

# EUROPEAN CITIES MARKETING SPRING MEETING



## IMPACT OF ECONOMIC CRISIS ON CITY TOURISM AND BEYOND DUBLIN, MARCH 4 - 6, 2009

*Truly Madly Deeply*  
**Dublin**  
visitdublin.com



# Welcome !



Dear Colleague

I am delighted to welcome you to Dublin for the ECM Spring Meeting. The European capital city that TRULY captures its visitors' imaginations is MADLY memorable and exhilarating, and DEEPLY cosmopolitan and luxurious!

This is a vibrant city where a longstanding sense of community and heritage lives alongside a new, energetic, young and dynamic culture. Dublin is the city you come to for inspiration - all around you are examples of creativity and innovation.

The focus of the spring meeting will be the impact of the current economic crisis on city tourism and we will be joined by a representative cross-section of industry experts to discuss various strands of this topic in order to glean a holistic and relevant overview while learning about individual response mechanisms. Speakers include Paul O'Toole, CEO Tourism Ireland who will discuss how the international marketplace has been impacted by this economic crises and Eamonn McKeon, CEO Irish Tourist Industry Confederation who will delve into its impact on the industry on the ground. Other speakers include, Pat Delaney, Managing Director, Ovation Group, and former President of SITE, Michael Counihan, Director CHL Consulting and Ray Nolan, Founder Web Reservations International (Hostelworld and Hostels.com).

I am delighted to confirm our lead speaker is Michael O'Leary, CEO, Ryanair. His no-nonsense management style, extreme cost-cutting and provocative advertising have become a hallmark. During these challenging economic times this trail blazing CEO will discuss how the airline industry has been affected and what their response strategy entailed. When conditions are difficult, the most successful businesses are the ones that react quickest - taking the tough decisions early and lead rather than follow.

And so the stage is set; home to the friendliest people in the world, add to this live music, packed pubs, hip clubs and plenty of culture Dublin has everything you need for an inspirational meeting!

I look forward to seeing you all Dublin.



A handwritten signature in black ink that reads "Frank Magee".

Frank Magee  
CEO, Dublin Tourism  
President, European Cities Marketing



## Did you know...

- Dublin takes its name from the Black Pool (Dubh Linn) which was on the site of the present Dublin Castle garden.

- Dublin has been home to some of the world's literary giants – Johnathan Swift was Dean of Saint Patrick's Cathedral, Bram Stoker who wrote Dracula lived off St. Stephen's Green and Oscar Wilde was born on Merrion Square. Samuel Beckett and James Joyce are also synonymous with Dublin.

- The Phoenix Park is the largest city park in Dublin covering 1,760 acres.

- Ten million glasses of Guinness – the "famous black pint" from Dublin – are produced daily all over the world.

- Dublin's O'Connell Bridge was originally made of rope and could only carry one man and a donkey at a time. It was replaced with a wooden structure in 1801. The current concrete bridge was built in 1863 and it is the only traffic bridge in Europe which is wider than it is long.

- The remains of St. Valentine are contained in Whitefriar Street Carmelite Church, on Aungier Street in Dublin.

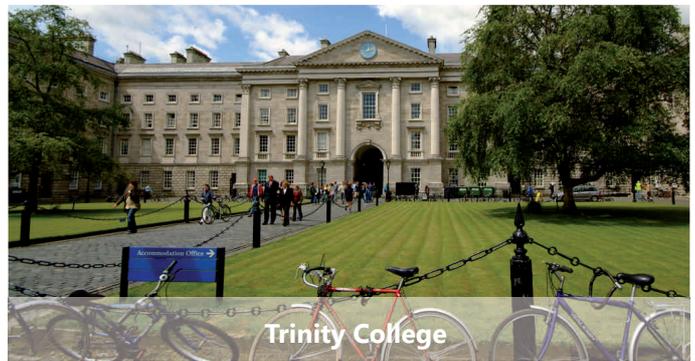
- George Bernard Shaw bequeathed the royalties of his play 'Pygmalion' - better known world-wide as the musical My Fair Lady - to the National Gallery of Ireland. George Bernard Shaw is the only person in the world to win a Nobel Prize for Literature and an Oscar – both for 'Pygmalion'

- Spire of Dublin – a 120 metre high landmark in the centre of Dublin, weighing 126 tonnes!

- Croke Park's Hill 16 was constructed from the rubble left in Sackville Street (now O'Connell Street) after the 1916 Rising.

- There are over 50 golf courses in Dublin City and County.

- The chair on which George Frederic Handel is said to have used for the first performance of The Messiah in Dublin, 1742 is now in the Dublin Writers Museum, 18 Parnell Square.



## Why Dublin... Why Malahide?

**Dublin** is a city that truly captures its visitor's imagination, is madly memorable and deeply energetic. One of the oldest in Europe, Dublin has it all. Over 1,000 years of character has made the city what it is today. While retracing Viking steps and Norman invasions, strolling around elegant Georgian streets and wandering through the stylish boutiques of Grafton Street you will encounter Dublin as it is today, a dynamic mix of old and new. But Dublin's uniqueness lies in its easy blend of urban and rural. Only 30 minutes from the city centre will find you hiking in the Dublin Mountains to the south, reveling in the salty sea air to the east or walking through the lush parkland of Malahide Castle to the north.

**Malahide** is a pretty seaside village that feels a long way from the busy pace of the city despite the fact that it is approximately 15 kilometres north of the city centre. A crossroads marks the heart of this charming place from where beautiful tree-lined streets laden with antique stores, boutiques offering Irish and international brands, cozy cafes, award-winning bars and Michelin star restaurants radiate. Nestled along the coastline, Malahide is a compelling place for the outdoor enthusiast boasting a fully serviced marina with 300 berths, championship golf courses and beautiful coastal walks that wind themselves along the rugged shoreline. Whatever it is there is something for everyone in Malahide.



## Preliminary programme

### Wednesday 4<sup>th</sup> March

- 9.00 - 10.00 Common Steering Committee Meeting
- 10.00 - 10.30 Coffee Break
- 10.30 - 12.00 Steering Committee Tourism Meeting
- 10.30 - 12.00 Steering Committee Conventions Meeting
- 12.00 - 13.30 Lunch at own expense
- 13.30 - 14.30 Working Group TIC (*Experts only*)
- 13.30 - 15.30 Working Group Online Marketing & Sales (*Experts only*)
- 13.30 - 15.30 Meetings Committee
- 15.30 - 15.45 Coffee Break
- 15.45 - 18.45 Working Group Research & Statistics (*Experts only*)
- 15.45 - 18.45 Board Meeting

Evening

Departure from Grand Hotel Malahide

Welcome Reception at Malahide Castle  
Fork supper and entertainment provided by tbc.  
Dresscode: tbc.

Transfer to the beautiful coastal village of Malahide

Suggested post-event venues are:  
*Gibneys, New Street, Malahide*  
*Smyth's, New Street, Malahide*  
*Wine bars - tbc.*



Malahide Castle

### Thursday 5<sup>th</sup> March

- 08.00 - 09.00 President's Breakfast  
*This breakfast is open to all potential members and new members attending the spring meeting for the first time.*
- 09.00 - 11.00 Working Group City Cards (*Experts only*)
- 09.00 - 11.00 Lead Exchange (*Conventions Forum only*)
- 09.00 - 10.30 Knowledge Group Research & Statistics  
*The ECM shopping index : first results, new perspectives*  
Tuulikki Becker, Deputy Tourist Director, Helsinki  
Tourist & Convention Bureau  
Valeria Croce, Modul University Vienna  
  
*Economic and environmental impact on low cost carriers and tourism*  
Martin Karlsson, Market Analyst, Swedish Tourism Institute of Research
- 10.45 - 11.45 Knowledge Group Online Marketing & Sales  
*Topics & speakers tbc.*
- 11.00 - 11.15 Coffee Break
- 11.15 - 13.15 Working Group EC in EC (*Experts only*)
- 11.15 - 13.15 Working Group Industry Trends  
*This group will be responsible for finding out about what are the trends in the meetings industry and will keep members informed about these trends.*
- 11.45 - 13.15 Knowledge Group City Cards  
*A closer look at two successful city cards*  
Speakers tbc.  
  
*Exchanging information in small groups*
- 13.15 - 14.30 Lunch at Grand Hotel Malahide
- 14.30 - 15.30 Knowledge Group TIC  
Best location for a TIC  
*Speakers tbc.*
- 15.30 Visit of Dublin TIC  
Participants will be brought to dinner venue directly after the visit.
- 14.30 - 16.30 Working Group Communication & PR (*Experts only*)
- 14.30 - 16.30 Working Group Green Events  
*This group will make recommendations on best practices and latest issues concerning sustainable tourism and meetings and keep members informed on this topic.*

Working & Knowledge Groups

Internal Meetings

16.30 - 16.45 Coffee Break

16.45 - 18.15 Knowledge Group EC in EC  
*From Bolshoi Ballett in 1996 to World Choir games in 2008 cultural events that boosted touristic objectives. Financial investment and touristic returns.*  
Dieter Hardt-Stremayr, Managing Director, Graz Tourismus GmbH

*The presentation will be followed by a working session in two small groups*

16.45 - 18.15 Working Group Education & Training  
*This group will deal with the educational opportunities the association offers, like the Summer School curriculum, venue, faculty and programming for mentoring etc.*

16.45 - 18.15 Working Group Client Oriented Activities  
*This group will be responsible for planning and implementing "Meet Europe" workshops, Corporate Workshops and other client/supplier events (choosing venues, contact/contract with external counterparts/consultants etc.)*

Evening Departure from Grand Hotel Malahide

V.I.P. tour and whiskey tasting session at the old Jameson Distillery followed by dinner and an evening of traditional Irish entertainment  
Dresscode: tbc.

## Friday 6<sup>th</sup> March

08.00 - 09.00 Meetings Committee Breakfast

09.00 - 17.00 Impact of Economic Crisis on City Tourism And Beyond

### Michael O'Leary CEO Ryanair

Ryanair was Europe's original low fares airline and is still Europe's largest low fares carrier. In the current year Ryanair will carry 52m passengers on 688 low fare routes across 26 European countries. Ryanair has 31 European bases and operate a fleet of 163 new Boeing 737-800 aircraft with firm orders for a further 99 new aircraft (all net of planned disposals), which will be delivered over the next 5 years. Ryanair currently employs a team of 5,000 people, comprising over 25 different nationalities.

### Paul O'Toole CEO Tourism Ireland

Tourism Ireland is responsible for marketing the island of Ireland overseas as a holiday destination. Tourism Ireland's role is to grow overseas tourism revenue and visitor numbers to the island of Ireland, and to help Northern Ireland to realise its tourism potential.

### Pat Delaney Managing Director Ovation Group

Ovation Group is a multi disciplined organisation providing live communication solutions, corporations and agencies in the areas of conference, destination and event management.

### Eamonn McKeon CEO Irish Tourist Industry Confederation

ITIC is the representative body for this diverse industry, dealing with Government on issues influencing tourism policy and performance, investment strategies and funding priorities, particularly for international marketing and product development. Their focus is on the economic development of tourism in Ireland, nationally and regionally.

### Michael Counihan Director CHL Consulting Group

CHL Consulting Group is an international specialist Management Consultancy. They have extensive experience of working with government and public sector bodies, trade representative organisations and private sector clients throughout Ireland, North and South, and in over 60 countries worldwide.

### Ray Nolan Founder Web Reservations International

Web Reservations International delivers online reservations to over 50,000 properties in 165 countries through a network of owned sites and affiliate partners. Customers can choose from 5 star hotels to hostels around the world through major online brands including hostelworld.com, worldres.com, hostels.com, trav.com and the newly launched boo.com.

Lunch and coffee breaks will be served at Grand Hotel

Evening

For delegates who wish to stay in Dublin City Centre over the week-end a transfer will be provided to Trinity Capital Hotel.

Dinner at own expense at elyCHQ in Dublin's rejuvenated Docklands area.

Presentation on the transformation of the area will be given by Loretta Lambkin of Dublin Dockland's Authority.

3 course dinner including a ½ bottle of wine, mineral water, tea/coffee, transfers and entertainment at €85

Transfer back to Grand Hotel Malahide and Trinity Capital Hotel (Drop-off point Dawson street)

Suggested post-event venue:  
*Krystal, Dublin's premier nightclub*

Seminar

## Saturday 7<sup>th</sup> March

### Departure for Dublin City Sight-seeing Bus Tour

*City Sightseeing Tour: Experience Dublin in your own language! Hop on board Dublin's first Multi-lingual tour and enjoy the sights of Ireland's capital city in one of our 7 languages (English, French, German, Spanish, Italian, Russian, Japanese & now in Kid's Commentary).*

*With 25 stops at Dublin's top visitor attractions and discounts off the admission of many of them (on receipt of your ticket) there is no better way to enjoy this City. Your tour route includes Guinness Storehouse, Smithfield, Dublinia, Dublin Castle, The National Gallery and St Patrick's Cathedral and many more.*

*Duration: approx. 90 min*

*Price: from 15,50 €*

### Literary Pub Crawl

*This is an award-winning show that crawls from pub to pub with professional actors performing from the works of Dublin's most famous writers - Joyce, Beckett, Oscar Wilde, Brendan Behan and many more.*

*Price: around 12 €*

### Historical Walking Tour

*Historical Insights offers a range of historical tours. All the guides are history graduates and most are engaged in ongoing research & study. Our tours offer more than just sight-seeing but are more like 'seminars on the street', described by the 'Irish Times' as 'an outstanding blend of history and humour'.*

*Duration: approx. 2 h*

*Price: from 12 €*

### Historical Walking Tour of Templebar

*It has been said that the history of Temple Bar is the History of Dublin. This informative and entertaining tour covers the history, geography and development of Dublin's most visited areas, Temple Bar.*

*Duration: approx. 1 1/2 h*

*Price: around 10,95 € (excluding entry fees)*

### Fabulous Food Trail

*Dublin Tasting Trail*

*Taste the food and culture of Dublin – a new and exciting tasting and cultural walk around the lesser known parts of Dublin*

*Duration: approx. 2 1/2 h*

*Price: around 45 €*

### City Sightseeing on Foot

*Third time award winner, City Sightseeing, will bring you on a journey back through Dublin's historic past and into modern day in this cosmopolitan City.*

*Duration: approx. 60 min*

*Price: around 10 €*

### Free time for shopping

*Suggestions: Avoca, Powerscourt Shopping Centre, Arnotts, Clerys, House of Ireland*

**All excursions are to be booked upon arrival. Exact prices and departure times as well as meeting points will be available at the Welcome Desk.**

For more information and updates on all proposed excursions please visit [www.visitdublin.com](http://www.visitdublin.com). Prices and departure times may change between 2008 and 2009.

### Dublin TIC

*You are welcome to visit Dublin TIC (Suffolk Street) on Saturday morning at 10.30 am.*

### Golf

*There are 2 x 4-balls booked (8 people in total) at Portmarnock Hotel & Golf Links, Co. Dublin: [www.portmarnock.com](http://www.portmarnock.com)*

*Times: first group at 10:03 am and second group at 10:12 am*

*Green fees: 70 €*

*Full payment will be required one month in advance from credit card details obtained on the booking form.*



### The Dublin Pass - the best way to see it all!

*With FREE transport from the airport to the city, FREE entrance to 27 of Dublin's top attractions as well as special offers in restaurants, theatre, retail and much more!*

You will find a voucher for the Dublin Pass in your Welcome Pack. Please redeem it at the Welcome Desk.



## Hotel

**Grand Hotel Malahide\*\*\*\*** (ECM Headquarters)  
situated in Malahide (25 min from Dublin City Centre; 15 min from Dublin airport)

Malahide	Rates:	
Co. Dublin	Single	125 €*
Ireland	Double	165 €*

Email: [sales@thegrand.ie](mailto:sales@thegrand.ie)  
<http://www.thegrand.ie>

\*including VAT and breakfast

Room rates are only available through the official conference registration form.



## Bed & Breakfast

### Biscayne House

57 Biscayne, Malahide, Co. Dublin  
Tel: +353 1 845 1459 | Fax: +353 1 845 6112  
Email: [biscayne@iolfree.ie](mailto:biscayne@iolfree.ie)  
Web: <http://biscaynebandb.com>

Biscayne House is located just outside the lovely picturesque village of Malahide, north of Dublin city. It's a quiet house with a sea view at the front of the premises.

Located 10 minutes from Dublin Airport and 30 minutes from Dublin City Centre. The house is convenient to Malahide Castle, scenic walks, sandy beaches, fishing, swimming, golf, tennis, and sailing. The house is also convenient to several excellent pubs and restaurants within walking distance.

Booking: [www.visitdublin.com/malahide/biscaynehouse](http://www.visitdublin.com/malahide/biscaynehouse)

### Island View

Tel: +353 1 845 0099  
Email: [info@islandviewhotel.ie](mailto:info@islandviewhotel.ie)  
Web: [www.islandviewhotel.ie](http://www.islandviewhotel.ie)

The Island View Hotel is situated in the beautiful village of Malahide, Dublin. The hotel overlooks the bay of Malahide and is named after the excellent view of Lambay Island and its beautiful, unspoilt coastal scene which can be panoramically viewed from Oscar Taylor's Restaurant, located on the top floor of the hotel. All bedrooms are en-suite with television, telephone, fridge, coffee/teamaker and trouser press as added facilities.

Located approx. 20 mins from Dublin Airport, 30 mins from city centre. Buses and taxis are easily accessible and the Dart station is 10 minutes away.

Directions: Drive through the village of Malahide and take the road to Portmarnock. The Island View Hotel is situated on the right, opposite the sea, about 2/3 minutes from Malahide.

**If you are interested in booking Island View Hotel, please book directly with the property.**

## Post conference option

If you would like to stay in Dublin city centre over the week-end, you can book a room at Trinity Capital Hotel for the nights of Friday 6 and Saturday 7 March at 135 €/night in a single room or 155 €/night in a double room.

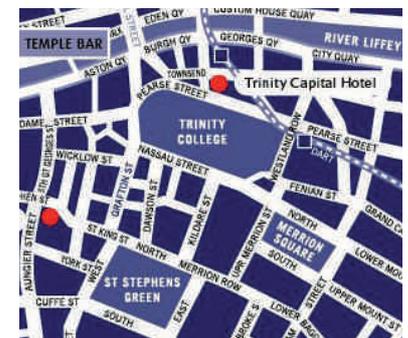
\*including VAT and breakfast

### Trinity Capital Hotel\*\*\*\*

Pearse Street  
Dublin 2  
Ireland

<http://www.trinitycapitalhotel.com>

Room rates are only available through the official conference registration form.



## Conference Fees

	Till January 16	January 17 or later
ECM Members (1 <sup>st</sup> & 2 <sup>nd</sup> delegate)	365 €	395 €
ECM Members (3 <sup>rd</sup> delegate & more)	335 €	365 €
Non-members	465 €	495 €
Accompanying persons	150 €	175 €

The fee includes attendance to the conference, lunches on Thursday and Friday, dinners on Wednesday and Thursday, coffee breaks and transfers. Accompanying persons may take part in the social programme and dinners.

## Registration

Please complete the enclosed form to register for the conference and to book your accommodation. Please return the form duly signed by email to [ecm@advantageico.com](mailto:ecm@advantageico.com) or by fax to +353 1 450 2165 before Friday 16 January 2009. If you have any questions, please contact Grit Becker at [grit@europeancitiesmarketing.com](mailto:grit@europeancitiesmarketing.com).

The deadline for confirmed accommodation bookings is January 21, 2009. After this date the booking agents will do their best to assist all participants with hotel bookings, however all requests will be confirmed upon availability. Rooms will be allocated on a FIRST COME, FIRST SERVED BASIS.

## Payment & Cancellation Policies

### Conference

Any cancellation must be sent in writing to [ecm@advantageico.com](mailto:ecm@advantageico.com). In case of cancellation before 20 February, 2009 we will refund your registration fee minus 100 € for administration. After 20 February 2009 no refunds will be made.

### Accommodation

#### *Grand Hotel Malahide*

For any written cancellation, the following terms of cancellation are applicable:

before January 23<sup>rd</sup>  
January 23<sup>rd</sup> or later  
No show

no fee  
1st night charged  
1st night charged

#### *Trinity Capital Hotel*

For cancellations up to 72 hours prior to arrival, no cancellation fee is charged.

## Contact

### For further information please contact:

European Cities Marketing  
29 D rue de Talant, 21000 Dijon, France

Tel. +33 380 56 02 04

Fax +33 380 56 02 05

[grit@europeancitiesmarketing.com](mailto:grit@europeancitiesmarketing.com)

[www.europeancitiesmarketing.com](http://www.europeancitiesmarketing.com)

## Dublin in Brief

### BASIC INFORMATION

The population is Dublin city and County is almost 1.2 million

### CLIMATE

Dublin's climate is mild and very changeable. It is influenced by the Gulf Stream. Winter temperatures average 4°C-7°C (39°F-44°F) and in summer between 16°C-20°C (60°F-67°F).

### ELECTRICITY

220/240 volts (50 cycles) is the standard electrical current throughout Ireland. Plugs are 3-pin flat. Adapters are therefore required for 2-pin appliances.

### FESTTIVALS & EVENTS

March 4<sup>th</sup> – 8<sup>th</sup>:

- A Dubliner's Collection of Asian Art:  
National Museum of Ireland – Decorative Arts & History, Collins Barracks, Benburb Street, Dublin 7
- Exquisite Corpse:  
Irish Museum of Modern Art, Royal Hospital, Military Road, Kilmainhaim, Dublin 8
- Rites of Passage at Tara  
National Museum of Ireland – Archaeology, Kildare Street, Dublin 2
- Strangers to Citizen: The Irish in Europe 1600 – 1800  
National Library of Ireland, Kildare Street, Dublin 2
- Sacred Traditions and Art of Books  
Chester Beatty Library, Dublin Castle, Dublin 1

### HOW TO GET FROM THE AIRPORT TO THE HOTEL?

- Taxi: There is a taxi rank located directly outside the arrivals hall. Taxi to Malahide should cost approximately €20 and travel time is approximately 20 minutes.
- Bus: The bus number 102 travels from Dublin Airport to Malahide. Travel time is approximately 30 minutes. Please visit [www.dublinbus.ie](http://www.dublinbus.ie) for timetables and fare information.

### HOW TO GET FROM MALAHIDE TO DUBLIN CITY CENTRE?

There are a variety of travel options from Malahide to the City Centre:

- Train: Malahide is serviced by both the DART (Dublin Area Rapid Transit) and Commuter Rail Networks. Trains run regularly and travel time from Malahide to Pearse St. Station in the city centre is approximately 27mins. Please log on to [www.irishrail.ie](http://www.irishrail.ie) for timetables.
- Bus: Malahide is serviced by many Dublin Bus routes; 142, 32a, 32x, 42, 42n. Please visit [www.dublinbus.ie](http://www.dublinbus.ie) for timetables. Travel time is approximately 1hr.

- Taxi: Taxi services are available from Malahide to Dublin city centre. Travel time is approximately 30 minutes and fares are approximately €25.

### PUBLIC TRANSPORT

- Bus: Dublin Bus operates the city's bus routes. Depending on the location, busses run from 06.30 am-11.30 pm. A late service called Nitelink operates after these hours Monday-Saturday on certain routes. Dublin Bus operates an exact fare policy so it is advisable to have correct change ready when boarding the bus. Fares are dependant on age and destination. For details on all routes, timetables and special value tickets, enquire at any Dublin Tourism Office or directly at Dublin Bus, 59 Upper O'Connell Street, Dublin 1 or [www.dublinbus.ie](http://www.dublinbus.ie).
- Train: Iarnród Éireann (Irish Rail) operates the nationwide rail network. The DART (Dublin Area Rapid Transit) is Dublin's main train service and stretches the full length of Dublin Bay, from Malahide in North County Dublin to Greystones in County Wicklow. Suburban Rail covers commuter routes to and from Dublin and InterCity trains service major cities and towns around the country. Details on all routes, timetables and special value tickets are available at [www.irishrail.ie](http://www.irishrail.ie).

- Tram: The Dublin tram system is called the Luas. It is a state of the art light rail transit system with high capacity, high frequency and high speed services. The Luas runs on two tramlines:
  - The Green Line – connecting Sandyford to St. Stephen's Green – journey time approximately 22 minutes.
  - The Red Line – connecting Tallaght to Connolly train station – journey time approximately 46 minute.

### SHOPPING HOURS

Most businesses are open Monday to Friday 09.00 am-5.30 pm. Most shops in Dublin are open from 09.00 am until 06.00 pm Monday-Saturday, sometimes later, and 12.00 am until 06.00 pm on Sundays. Shops stay open late on Thursday evenings in the city centre and late on Friday evenings in the suburbs.

### TAXIS

Dublin taxis have no distinctive colour but can be easily identified by their official roof signs. Three of the main taxi ranks in the city centre are located on O'Connell Street, College Green and at St. Stephen's Green. It is also possible to hail taxis on the street and numerous private taxi companies also operate throughout Dublin City and County.

### TIME

Greenwich Mean Time Zero.



Dublin, our city of Living Culture.  
 A city that is accessible, intimate,  
 confident, spontaneous & cosmopolitan.  
 A city that offers a uniquely welcoming  
 and enriching experience. A vibrant city  
 of engaging and historic people  
 who know what it means to enjoy life.



Truly Madly Deeply  
**Dublin**  
 visitdublin.com

Photos

The following photographs have been used for this programme. In order: 1. St. Patrick's Day Parade; 2. Guinness Storehouse; 3. Dublin's Georgian Doors; 4. Dublin Bay; 5. Dundrum Shopping Centre; 6. City Hall; 7. St Patrick's Day Parade; 8. Temple Bar; 9. Dublin's Georgian Doors; 10. Trinity College; 11. Malahide Marina; 12. Malahide Castle; 13. Portmarnock Hotel & Golf Links; 14. Grand Hotel Malahide; 15. Trinity Capital Hotel

With special thanks to:



Thanks to ECM sponsors and partners:



European Cities Marketing  
 29 D rue de Talant, 21000 Dijon, France  
 Tel. +33 380 56 02 04  
 Fax +33 380 56 02 05  
 grit@europeancitiesmarketing.com  
 www.europeancitiesmarketing.com

