



# EMERALD

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## Teaching Case #01:

Networks and entrepreneurship  
in the pioneers of Spanish  
tourism.

The Meliá Tourist Group  
(1932-1973)

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# Networks and entrepreneurship in the pioneers of Spanish tourism.

## The Meliá Tourist Group (1932-1973)

Meliá Hotels International ranks 19th in the world ranking of hotel chains by number of rooms and is the only Spanish hotel chain listed on the stock exchange since 1996. Currently, its majority owner is the Escarrer family, which acquired the business in the mid-1980s. Even though Meliá's recent history is well known, its origins linked to the life of an ingenious and multifaceted entrepreneur, José Meliá Sinisterra (1911-1999), have not been well explored. Meliá, a pioneer of Spanish tourism, belonged to a family of Valencian merchants and his fascinating biography takes us from the activities of a provincial exporter and entrepreneur to the adventures of a spy in the Spanish Civil War and a later successful international entrepreneur in a difficult and closed Spain. Not one for solitary adventures, Meliá weaved a network of contacts that guaranteed his business survival in turbulent times and the growth and early internationalisation of his company during the second half of the 20th century.

### The diversification of a ship consignee and fruit trader (1932-1948)

José Meliá Sinisterra (El Cañabal, Valencia 1911- Madrid, 1999), is one of the most outstanding entrepreneurs in 20th century Spanish tourism.<sup>1</sup> His business activities began in his family's company, Meliá y Cía., which, since at end of the 19th century, was dedicated to the export business, mainly of citrus fruits from Valencia, and to ship consignment. This was an activity consisting of representing the owner of a ship in the port to deal with the administrative matters related to its cargo and passage.<sup>2</sup> After completing his early studies in Spain and spending time in France, where he had family ties, José Meliá moved to the United Kingdom to complete his education at Llandoverly College and Soryttingde High School in Cardiff (Wales).<sup>3</sup> This allowed him to acquire a knowledge of languages that was key to the later development of his business, which he completed with a self-taught apprenticeship in German.<sup>4</sup> In 1932, at the age of 21, he



returned to Spain from England to take over the management of the family business. Early on, he showed great astuteness, ingenuity, and entrepreneurial capacity when he proposed to his father the purchase of oranges in blossom, which were much cheaper than the ripe fruit. This system revolutionized the Valencian export market.<sup>5</sup> In those years prior to the Spanish Civil War (1936-1939), José Meliá had already successfully completed other entrepreneurial activities such as importing Japanese bicycles to Valencia.<sup>6</sup>

When the Spanish Civil War broke out, José Meliá, married since 1934 to Pilar Goicoechea, daughter of Colonel Francisco Goicoechea, joined the side of the rebels. He collaborated with the Information and Military Police Service (SIMP) under the orders of the then-Colonel, and later General, José Ungría Jiménez (Barcelona 1890 - San Sebastián 1968)<sup>7</sup>. Colonel Ungría became an essential contact for Meliá and his company to successfully face the complex context of Spain in the 1940s.

At the end of the civil war in 1939, the Spanish economy entered a period of extraordinary difficulty that lasted throughout the 1940s. Three indicators are enough to understand the divergence of the Spanish economy compared to the rest of Europe and the serious backwardness into which the country fell in the 1940s<sup>8</sup>. First, estimates of national income point to a collapse from 1935 onwards, from which Spain did not recover until the second half of the 1950s. It was, in fact, the European country that found it hardest to regain its economic pulse after the Second World War: it took nine years to recover pre-war levels of Gross Domestic Product per capita, and seven years for the same to happen with industrial output<sup>9</sup>. Inflationary pressures, the second indicator, also reflect the state of the national economy: a backward, rural economy in which crop fluctuations were directly proportional to the price index<sup>10</sup>. Foreign trade is a third excellent indicator of the situation. The autarkic growth path of the 1940s imposed trade restrictions that reduced the degree of openness of the country's economy to the levels of the first third of the 19th century<sup>11</sup>. Nor did Spain's isolation from the international community contribute to the development of the foreign sector.

After this review of the Spanish context of the 1940s, it is easy to understand that José Meliá's consignment business was practically dismantled in the immediate post-war period: the port authority was directly responsible for loading and unloading, and the citrus warehousemen, with a few exceptions, had disappeared. On the other hand, the legislative framework was uncertain: the government was enacting new regulations every day to operate with foreign countries. In this situation, the Valencian businessman turned to Banesto, a bank with which he had maintained relations in the past, to obtain the financing that allowed him to start up again. He also turned to Colonel Ungría, now promoted to general, who provided him with a contact in the Ministry of Trade to learn how the complex system of export licences established by Franco's regime worked. Along with other measures, such as manipulating the exchange rate and limiting foreign investment, Franco's regime deployed an intense interventionism which, in foreign trade matters, accentuated its bilateralism and was based on an intricate system of quotas or licences. This system affected all exports and imports of goods and was granted on a discretionary basis to the businessmen closest to the regime. The difficulties in the foreign sector became the main stranglehold on the Spanish economy during the Autarchy.<sup>12</sup>



Financial support from Banesto and contacts at the Ministry of Trade enabled Meliá to resume his export activity. The contacts he had in France, England and Germany from his business before the conflict also played a key role in resuming the business<sup>13</sup>.

A bold and imaginative entrepreneur, as Meliá was, can find opportunity in adversity. In this context of economic and political isolation that made it difficult to operate as a consignee of foreign ships, Meliá took his first leap into tourism, another sector that was also reduced to its minimum expression at the time<sup>14</sup>. His instinct allowed him to get ahead of several generations and glimpse the potential of the sector. Certainly, the civil war, and later the Second World War, had reduced the arrival of tourists in Spain and had caused a serious deterioration of transport and accommodation infrastructures<sup>15</sup>. In 1940 the arrival of foreigners was fifteen times lower than in 1930 and income from foreign tourism barely reached 0.1% of GDP<sup>16</sup>.

However, the authorities of the new regime realised very early on that tourism would be an important tool for Spain's budget balance and therefore created a regulatory body for this activity, the Servicio Nacional de Turismo, which in August 1939 changed its name to Dirección General de Turismo (General Directorate of Tourism). As early as 1947, tourism revenue accounted for 7 percent of exports and imports, accounting for almost half of the balance of services revenue. This contribution would finance between 31 and 54 percent of the trade deficit that Spain suffered in the biennium 1947-1949.<sup>17</sup> In Larrinaga's opinion (2016), the General Directorate of Tourism played a key role in the transformation of tourism, which ceased to be "an ignored sector" and became a leader of the changing trend in the 1950s.

Taking advantage of this situation, José Meliá saw the opportunity to enter, in a very ingenious way, into the tourist business: "inventing" honeymoon trips. Specifically, he considered exploiting, for tourism purposes, the empty cabins on the ships of the German shipping company Neptune, of which he was the consignee, and which operated from the Baltic to Africa<sup>18</sup>. At that time, it was common for shipowners to build themselves a small cabin, which they rarely occupied. This made it possible "to offer the wealthy class of Valencia these cabins, which were all of great luxury"<sup>19</sup>. José Meliá knew Peters, an agent of the Neptune with whom he "got on wonderfully well from the beginning" of his work in the export company. Peters brought Meliá into contact with the owners of the German shipping company and, a month after presenting the project to them, Meliá received approval, and was provided the list of ships and the combinations to go on one and return on another. This activity was the beginning of the organisation of other trips, especially to Majorca, for honeymooners, and routes through the interior of Spain. These new routes grew in importance as the decline of Neptune, during the course of the Second World War, became apparent<sup>20</sup>.

The take-off of tourist activity led to the foundation of the travel agency *J. Meliá y Compañía*. Thus, when the Franco regime regulated the activity of travel agencies by means of Decree 19 February 1942, José Meliá was granted one of the first 10 licences in Spain. The regulation established, among other guidelines, the need to obtain a licence to provide the intermediary services of a travel agency. In 1944 the company adopted the name *Viajes Meliá*<sup>21</sup>.

One of the main problems for the new activity initiated by Meliá was the shortage of transport, which the Valencian businessman overcame in a very imaginative way: converting surplus trucks and war ambulances that he had acquired in England into buses.<sup>22</sup> He also managed to get the



Ministry of Trade to lend him four German chassis against the surplus of his citrus exports. A trusted contact in the German Man company and another in the Ministry of Economy also facilitated the import of Man vehicles, which he acquired against the aforementioned exports.<sup>23</sup> This barter mechanism proved to be key at a time of total foreign currency shortage in the country<sup>24</sup>.

The possibility of having its own transport boosted Meliá's tourism business by developing domestic routes throughout the Iberian Peninsula.<sup>25</sup> This growth in tourism activity allowed the company to move its offices to larger premises in Valencia, and to open offices in Madrid and Barcelona. In addition, José Meliá convinced a former consignee of the Neptune in Lisbon to copy his business model, using the shipowner's cabins, and to set up a travel department under the name of Viajes Meliá. He also persuaded another friend based in Mexico, Manuel González, to set up a travel agency, under the name Viajes Meliá, to send tourists to Madrid. José Meliá would be in charge of receiving them, accommodating them and organising excursions for them<sup>26</sup>. The operation of the three entrepreneurs under a common name gave a semblance of internationalisation to the business.

The result did not take long, and groups began to arrive from Mexico, which had a multiplying effect on the tourism sector and on the inflow of foreign currency into Spain. This growth set the course for the company's expansion, determining four lines of business: traffic to the Balearic Islands, trips from Spain to Paris and Rome, movement of groups from South America around the continent and, finally, consolidation of the bus fleet<sup>27</sup>.

At the end of the 1940s, despite the limitations imposed by the context of autarchy and difficulty, the growth of Meliá's travel business prospered to the detriment of export and consignment, which were finally abandoned. With all its energies focused on tourism, Meliá decided to expand his business to hotels.

## The hotel business and the internationalization of travel agencies (1948-1959)

In 1948 Meliá embarked on a process of vertical integration by entering the travellers' accommodation business. To do so, it rented its first hotel, the Hostal del Cardenal in Toledo, with very few rooms and of poor quality<sup>28</sup>. The start of this business practically coincided with the turn of the decade, with the massive arrival of tourists to Spain and with some years of strong growth for the company.

Indeed, as Larrinaga (2016) points out, the expansion of tourism in the early 1950s was a consequence of the change in the international context, marked by the beginning of the Cold War and Spain's reintegration into the international community. In 1950, the United Nations (UN) repealed the sanctions imposed four years earlier and the US government approved the first economic aid for Spain. For the first time in 1951, the pre-Civil War national income levels were reached and all production series, except for agriculture, showed positive growth rates from 1950 onwards. The year 1953 was essential for the normalization of Spanish foreign policy: various agreements were signed with the United States and a concordat with the Holy See regulating



relations between Church and State. Two years later, Spain was admitted to the UN as a full member. The process of international integration was completed at the end of the decade with Spain's membership of the International Monetary Fund (IMF), the International Bank for Reconstruction and Development (IBRD) and the Organisation for European Economic Cooperation (OEEC). Spain's return to international circuits coincided, moreover, with a notable shift in domestic policy: in 1951 Franco reshuffled the government and tempered the autarkic model that had dominated the economy in the 1940s. The 1950s thus became the "hinge decade", a time of increasing openness prior to the genuine economic liberalisation brought by the Stabilisation Plan of 1959.<sup>29</sup>

All the macroeconomic indicators of the decade point to this change in the economic situation, which followed the growth that was being generated in Europe, and which allowed the emergence of mass tourism. The creation of the Spanish Ministry of Information and Tourism in 1951 and the National Tourism Plan approved in 1953 were undoubtedly two important milestones in this change of trend. In the five-year period 1950-54, mass tourism became "the main compensating item in the Spanish balance of payments"<sup>30</sup>.

Encouraged by the prospects for growth and the need to accommodate the increasing volume of tourists arriving in Mallorca, José Meliá expanded and vertically integrated the travel agency business by adding the construction of hotels. The first of these was the Bahía Palace Hotel on Paseo del Mediterráneo in Palma de Mallorca, which opened in 1950, followed by the Hotel Córdoba Palace, which opened in 1953, and the Nevada Palace in Granada, which began operations two years later.

In 1952, Meliá created Hotursa S.A. for the development of tourist real estate, and to capitalise this company, Meliá devised a formula for incorporating his friends into the business, among whom he divided the "points" into which the cost of each hotel was divided<sup>31</sup>. As Meliá later reflected, "We had some friends from Asturias, Catalonia... wealthy people"<sup>32</sup>. Those who subscribed to a certain number of points, and therefore contributed capital, became part of the hotel's Board of Directors as owners and participated in the profits. In 1955, with four hotels already in his portfolio, José Meliá brought them together under the Hoteles Meliá brand, whose path of expansion is shown in Annex 1.

In 1956, the Valencian businessman moved the central offices of his business to Madrid, which was "the nerve centre of the country"<sup>33</sup>. It was also the right place from which to take the first international leap. He did so with the travel agency business which, by its nature, requires little capital. The development of travel sales allowed him to open two offices, one in Mexico and the other in Paris, followed by New York, Rome, London and Frankfurt.<sup>34</sup> In 1949, taking advantage of a trip to Mexico, José Meliá also travelled to Cuba to meet the owner of an agency that was studying the possibility of programming trips to Europe using Madrid as a gateway, and managed to sign a collaboration agreement between the two companies that allowed Meliá to create a tour of Europe with fixed departures throughout the year.



## "Sun and Sand", internationalisation of hotels, generational renewal and time of crises (1959-1973)

As a result of the openness and liberalisation measures implemented by the 1959 Stabilisation Plan, the Spanish economy experienced an expansionary period in the 1960s which has been called the years of the 'Spanish economic miracle'. The success and importance of the Stabilisation Plan lies not so much in its role in resolving macroeconomic imbalances but, above all, in the fact that it laid the foundations for a new model of economic growth based on Spain's reintegration into the international economy and the opening up of trade and finance, which led to economic growth unparalleled in the country's history. Indeed, GDP grew at an average annual rate of 8.3 per cent and GDP per capita at 6.9 per cent. The result was a clear process of convergence with Europe's richest economies.

The tourism sector was key to the development model of the Spanish 'miracle years'. Foreign exchange from inbound tourism, together with emigrants' remittances and foreign investments, were essential for offsetting the trade deficit and financing the acquisition of raw materials and capital goods needed for the modernization of agriculture and industry. Thus, there was a turning point and a transition to mass tourism: the 4.3 million foreign tourists in Spain in 1960 increased more than sevenfold to 31.6 million in 1973. In turn, tourism receipts increased more than tenfold to reach 189.5 million pesetas in 1973<sup>35</sup>.

Coinciding with this stage of growth, the Meliá company experienced its great leap forward, driven by the development of the "sun and sand" business. The development of the company and the incorporation of the second generation, José Meliá Sinisterra's two sons, José and Francisco Meliá Goicoechea, to take over the travel business and the hotel business, respectively, allows us to dissociate the history of both businesses.

### Hotel growth

From the early 1960s, Francisco Meliá Goicoechea took the reins of the hotel business. From the activity he carried out until 1973, which is shown in Annex 2, four major contributions are worth highlighting: the reorganisation of the business, the introduction of the 'aparthotel' concept in Spain, the take-off of the "sun and sand" hotel segment and the development of hotel internationalisation.

Regarding the first contribution - the reorganisation of the business - Francisco took the initiative of creating the company "Administración Hotelera Meliá S.A." (Adhomesa), a holding operator that allowed the management of the real estate assets - integrated in Hotursa - to be separated. Adhomesa was a holding company that made it possible to separate the management of the real estate assets from the purely hotel activity, which affected the hotels built by Meliá and other externally owned hotels whose operation was entrusted to them. Thus in 1965 Adhomesa managed, for example, the Burgo de las Naciones hotel in Santiago de Compostela, created to promote the Camino de Santiago<sup>36</sup>.

As for the 'aparthotel', it was a concept introduced in 1965 to tackle the shortage of financing. It was, without doubt, the industry's greatest problem, as José Meliá Sinisterra pointed out in an interview given that year. The businessman complained about "the lack of a credit system (...) in



the style of other countries where credits for hotel construction reach up to 75% of the capital invested". In Spain, however, José Meliá had barely achieved 7% financing for a hotel such as the Don Pepe, an icon of the Marbella Hotel Group inaugurated in 1964<sup>37</sup>. Faced with this situation, the 'aparthotel' proposed a hybrid between the real estate and hotel business in which, through the acquisition of one or more rooms, including a proportion of the hotel's common areas, the buyer became part of a Board of Owners, which was not set up as a limited company but provided the financing for the hotel. This system, imported from the United States, allowed Meliá to inaugurate the first 1,000-room hotel in Europe, the Meliá Castilla Aparthotel in Madrid, in 1970<sup>38</sup>.

The take-off of 'sun-and-beach' hotels was the third of the major milestones. As mentioned above, José Meliá Sinisterra had begun his hotel business with a focus on hotels in inland tourist cities: Madrid, Toledo, Córdoba, Valdepeñas and Granada. However, he soon realised that the real Spanish potential lay in its beaches and, as shown in Annex 3, under the direction of his son, he focused significantly on this segment.

Hotel internationalisation, the fourth major milestone, focused on the urban hotel segment because it provided the most opportunities outside Spain. Meliá began operating two hotels in Mexico in November 1972, through a friend. These were the Purua Hidalgo hotel in Mexico City and the Meliá San José Purua Spa in Michoacán<sup>39</sup>. Very soon, a flood of personal relationships facilitated Meliá's presence in other countries: in Venezuela, in the Meliá Puerto de la Cruz hotel, the opportunity came from two Venezuelans who asked Francisco Meliá for his help to build a hotel "as good as our Don Pepe", the flagship of the Spanish company. In Iraq, the landing came through a Spanish decorating company that needed a national operator to bid for the international tender for a hotel in Baghdad. In Egypt, it was the government itself that asked Meliá to manage the Semiramis and Sheppard hotels in Cairo, attracted by the quality of the Spanish hotel company. And so the expansion continued, following the opportunities offered by José Meliá's personal relationships<sup>40</sup>.

In the early 1970s, all the hotel development described above led to Francisco Meliá being featured in an article in the American *Time* magazine about great European businessmen<sup>41</sup>. Francisco was described as "the grand Young man of Spain's biggest industry: tourism". In Francisco's words, the key to Meliá's success was "combining the American business approach with European service"<sup>42</sup>. Annex 4 shows the international development of the company.

A quick glance at Annex 5 to 6 allows us to summarise the achievements of Meliá's hotel division: at the end of 1973, the company had 49 hotels. Although the number of hotels in operation in Spain outnumbered those abroad, - annex 5 - the total number of projects underway outside our borders reflects an important international approach, over 50%, with a presence in 15 countries on 4 continents – annex 6 -. From the point of view of specialisation, in Spain there was a strong focus on the 'sun-and-beach' product, while abroad Meliá was building mainly urban hotels.

By 1973, the number of Meliá hotels under construction or purchased abroad had multiplied exponentially in a rapid growth that required substantial resources. Faced with the financial scarcity in Spain and the impossibility of replicating abroad the "points" system used on national soil, Meliá resorted to credit for all these operations. Specifically, the real estate division contracted numerous commitments that were not hedged. According to Bayón (2009), the devaluation of the peseta in





1974 put the company in a difficult financial situation that was the beginning of the end for the Meliá family at the helm of the company.

### Travel management

In parallel to the hotels, Meliá continued to develop the travel business. In 1960 José Meliá's first-born son, José Meliá Goicoechea, joined the general management of the business as Deputy Commercial Director and two years later he was appointed General Manager of Viajes Meliá.

The travel agencies continued their process of development and consolidation in Spain, opening new offices in the main provincial capitals, reaching a total of 70 by 1973<sup>43</sup>. Abroad, it continued to increase its presence in the European inbound market thanks to collaboration alliances with various agencies. It was at this stage that Meliá entered the wholesale business, i.e., tour operating, capturing the traffic of retailers - the travel agencies - to operate numerous routes from Madrid, the complete offer of which in 1966 is shown in Annex 7.

Faced with the growing competition between travel agents in Spain, José Meliá Goicoechea devised a system copying the German model, in which, under a neutral name, a wholesale company was created that grouped together several competing travel agencies. With this system he established up to six wholesale companies. It also expanded inbound services through its own dense network of agencies in Europe, as shown in Annex 8. The main difficulties in expanding the business were the company's own lack of liquidity and the complex bureaucracy involved in operating abroad.<sup>44</sup>

By the beginning of 1974, in addition to having practically closed international expansion, new businesses had been developed, such as Euro-air (dedicated to the representation of airlines and shipping companies in Spain), Contamel (a company dedicated to the accounting of the European offices) and Mel-Air (a brand to represent airlines and shipping companies in the European offices).

The 1970s brought serious difficulties as a result of an abrupt change of cycle. In 1973, the end of the exchange rate system established after the Second World War and the rise in oil prices caused a severe economic crisis in the industrialised countries, which lasted until the 1980s. These were turbulent years in the international context, to which Spain also added the difficult end of Franco's regime and the instability of the transition to democracy after Franco's death in 1975. For Spain, this meant firstly a sharp slowdown in economic growth until 1978 and, from then on, a crisis that was not overcome until the country joined the European Economic Community in 1985. The 1973 crisis put the Meliá group of companies in a serious financial situation that it was able to withstand thanks to a heavy indebtedness with the Castilian Banco Coca. At the end of the 1970s, the magnitude of the debt forced the bank to execute its guarantee on the shares of Meliá, which started to be managed by people outside the family<sup>45</sup>. In 1987, following the takeover of Banco Coca by Banesto, the latter decided to sell the entire Meliá shareholding to Giancarlo Parretti, who transferred ownership of the hotels to Gabriel Escarrer's Sol chain.

This marked the end of the Meliá era linked to its founding family, which was the essence of entrepreneurial initiative, ingenuity and innovative spirit. Pioneers of tourism in Spain, the Meliá family knew how to vertically integrate the business, develop new formulas such as the aparthotel, imaginatively attract capital to make up for the scarce financial resources available through official



courses and open the doors to the international market. Proof of the prestige and reputation achieved by Meliá is the decision of Escarrer, its new owner, to keep the brand and rename his hotel chain Sol Meliá<sup>46</sup>.



## Annex 1 : Pictures



*Figure 1: José Meliá Sinisterra*



*Figure 2: José Ungría Giménez*



Figure 3: front and back of a Meliá travel brochure in 1945



Figure 4: Meliá press advertising in 1945



*Figure 5: partial view of Hostal el Cardenal (Toledo, Spain)*



*Figure 6: Meliá travelers in the 1950s*

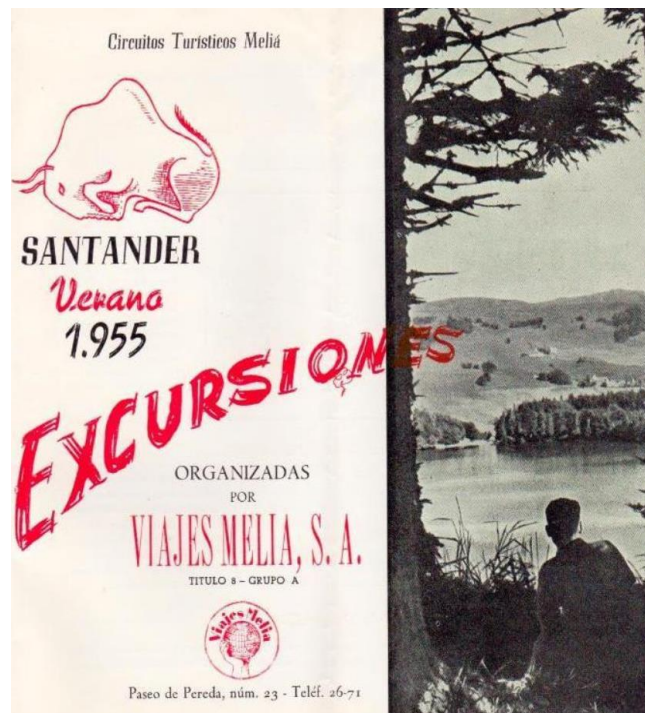


Figure 7: Meliá Excursions brochure to Santander in 1955



Figure 8: Press advertising for Meliá hotels in the 1960s

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Para su **VISITA TURISTICA a ESPAÑA y toda EUROPA** tenemos a su disposición nuestros **FORD REGENCE**

**CON CHOFER**  
dominando idiomas y conocedor de todas las rutas.  
Indíquenos sus deseos y le estudiaremos su itinerario de viaje ajustado a los mismos.

**PRECIO POR KILOMETRO**  
E N E S P A Ñ A : 7,50 Ptas. Km. más dienas conductor diarias 200 Ptas.  
E n e l E X T R A N J E R O : 7,50 Ptas. Km. más dienas conductor diarias 400 Ptas.  
RECORRIDO MÍNIMO: 25 Km. - RECORRIDO EN VACÍO: 6,50 Ptas. Km.

No lo dude  
CON **Meliá** VIAJARA MEJOR

**España es el país**  
Por sus magníficos carreteros.  
Por su poca densidad de tráfico.  
Por su delicioso clima.

Más agradable de visitar

**CONDUCIENDO USTED MISMO**

**Meliá**  
le ofrece...

Figure 9: Meliá brochure 1960



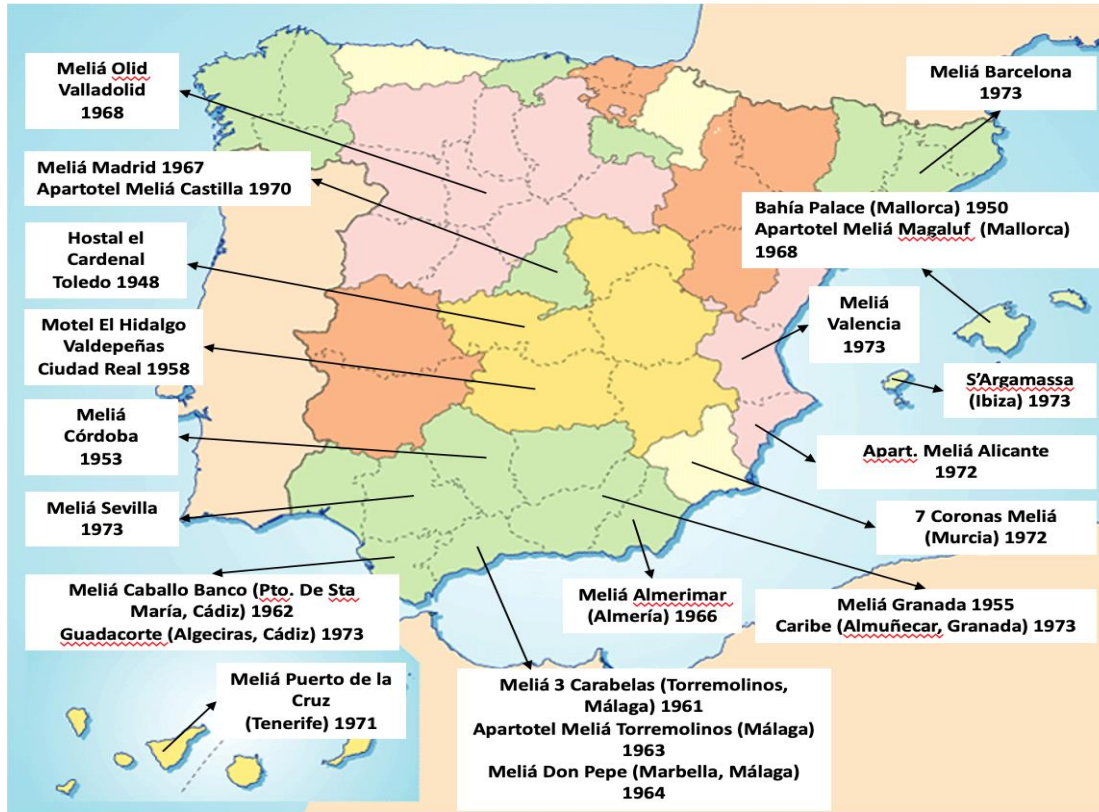
## Annex 2. Meliá's hotel expansion in Spain (1948-1973)

<i>Name of the hotel</i>	<i>Location</i>	<i>Date of joining Portfolio/ Opening</i>
<i>Operative in 1973</i>		
El Cardenal Guesthouse	Toledo	1948
Bahia Palace / Meliá Majorca	Palma de Mallorca	1950
Córdoba Palace / Meliá Córdoba	Cordoba	1953
Nevada Palace / Meliá Granada	Grenada	1955
El Hidalgo Motel	Valdepeñas (Ciudad Real)	1958
Meliá Torremolinos (3 Caravels)	Torremolinos (Málaga)	1961
Meliá Caballo Blanco	Puerto Santa María (Cádiz)	1962
Meliá Don Pepe	Marbella (Málaga)	1964
Meliá Almerimar	Almeria	1966
Meliá Madrid	Madrid	1967**
Meliá Magaluf Aparthotel	Magaluf (Mallorca)	1968
Meliá Olid	Valladolid	1968
Meliá Sierra Nevada	Sierra Nevada (Granada)	1969
Meliá Castilla Aparthotel	Madrid	1970
Meliá Pto. de La Cruz	Tenerife	1971
Meliá Alicante Aparthotel	Alicante	1972
Meliá Torremolinos Aparthotel	Torremolinos (Málaga)	1973
Guadacorte	Algeciras (Cádiz)	1973*
Caribbean	Almuñecar (Granada)	1973*
7 Meliá Crowns	Murcia	1973*
S'Argamassa	Ibiza	1973*
<i>Under construction in 1973</i>		
Meliá Barcelona	Barcelona	1973*
Meliá Sevilla	Seville	1973*
Meliá Valencia	Valencia	1973*

**Data Sources:** Own elaboration from *New York*, October 1973, vol 6, n° 40, p. 86. \* Date of opening unknown, but they were all operational in 1973. \*\* *El País*, 2-1-67, p. 34; *Time*, September 25, 1972. "The young lions of Europe", Vol 100, Issue 13, pp. 85–92. <http://content.time.com/time/subscriber/article/0,33009,903614,00.html>, *ABC* newspaper for several years.



### Annex 3. Meliá Hotels in Spain until 1973



**Data Sources:** Own elaboration based on Meliá records and press.



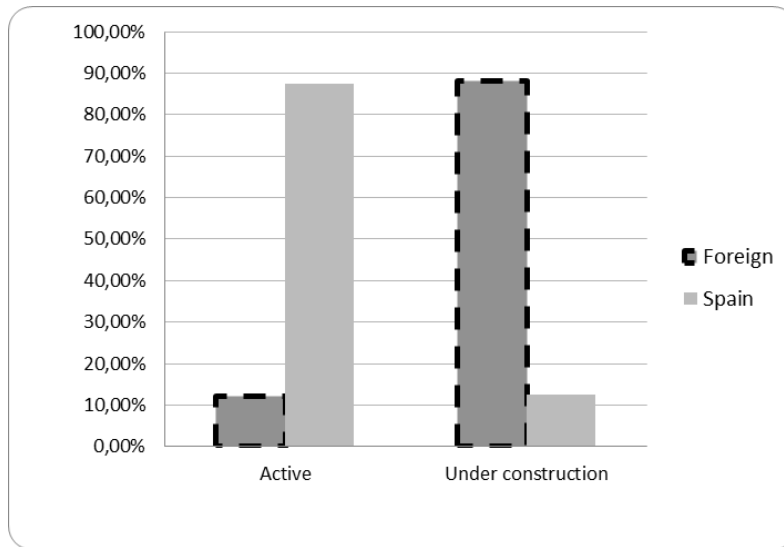
## Annex 4. Meliá's international hotel expansion (1970-1972)

<i>Name of the hotel</i>	<i>Location</i>		<i>Date of joining Portfolio/Opening</i>
<i>Operations in 1973</i>			
Meliá San José Purua Spa	Michoacán (Mexico)		1972
Meliá Purua Hidalgo	Mexico D.F. (Mexico)		1972
Meliá Puerto La Cruz	Venezuela		1974**
<i>Under construction/negotiation in 1973</i>			
Meliá Caribe	Venezuela		1973
Meliá Bagdad	Iraq		1973
Meliá San Andrés	Colombia		1973
Meliá Santo Domingo	Dominican Republic		1973
Meliá Amman	Jordan		1972
Semiramis	Egypt		1972
Shepherd	Egypt		1972
Casablanca	Morocco		1973*
Marrakech			1973*
Agadir			1973*
Meliá Barbados	Barbados		1973*
Acapulco	Mexico		1973*
Mexico City			1973*
Ensenada			1973*
Meliá Aruba	Aruba		1973*
Meliá San Juan Aparthotel	Puerto Rico		1973*
Partahotel Meliá London	London		1973*
Caracas	Venezuela		1973*
Litoral			1973*
Margarita Island			1973*
Meliá Paris Aparthotel	France		1973*
Meliá Contadora	Panama		1973*

**Notes:** \* Hotels under construction in 1973. \*\* The Hotel was inaugurated in January 1974.

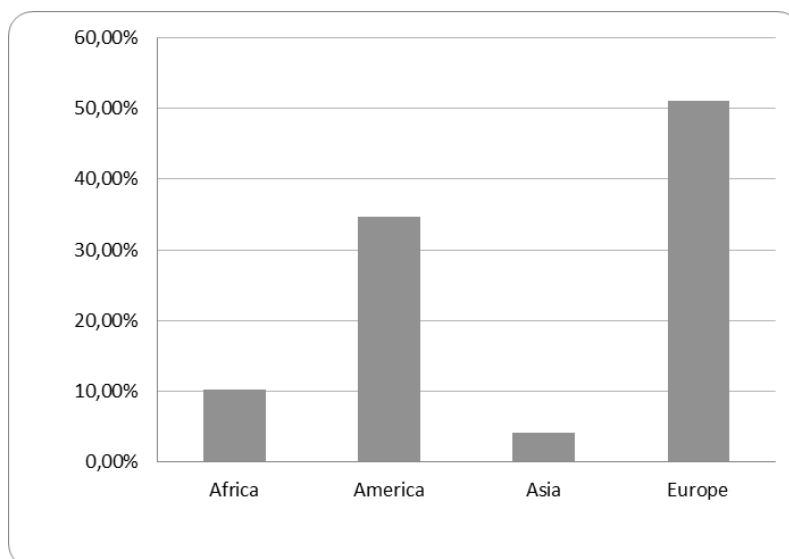
**Data Sources:** Own elaboration from *New York*, October 1973, vol 6, n° 40, p. 86; *Time*, September 25, 1972. "The young lions of Europe", Vol 100, Issue 13, pp. 85-92.  
<http://content.time.com/time/subscriber/article/0,33009,903614,00.html>; *ABC* newspaper several years.

### Annex 5. Meliá Hotels in operation and under construction in 1973 (%)



**Data Sources:** Own elaboration based on annex 2 and 4.

### Annex 6. Meliá's presence in 1973 in the 5 continents (%)



**Data Sources:** Own elaboration based on annex 2 and 4.



## Annex 7. Trips offered by Viajes Meliá in 1966

<i>Circuit name</i>	<i>Duration</i>	<i>Price (Ptas)</i>	<i>Price (Euro)</i>
<i>Spain</i>			
Classical Spain	12	8.600	51,6
Cantabrian Coast	13	11.400	68,4
Sol y Flamenco	12	4.700	28,2
Typical Andalusia	8	5.200	31,2
Typical Andalusia	8	8.160	48,96
Historic Spain	7	8.100	48,6
Fast Andalusia	5	6.180	37,08
Andalusia -Morocco	16	23.370	140,22
<i>International</i>			
Madrid-Lourdes	4	2.940	17,64
Paris Tour	9	4.920	29,52
Madrid-Fatima	7	6.300	37,8
Madrid-Paris	10	8.700	52,2
Rome-Italy Circuit	14	11.400	68,4
European Circuit	18	15.960	95,76
England-Scotland	21	26.400	158,4
Italy - Côte d'Azur	21	18.300	109,8
Madrid-Berlin	24	22.920	137,52
Intertour	27	23.940	143,64
Nordic Capitals	33	43.500	261
Continental Tour	34	31.500	189
Eurotour	40	48.000	288
Pan European Tour	50	52.500	315
Latin Tour	60	51.900	311,4

**Data Sources:** Own elaboration based on the article Reader's Digest (1966).



## Annex 8. First offices opened by Viajes Meliá in various cities

<i>City</i>	<i>Date</i>
Valencia	1947
Madrid	1949
Barcelona	1949
Mexico	1950
Paris	1951
New York	1951
Buenos Aires	1959
Roma	1961
London	1965
Lisbon	1966
Frankfurt	1966
Montevideo	1968
Caracas	1968
Amsterdam	1971
Brussels	1971
Dublin	1972
Vienna	1973
Geneva	1973

**Data Sources:** Own elaboration based on an interview with Francisco Meliá June 2, 2021.



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<sup>25</sup> Francisco Meliá Goicochea 's memoirs.

<sup>26</sup> José Meliá interviewed on September 16, 2015

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<sup>29</sup> García Delgado, J.L., Jiménez, J.C. (1999) *A century of Spain. La economía*, Madrid, Marcial Pons.



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