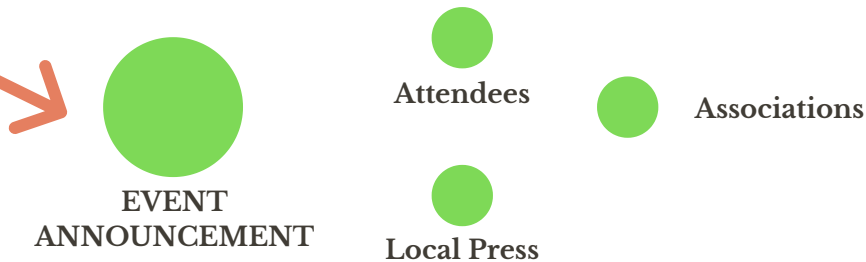
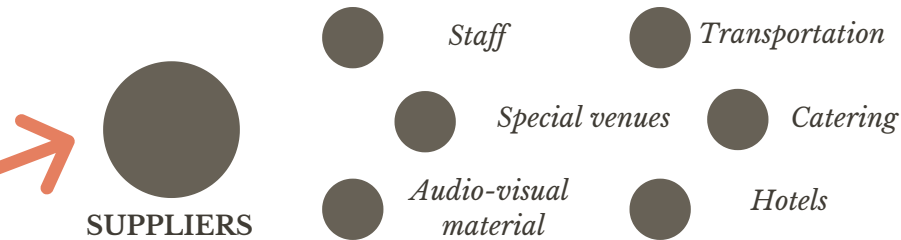
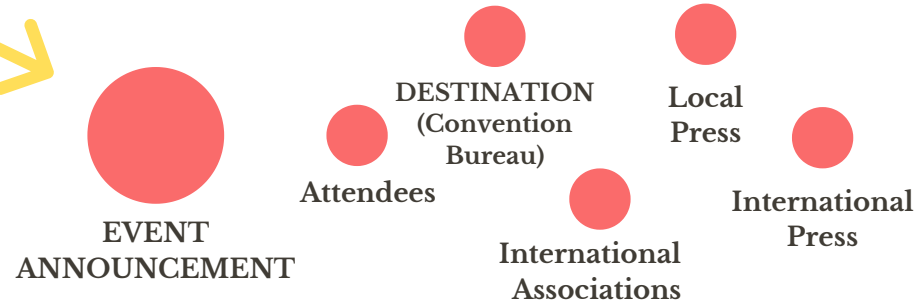
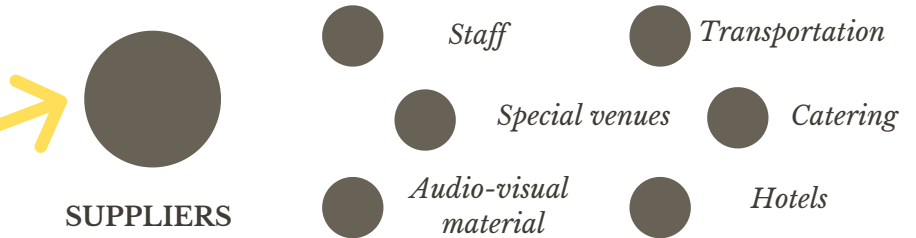


Figure 2. MICE map of the stakeholders involved in the event for a domestic customer<sup>F1</sup>.

# 6. MICE MAP



## 6. MICE MAP

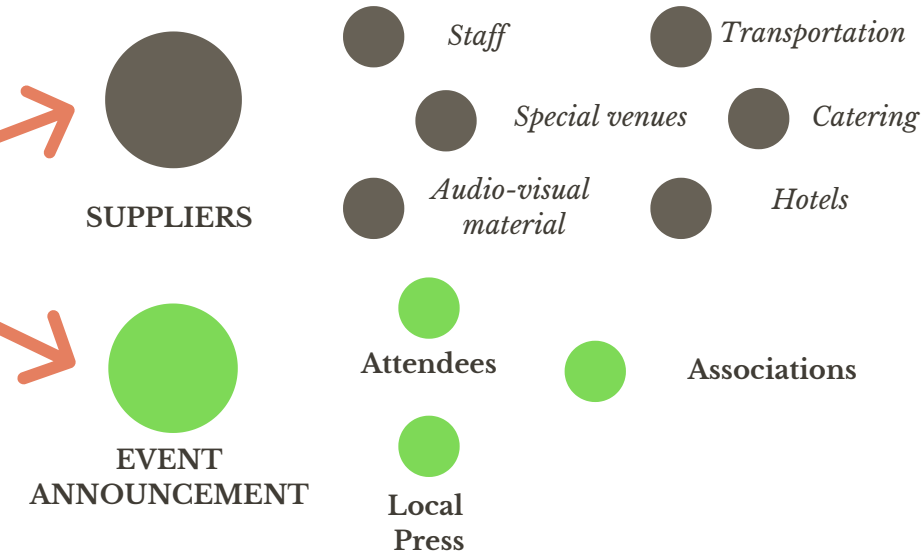
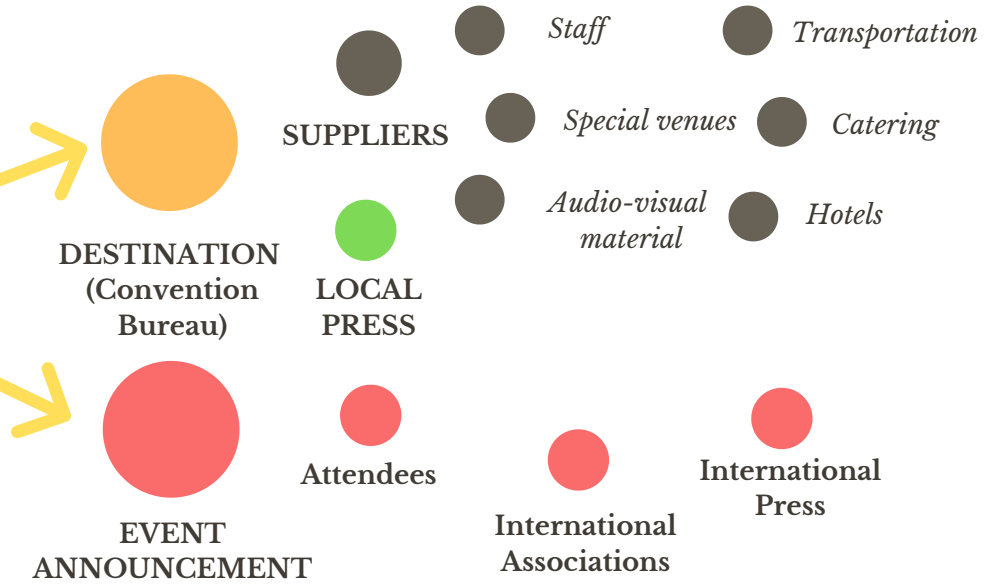
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Figure 3. MICE map of the stakeholders involved in the event for an international customer<sup>F2</sup>.



# 6. MICE MAP



# 6. MICE MAP

## 6.2 DEFINITION AND PROCESSES

In order to understand the MICE map, we must **define** all its **stakeholders** and **understand how the relationships between them are established**.

For this, it is important to note the importance of creating associations. The associations of the industry, either national or international, are the result of the union of a group of professionals or companies of a sector such as event agencies, travel agencies, catering, hotels, etc. **Their main objective is to professionalize their area and create synergies** that allow them to face current challenges. These associations may participate in the event in different ways: attending as visitors, speakers or even as the press.

Having understood the role of such associations, let us analyse the interactions and processes that are created during an event promoted by a national client.



### What role does the client play?

The client can be **corporate or associative**. When we speak of a corporate client, we refer to a company belonging to sectors – such as banking, mass consumption, pharmacology, textiles, etc. – which **holds events as part of its annual communication strategy**. Some have a specific department dedicated to organising and producing events. On the other hand, the associative client is usually a society or association, mostly scientific, that generally focuses on congress-type events.

**The client makes a brief**, regardless of whether it is corporate or associative. A brief is a document that **lists the needs and objectives of the meeting** in question, be it a congress, fair, convention, etc.

## 6. MICE MAP

In case of having an internal department specialized in organising and producing events, such department can be in charge of **designing the creative concept, looking for and hiring** the best **suppliers** to execute the meeting and **managing the invitation that will be sent** to attendees, associations and press. If that is not the case, the brief is sent to an organiser who, depending on the type of meeting, may be an **event agency, a communication agency, a DMC** (Destination Management Company) or an **OPC** (Professional Congress Organiser) among others.



### What is the role of the organiser?

Regardless of who the organiser is, their role is to **come up with the creative concept** that best suits the objective of the event, and to determine which suppliers can provide all the services necessary to produce said event.

Usually, they have a **list of reliable suppliers**, although **they are also constantly looking** for new companies committed **to the latest trends** and that can bring added value to their creative proposals. Similarly, the organiser often assumes the expenditures associated with the recruitment of suppliers and manages all communication with them.

In the case of a **corporate client**, the agencies might also have to enter a **contest**. These contests are driven by the brief of the client who has not decided with whom they will collaborate, and they are usually unpaid interventions. Through the contest, several agencies - usually 3 or 4 - **send their creative proposals to the end client**, who will decide which proposal best suits their needs.

# 6. MICE MAP



## At what point do providers come into play?

Even though they can fall into **various categories**, service providers are all those **companies in charge of meeting the real needs of any event** by offering their services either **before, during or after** it is held, as well as inside or outside the venue where the event takes place.

As mentioned above, suppliers can be hired directly by the client – be it a company or society – or by the organiser.

It should be noted that their **choice** is sometimes **influenced by the preferences of the client or even of other suppliers**. For example, the choice of a particular venue may determine the rest of the suppliers if there is an exclusive list of them.

Below are some examples of the most recurring **service providers for the MICE sector**:

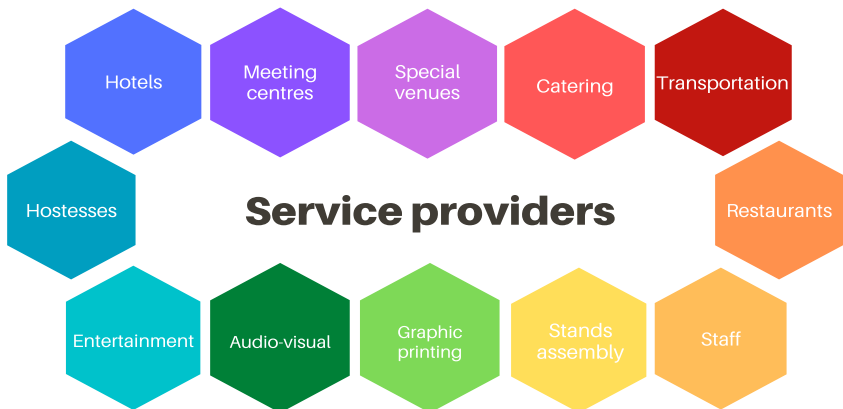


Figure 4. Typologies of most recurring service providers in the MICE sector (Nov 2020)



### What about press and attendees?

The client or the organiser can directly manage both the press list, and the one for attendees.

The invited press can be **local, national and international** and is responsible for communicating and broadcasting all the details of the event in order to communicate its objective and the actions that will be carried out.

As for the attendees, an **invitation** can be sent to the general public or, conversely, to the client's database, always ensuring the **confidentiality** of the data under the Organic Law 15/1999 on the Protection of Personal Data (LOPD, for its Spanish abbreviation).



Having analysed the hiring processes of an event requested by a national client, we can assume that in the case of an **international client**, relationships similar to those previously mentioned are established. The main difference is that a **destination** – where the meeting will be held – provides support, either through a national organiser or the destination Convention Bureau, who is sometimes contacted by an organiser in the city of origin (international agency).

A **Convention Bureau** is usually a public or joint entity managed by the private sector, whose main objective is **promoting** its geographical scope (city or region) as an ideal **destination** for holding all kinds of meetings and events. It provides information and advice on the **resources found at the destination**, and actively secures meetings that could be held there.

# 6. MICE MAP

Although it is true that until now these have been the processes followed, with this guide we intend to show that **there are other ways** of holding meetings or events without thereby detracting from sustainable development.

As stated in the guide, **sustainability must be applied across the board in the design, organisation and production of a meeting.** If we only undertake isolated actions, we may face third parties classifying this as greenwashing rather than as a real conviction of the company.

## How to integrate sustainability in the design and organisation of the event?

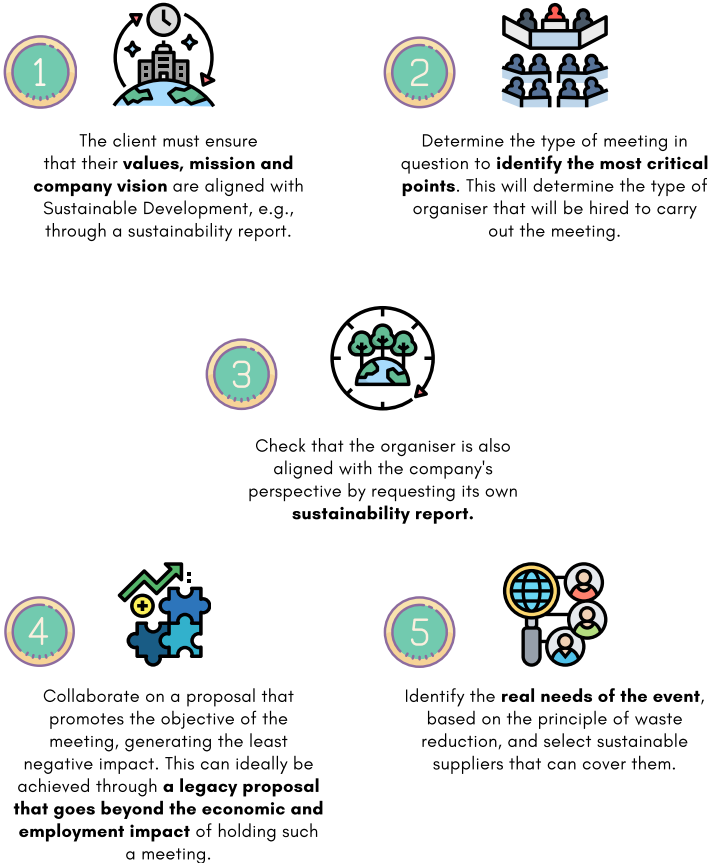


Figure 5. Steps to integrate sustainability into the design and organisation of an event.

## How to make sure that a service provider is sustainable?

The first step is to **request their corresponding sustainability report**. In it you will find all the information related to its management and internal actions for **implementing** sustainability.

However, if the company does not have a sustainability report, we advise following these **guidelines**:

- Ask about the resources and raw materials they use for their products.
- Find out about the origin of such products.
- Request their employment and equality policies.
- Find out if they collaborate with associations or non-profit organizations.
- Ask if they carry out actions with a positive impact on the environment or society.
- Check on their website what other events or meetings they have worked for.
- Find out if they know the SDGs and which ones they impact on.
- Ask about the reuse of material (e.g. carpeting).

## How to ensure a sustainable production?

At this stage, elements such as equality, working conditions or efficient resource management come into play.

- **Equality**. By this, we mean establishing equal conditions for those who play a similar role or job position, as well as eradicating inequality of opportunities by offering equal working conditions for any person taking into consideration only his/her abilities and readiness.
- **Labour conditions**. This means providing decent work for all professionals, offering a living wage and granting work schedules that promote a healthy work/life balance.
- **Efficient management of resources**. During the assembly and disassembly of an event we must responsibly consume resources such as energy or water.

## What happens after the event?

Everything related to the post-event can also be sustainable. But how? **By communicating, in a responsible and conscious way**, the outcomes of the meeting, the actions that have been carried out, their positive and negative impact, as well as the **compensation** of the latter.

# 7. SUSTAINABILITY

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***“The first rule of sustainability is to align with natural forces, or at least not try to challenge them”.***

## **Paul Hawken**

*Environmentalist, entrepreneur, author and activist who has dedicated his life to environmental sustainability and changing the relationship between business and the environment.*

---

## **What is sustainability?**

Sustainability is a broad concept that mainly refers to the **balance between a species and the natural resources of its habitat**, and this affects all human activities.

Any given destination should aim for sustainability if its objective is to have a substantial competitive advantage and a greater resilience for responding to uncertain scenarios in the future.

Any type of travel that takes place in the future must respect both the well-being of the tourist, the resident and the ecosystem in question.



# 7. SUSTAINABILITY

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Sustainability is based on **3 core pillars**:



- **Environment.** As of today, environmental sustainability is the most present and well-known. It encompasses everything that revolves around ecosystems and animal species, as well as the natural resources that our planet has to offer.



- **Society.** For years, social sustainability has been relevant with its efforts to achieve poverty reduction, quality education, equality across the board, etc. However, this is largely neglected by most companies that have focused their efforts on specific actions and not in the long term.



- **Economy.** Economic sustainability is based on the reusability of the product or services in order to reduce costs through the reduction of materials and natural resources.

# 7. SUSTAINABILITY

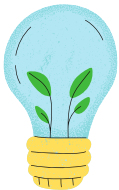
## 7.1 KEY CONCEPTS



**Biocapacity:** It is the planet's **ability to provide** a specific number of natural resources and to **absorb** a specific number, both of which have been generated at a natural rate.



**Conscious communication:** The turning point is **how we communicate**. We must establish a clear connection between what we communicate and what we actually do based on values such as honesty, transparency, inclusion and, above all, coherence.



**Sustainable development:** This refers to **growth or development** and it is applied to the 3 core pillars that were previously mentioned: environmental development, social development and economic development.

# 7. SUSTAINABILITY

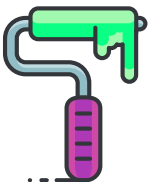
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**Earth Overshoot Day:** Earth Overshoot Day marks the day when **humanity's demand for resources has exceeded** what the planet is capable of regenerating in the current year. Over the last decades, the date has been creeping up the calendar due to overpopulation and overproduction.

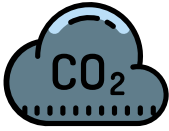


**Circular Economy:** This is a **strategy that seeks to reduce** the entry and use of new materials, as well as the waste production. With this approach, we would come full circle in a way that benefits both the planet - since we managed to reduce the use of limited resources - and the economy of the company that makes full use of the acquired material and has no waste.



**Greenwashing:** This is a marketing strategy that involves selling products or services as ethical and sustainable when they are not by **“washing” a corporate image** in order not to lose, maintain or gain market segments.

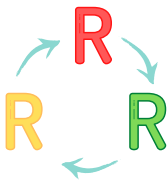
# 7. SUSTAINABILITY



**Carbon footprint:** It is an **environmental indicator** that measures the amount of CO<sub>2</sub> or greenhouse gas emissions emitted that a person or company emits.



**Water footprint:** It is an indicator that shows the amount of **natural freshwater** resources that are used for direct human consumption and to produce various food products, textiles, machinery, etc.



**The principles of the 3Rs: Replacement, Reduction and Refinement.** Nowadays, many believe that recycling is already sufficiently responsible for society and the environment. Although it is certainly an important step, **reduction is the basis of everything**. If it is not possible to reduce the consumption of a product, we should prefer those that have a longer life cycle or that can be reused as many times as possible. Finally, when it is no longer possible to reuse the product in question, we should encourage responsible recycling.

# 7. SUSTAINABILITY



## What is the 2030 Agenda?

To talk about sustainable development, we must mention the **2030 Agenda and the Sustainable Development Goals**<sup>14</sup>, which are key to transforming human activities, both private and corporate or institutional, towards a more respectful way for society and the environment.

All the countries belonging to the UN committed on September 25<sup>th</sup>, 2015 to implement a series of actions and laws that promote the achievement of these objectives.

**There are a total of 17 SDGs and 169 targets.**



Image 1. Logos of the 17 Sustainable Development Goals established by the UN within the framework of the 2030 Agenda.

**The 17 SDGs are interrelated** and each of the interventions we make in one area will impact in the results of the others.

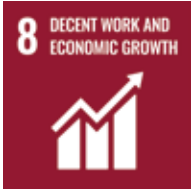
The ultimate purpose of these goals is:

- 1.- Eradicate poverty.**
- 2.- Protect the planet.**
- 3.- Ensure prosperity for all.**

However, to achieve this we must act from a **personal, business and institutional point of view.**

# 8. TOURISM & SUSTAINABILITY

This goal aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



## SDG 8 - Decent work and economic growth<sup>15</sup>

This goal aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. According to goal 8.9:

*8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.*



## SDG 12 - Responsible consumption and production<sup>16</sup>

This goal aims to guarantee sustainable consumption and production patterns. According to goal 12.b:

*12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.*

# 8. TOURISM & SUSTAINABILITY



## SDG 14 - Life below water<sup>17</sup>

This goal aims to conserve and sustainably use the oceans, seas and marine resources. Specifically goal 14.7 states that:

*14.7 By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.*

However, as we mentioned above, **the SDGs are interrelated with each other** and **each activity carried out** by an individual, a company or an institution in the tourism industry **can directly impact on each of the 17 objectives**.



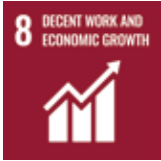
For example, a hotel may define **SDG 6 - Clean water and sanitation** or **SDG 12 - Responsible consumption and production** as one of its main SDGs if it seeks to promote water efficiency through water consumption control systems, efficient systems of washing towels and sheets, etc.

Another example could be the case of a restaurant or catering that can establish **SDG 2 - Zero Hunger** as its main SDG if it intends to reduce food waste, to collaborate with soup kitchens or to promote the hiring of smallholder farmers.

# 9. IMPLEMENTATION OF THE SDGs

More often than not, the **MICE sector** is characterised by the ephemeral and the superfluous. It is time to change and attempt to be a more ethical and sustainable sector for the sake of the destinations, society and stakeholders involved.

MICE tourism has a special impact on 4 SDGs:



## SDG 8:

The MICE sector involves long working hours, which makes work/life balance harder, as well as handling stressful situations and poor eating and sleeping habits. Ensuring decent working conditions is one of the main objectives on which MICE tourism stakeholders must focus on.

What to do?

- Promote decent working hours that allow reconciliation with private life.
- Advocate for the **inclusion of vulnerable groups** in the different jobs associated with the sector, not offering them only to the workforce or people of image.



## SDG 11:

Holding an event, regardless of type, has a direct impact on the city where it takes place, as well as on its citizens.

What to do?

- Design a **legacy proposal for the city** that covers more than the mere economic impact or the job creation.
- **Reduce the consumption** of supplies such as electricity or water.



# 9. IMPLEMENTATION OF THE SDGs



## SDG 12:

Events are characterized by using small - and mostly unnecessary - details that do not really make any difference nor add value. Today, meetings that make **responsible use of materials and resources**, are the ones that will make a real difference and rank higher.

What to do?

- Reduce the consumption of **unnecessary products** such as badges or gifts (pens, notebooks, etc.)
- Eliminate the consumption of **plastics and paper** if there is no real need.
- **Debunking they myth that technology is always more sustainable** calls, emails, etc. Storing data in the cloud also has an environmental cost and we must measure it.



## SDG 17:

Collaboration between all the stakeholders in the MICE sector guarantees the success of an event. Agencies, clients, suppliers, attendees, associations, in short: all the actors in the sector ensure that the production and celebration of the event is optimal by working side-by-side, rigorously, consciously and efficiently.

What to do?

- **Encourage collaborations** with companies whose DNA is ethical and truly sustainable.
- **Create synergies** with government institutions, non-profit organisations or other types of organizations not directly related to the sector.

## 9. IMPLEMENTATION OF THE SDGs

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Although it is true that the **4 SDGs** previously mentioned are those in which MICE tourism has the greatest impact, each of the stakeholders involved will have a more specific impact on other sustainable development goals.

To **identify and understand what these goals are**, any of the stakeholders, regardless of their category, should first **analyse and ponder how to implement sustainability** across the entire value scale of their business model.

In order to analyse, design and describe a business model, we traditionally use the Business Model Canvas which focuses on the 4 main areas of any company: customer, offer, infrastructure and economic viability.

Meanwhile, the **Sustainable Business Model Canvas** seeks to go a step further than traditional methodologies, integrating 4 more modules that **allow identifying and working on the environmental aspect of the company and the circularity of its model**. These modules focus on determining the raw materials and resources used by the company, the waste it generates and its management, as well as its negative and positive impacts.

# 9. IMPLEMENTATION OF THE SDGs



## Client

Who are our products or services intended for?



## Offer

What is our catalog of products or services?



## Infrastructure

Who make up the company? How many locations does the company have? Where are they located and how are they distributed?



## Economic visibility

Does the company have profits? Can the company invest in growth and improvement of the state of its workers?



## Raw materials and resources

What types of materials does the company need to successfully perform its work activity?



## Waste

How much waste is the company producing annually? What type of material is thrown away the most? How is it disposed of?



## Negative impacts

What is the company's carbon footprint? What are the conditions for its workers? What is the wage difference among men and women?



## Positive impacts

Does the company take part in solidarity activities? How many jobs does it offer? Does it include people at risk of social exclusion? Does the company have an SDG report?

Figure 6. Interpretation of the Sustainable Business Model Canvas<sup>83</sup>.

## 9.1 SPECIAL VENUES



Special venues and meeting centres tend to emphasise the environmental aspect of sustainability versus the economic and social ones. Although the concept of sustainability is understood, there is a lack of knowledge about the SDGs and about how to integrate them into business strategy. At present, companies tend to implement sustainability from specific actions and not from an internal motivation. However, the real aim is to modify this way of doing things and strive for a responsible business model.



- **SDG7 and SDG12: Reduce the consumption** of supplies such as electricity or water.
- **SDG8:** Achieve **greater involvement** of all employees and collaborators.
- **SDG9 and SDG11:** Develop / Build new spaces whose **infrastructure blends with the environment.**
- **SDG11: Reduce CO2 emissions** until they are neutral by 2030.
- **SDG17: Create synergies** with companies that are aligned with the company's values and also promote sustainable development.

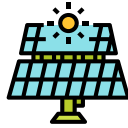
## 9.1 SPECIAL VENUES



### ACTIONS



Be willing to have a wider range of suppliers and avoid having an exclusive list.



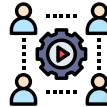
Encourage the use of renewable energies such as solar or wind.



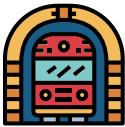
Offer continuous training on sustainability to all employees.



Encourage recycling through the installation of collection points for recycling.



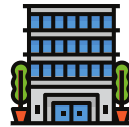
Collaborate with associations and organisations aligned with our values.



Promote the use of public transport such as the subway or bus.



Have on-site catering options that promote local and seasonal food.



Preserve the original structure of the building in the case of holding event in unique venues.



Grant assembly and disassembly hours that allows balancing work and family life.



Respect the natural environment and promote bio-architecture.

## 9.2 HOTELS



The hotels show great knowledge of sustainability, bearing in mind the 3 core pillars. Although the current situation has paused, or even a setback, the implementation of sustainability, the concern about this area is real. Despite the fact of being venues, the wide range of services they offer causes that their concerns are also focused on key areas such as Food & Beverage.



- **SDG2: Reduce food waste** in restaurants.
- **SDG6 and SDG7: Reduce the consumption** of supplies such as electricity or water.
- **SDG8:** Achieve **greater involvement** of all employees as well as all collaborators.
- **SDG11 and SDG15: Reduce emissions** until they are neutral by 2030.
- **SDG17:** Create **positive impact actions** in collaboration with associations or organizations of the destination and involving the guest.



### ACTIONS



Reduce the number and variety of amenities.



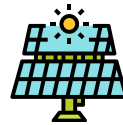
Eliminate the buffet style dining.



Offer continuous training on sustainability to all employees.



Advocate for companies that control water consumption for cleaning towels and bedding.



Promote the use of renewable energies such as solar or wind.



Offer sustainable activities to guests such as hiking or cultural sight-seeing.



Promote the hiring of people with some type of disability.



Promote the use of public transportation such as the subway or the bus.



Use eco and environment-friendly cleaning products.



Promote the use of reusable and recycled packaging.

## 9.3 RESTAURANTS & CATERINGS



Restaurants and caterings are widely aware of what sustainability is. However, the current conjunctural situation has forced them to take counterproductive actions in their commitment to sustainability: more plastics, more individual or single-dose formulas, etc. The obstacles that stand out are the lack of resources in terms of legislation as well as funding. Also, the vast variety of clients leads to a sustainability strategy that does not suit everyone. However, they trust that this is the safest possible way to become resilient companies in the future and stay profitable. In other words, in the long term, sustainability is perceived as a good investment.



- **SDG2:** Reduce / **eradicate food waste.**
- **SDG3:** Promote **healthy eating.**
- **SDG8:** Achieve **greater involvement** of all employees.
- **SDG10:** **Reduce inequality** of opportunities.
- **SDG12:** Make **purchases** with **sustainability criteria.**
- **SDG13:** **Reduce emissions** until they are neutral by 2030.



## 9.3 RESTAURANTS & CATERINGS



### ACTIONS



Advocate for sustainability and quality over variety and quantity.



Use seasonal and KMO products.



Promote the hiring of small local producers.



Stop using unnecessary materials such as straws.



Promote the use of reusable and recycled packaging.



Ensure break times (20-30 mins) and lunch (45-60 mins) for all waiters.



Ensure correct waste management through responsible recycling.



Reduce food waste, collaborating with food banks or associations.



Select personnel directly from the cooking schools and solely from their academic record.



Use eco and environment-friendly cleaning products.

## 9.4 SERVICE PROVIDERS



Service providers fully understand the concept of sustainability and the sustainable development goals. Nevertheless, they face a major obstacle while trying to integrate them both in their business model since all the stakeholders in the MICE sector show a real lack of involvement. Similarly, internal training and digitization have emerged as a substantial need.



- **SDG5:** Promote **gender equality and equal opportunities**.
- **SDG8:** **Involve** all company **employees** in matters of **sustainability**.
- **SDG11 and SDG13:** **Reduce emissions** until they are neutral in 2030.
- **SDG12:** **Reduce que consumption** of supplies such as electricity or water.
- **SDG12:** **Teach the customer** how to consume less but better.

## 9.4 SERVICE PROVIDERS



### ACTIONS



Reduce the number of commutes for assembling or disassembling.



Advocate for female workforce and male hostesses.



Promote the hiring of people with some type of disability.



Eliminate the production and consumption of unnecessary materials and encourage reuse.



Guarantee decent working conditions that allow work-family life balance.



Advise the client for establishing a more sustainable products or services acquisition.



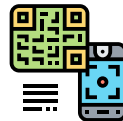
Promote the use of electric or hybrid vehicles.



Offer continuous training on sustainability to all employees.



Provide workers with the necessary measures for their safety.



Promote digital accreditation systems and use them responsibly.

## 9.5 EVENT AGENCIES, DMCs and PCOs



The agencies, DMCs and PCOs promote a vision of sustainability, places a heightened emphasis on the economic and environmental pillar through waste management. They clearly understand the SDGs and the ultimate goal of the 2030 Agenda. However, only a few of them have their own sustainability reports. Although it is true that there are some certifications, many obstacles still remain to a correct implementation of sustainability. These drawbacks are mostly of an economic nature (lack of resources, financing, etc.), as well as of a communicative nature (in terms of the difficulty of educating third parties about sustainability when they do not share the same language). However, it is crucial to apply sustainability in work activity to guarantee a medium and long-term survival.



- **SDG5:** Promote **gender equality**.
- **SDG8:** Encourage **decent and equal working conditions**.
- **SDG12:** **Educate and involve** tehe client in **sustainability matters**, by demonstrating its medium an long-term benefits.
- **SDG13** and **SDG17:** Make a **legacy proposal in the destination** where the event takes place.
- **SDG17:** **Establish alliances** with sustainable suppliers.

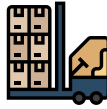
## 9.5 EVENT AGENCIES, DMCs and PCOs



### ACTIONS



Help the client understand the benefits of a sustainable event.



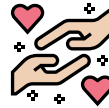
Hire ethical and sustainable suppliers.



Offer continuous training on sustainability to all employees.



Propose a legacy for designing of the event that covers more than just the economic and labor impact.



Collaborate with associations from the destination that carry out socially and environmentally responsible activities.



Advocate for collaborating with clients who demonstrate their commitment to sustainable development through a sustainability report.



Promote the hiring of people with some type of disability.



Guarantee decent working conditions that allow work-family life balance.



Advocate for conscious and constant digitization internally.



Guarantee the protection of visitor data through the Organic Law on the Protection of Personal Data.

# 10. SUSTAINABLE PRACTICES



Set up containers that allow recycling and indicate graphically which materials can be poured into each of them.

Let your goal always be to use 100% recycled and recyclable packaging.



Carry out regular training every 1-2 months or every time you want to implement a new action on sustainability.

Involve workers in meetings or case studies. Report the benefits and results of sustainability's practical implementation.



Establish decent working conditions by ensuring that employees perform their tasks within the hours stipulated in their contract.

Remunerate voluntary overtime by also compensating with rest days for professional trips that involve a considerable increase in working hours.



Identify smaller local producers in order to support their activity and encourage purchases of km0. For those who do not cover the real needs of the company, you can try to bring together several of these suppliers and create collective purchases that, in addition to increasing the volume of products purchased, help to give visibility to all producers.



Take a part in reducing urban pollution by promoting the creation of vertical forests in hotels or by increasing green areas in special venues.

Promote the *bioarchitecture* of spaces by advocating for energy efficiency systems, natural materials, etc.

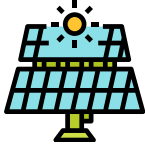


Give the customer the chance of taking food leftovers in reusable lunch boxes and even encourages the customer to bring their own bottle, coffee cup or lunch box where food and beverages can be served directly.

# 10. SUSTAINABLE PRACTICES



Replace printed communication elements (accreditations, program, etc.) with digital elements, but beware! remove them latter from your cloud after using them in order to prevent them from consuming energy.



Hire the services of sustainable electricity companies.  
Reduce energy consumption by choosing low consumption LED bulbs.  
Enable rooftops with photovoltaic panels.  
If it is possible to have natural light, try to hold most of the events / setups during daylight hours.



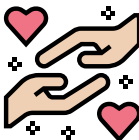
Have an updated sustainability report that collects information about the internal actions and processes that have been implemented in the company, as well as the objectives and long-term actions. This proves the real commitment towards society and the planet while we show the client that there is another way of doing things.



Promote equal opportunities, collaborate with various schools and social agents that can help you select people who are part of vulnerable groups, such as: long-term unemployed, young people without experience or women who have been victims of gender violence. Establish, previously, a training process that involves all the departments of the company.



Promote the eradication of food waste by optimally calculating the proportions.  
Make responsible purchases.  
Make it easy for event attendees to take leftovers or donate them to charitable organisations.  
Make compost from organic waste.



Get in touch with the associations closest to your workplace so you can identify a need in your neighborhood or city and implement actions to help solve it.  
Some social entities need to carry out awareness or dissemination events, but they do not have the resources. A venue could give up its facilities thus contributing to the social cause that you have detected.

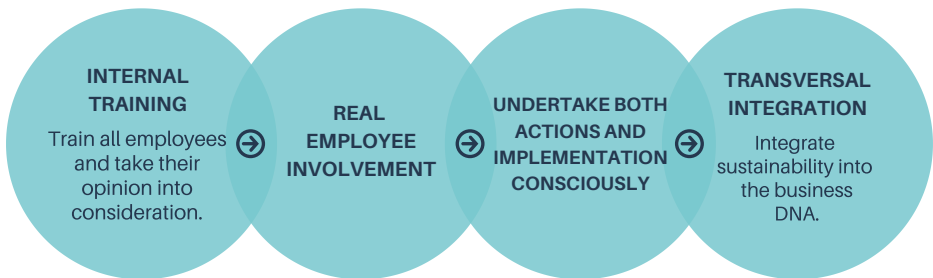
# 11. IMPROVEMENT AREAS

**Sustainability is a smart business model as it enables companies and sectors to be endowed with greater resilience, better interaction with all stakeholders and a more favorable reputation.**

After conducting an exhaustive and direct investigation with the different categories of associates and identifying the specific SDGs for each of them, the Madrid Convention Bureau and has been able to identify 4 areas that can be improved:

## Internal training

A key element for implementing sustainability in business activity is employee training. The absence of it leads to misunderstandings, lack of involvement and misapplication of sustainability.



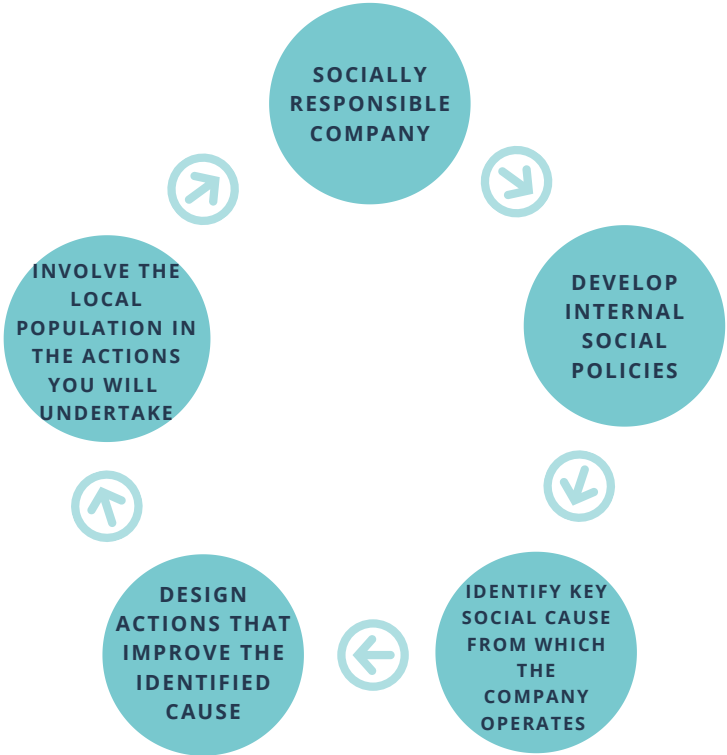
Graph 1. Internal training process for the implementation of sustainability (Nov 2020)



# 11. IMPROVEMENT AREAS

## Social impact

While it is true that we must implement sustainability from its 3 core pillars, social impact is one of the least understood. In the vast majority of cases, this pillar is seen as isolated actions or temporary donations and not from the design of a long-term project.



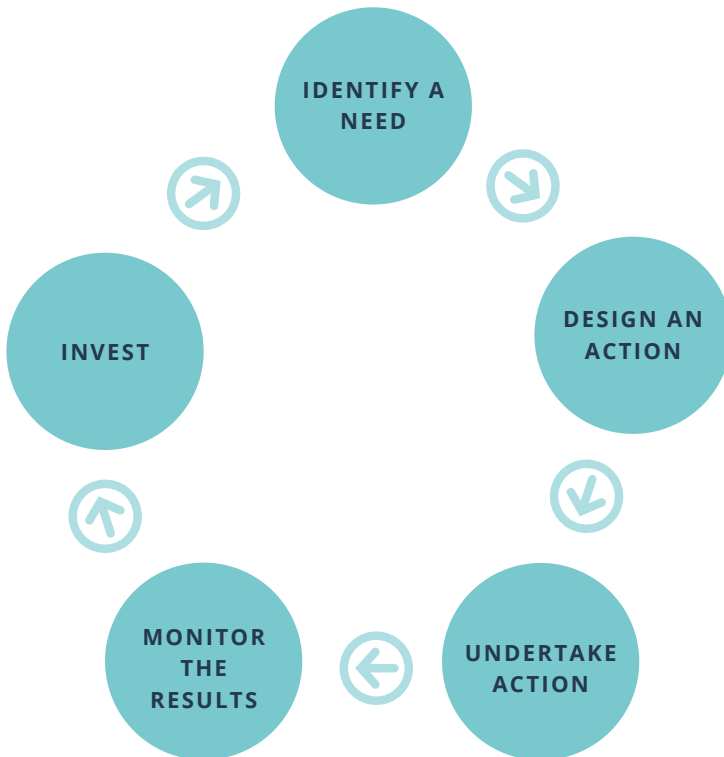
Graph 2. Social impact process for implementing sustainability (Nov 2020)

# 11. IMPROVEMENT AREAS

## Economic profiability

Most of the people think of sustainability as an expense. However, we must think of sustainability as a medium and long-term investment.

Basing a business model on sustainable development will ensure that the company in the future will remain standing, face a growing demand, comply with legislative requirements, reduce expenses and, therefore, be more resilient and profitable in a medium and long-term.



Graph 3. Process of economic profitability for a company when sustainability is implemented (Nov 2020)

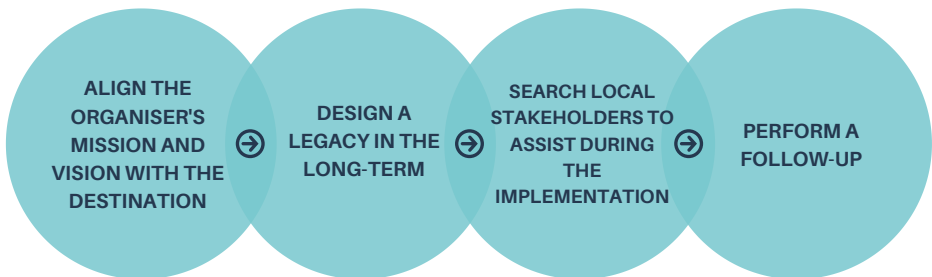
# 11. IMPROVEMENT AREAS

## Legacy

Performing isolated actions is a measure that has been left behind. Now we must aim to transform the business DNA and apply sustainability across the company. All this is accomplished by thinking and defining the legacy that we are willing and able to leave in the destination and in the society from which we operate through our business activity.

The best way to define a legacy is to work side-by-side with the destination so it is possible to identify a real need for it. Once we have identified the need, we will be able to define what legacy we want to leave and, therefore, the action or actions that we will undertake to achieve it.

When the actions are established, it will be necessary to determine if we require the collaboration of local stakeholders. Finally, once the date of the event is imminent, we have carried out the actions and left our legacy, it is time to establish check points or long-term follow-ups that allow us to see the benefits and if it needs continuity. If it does need continuity, we can continue working on the legacy in our future events both as an agency and as a client.



Graph 4. Process of proposal and monitoring of the legacy of an event (Nov 2020)



## 12. COMMITMENT

The tourism model, as we know it today, is coming to an end. **Sustainable growth is considered the only possible and relevant type of growth.** This conviction encourages us to understand that sustainable tourism is not only an end in itself, but a means to **contribute positively to local citizenry and to build better cities and destinations for society as a whole.**

According to UNWTO predictions, Spain expects to experience a growth in tourism. However, we must not lose sight of the fact that an increase in population will lead to an increase in its own environmental and social impact. On the other hand, scientists point out that tourism activities represent 8% of total carbon dioxide emissions and that cities with mass tourism, concentrated and poorly structured, generate various pressures on local citizens.

From the Madrid Convention Bureau our aim is to accompany you in this process of co-creation for a sustainable and more conscious business tourism, sharing both the concrete actions and focused on the 17 Sustainable Development Goals, as well as the achievements.

In order to carry out these actions, from the Madrid Convention Bureau we have a very clear strategy in terms of sustainability. We are committed to a legacy department that not only reveals the intent in terms of sustainability, but also provides the resources and tools necessary to implement it.

An important part of this strategy is **to help partners and other stakeholders in the sector** to lay the foundations, clarify criteria and capture a sample of the actions that can be carried out in terms of sustainability to turn meetings and events into an action with long-term **positive impact in the destination.**

MICE tourism needs more recognition and significance in society. Sustainability also helps us to be closer, more empathetic and to involve social stakeholders in our meetings. We can be a more sustainable destination, with more efficient and responsible cities through business tourism.

**Are you ready to join us?**

# 13. ORGANISER'S RESPONSIBILITIES

Any person who has the role of organiser at the **destination** should ensure compliance with a series of requirements that show their real **commitment** and involvement with the production and celebration of an **ethical event** that **respects** the environment and citizens.

## The goals are:

- Promote customer **training and education** on sustainability.
- **Provide information** on resources and measures regarding sustainability.
- Have the necessary **measures and resources available** to the visitor so that they can apply **sustainability**.
- **Create synergies** with associations and organizations in the destination.
- **Promote local products.**
- Promote **equal opportunities.**
- Design **meeting spaces** between the attendees and the citizens.
- Promote **decent working conditions.**

To achieve these goals, we can carry out **actions** such as:

# 13. ORGANISER'S RESPONSIBILITIES



Propose a legacy in the design of the event.



Ensure conscious communication with the customer.



Have a list of ethical and sustainable suppliers.



Guarantee the protection of visitor data.



Provide essential resources for the correct implementation of sustainability.



Advise the client for acquiring more sustainable products / services.



Provide an information point.



Guarantee work and family balance.



Involve all workers.



Reduce the number of commutes.

Infographic 9. Specific sustainable actions to show the commitment of the organiser of an event in a destination (2020).

# 14. ATTENDEE'S RESPONSIBILITIES

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Any person who travels to the **destination** as an attendee of an event or meeting will also interact with the destination and its citizens outside the meeting or event. That is why you should meet a series of requirements that show your **commitment** and real involvement with a **business trip that respects** the environment and its citizens.

**The goals are:**

- **Ensure good compliance with the guidelines** established by the organiser.
- **Learn and get involved.**
- Be **coherent** between what we say and what we do.
- Submerge into the **culture of the destination.**
- Promote **responsible consumption** of both supplies and purchases.
- **Reduce, reuse and recycle** all those elements that allow it.

To achieve these goals, we can carry out the following **actions**:



# 14. ATTENDEE'S RESPONSIBILITIES



Reduce the number of commutes.



Use public transportation.



Advocate for consuming in local restaurants and seasonal food.



Submerge into the culture of the Destination.



Control water consumption in hotels.



Control energy use.



Use the recycling system.



Use reusable containers and / or recycled materials.



Respect the natural environment of the Destination.



Choose trains or buses over planes if possible, according to the destination.

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## Figures:

**F1 and F2.** MICE map of the stakeholders involved in the event for a domestic or an international customer. GenÉthico 2020.

**F3.** Typologies of most recurring services providers in the MICE Sector. GenÉthico, 2020.



REGE CAROLO III  
ANNO  
MDCLXXVIII



# 16. POINT OF CONTACT

## **Madrid Convention Bureau Madrid Destino Ayuntamiento de Madrid**

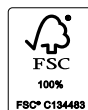
Plaza Mayor, 27  
28012 Madrid, España  
info.mcb@esmadrid.com  
www.esmadrid.com/mcb

### **About Madrid Convention Bureau:**

Madrid Convention Bureau is a non-profit organisation, created in 1984 by the Madrid City Council in collaboration with a group of companies from both the public and private sector, with the aim of promoting Madrid as an ideal destination for holding all types of meetings – national or international – and providing the technical and institutional resources for making it possible. Currently, it brings together more than 200 companies from all the tourism sectors involved in this tourism industry, from specialized travel agencies, to hotels or service providers for fairs, events or incentive activities.

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**“Future generations will not forgive us for wasting their last opportunity, and their last opportunity is today”.**

### **Jacques Yves Cousteau**

*French naval officer, oceanographer and one of the most renowned and leading spokespersons of the underwater world. He spread the value of marine life and helped raise awareness for the conservation of the seas and oceans.*



## **Madrid Convention Bureau**

Plaza Mayor, 27  
28012 Madrid, España  
[www.esmadrid.com/mcb](http://www.esmadrid.com/mcb)

Madrid Destino  
Ayuntamiento de Madrid  
Madrid City Council