TECHNICAL WORKSHOP:
“UNWTO-WTCEF
CITY TOURISM PERFORMANCE”

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Urban/City Tourism:

A type of tourism activity which takes place in an urban space with its inherent attributes characterized by non-agricultural based economy such as administration, manufacturing, trade and services and by being nodal points of transport. Urban/city destinations offer a broad and heterogeneous range of cultural, architectural, technological, social and natural experiences and products for leisure and business. (UNWTO definition)
1. OBJECTIVES:

- Create a platform to exchange information, experience and expertise among leading urban destinations across the globe;
- Provide an instrument to benchmark and develop indicators for measuring performance;
- Collect data and showcase good practices as well addressing the current and future challenges;
- Key Performance Areas (KPAs):
  - Destination Management
  - Economic Perspective
  - Social & Cultural Perspective
  - Environmental Perspective
  - Technology & New Business Models
2. METHODOLOGY and EXPECTED OUTPUT:

- In situ interviews by selected experts with the DMOs & related stakeholders
- Reports with empirical data & observations of the experts
- 2 Technical workshops
  - Tianjin (China)
  - Buenos Aires (Argentina)
- Publication with the summary of reports
- Recommendations for the city DMOs
- Online platform with case studies
## KEY PERFORMANCE AREAS (KPAS)

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**KEY PERFORMANCE AREAS (KPAS)**
## 1. ANTWERP (BELGIUM)

### STRENGTHS:

- Connectivity
- Well organized transport network and infrastructure
- Efficient governance model and structure (vertical/horizontal coordination)
- Long term strategic planning
- Integrated marketing approach
- Positive local community approach and engagement
- Tourism sector involved in urban development and planning
- Quality management (regulations and monitoring practices)
- Efficient IT use
- Authenticity
- Accessibility and social inclusiveness
- Environmental sustainability monitored (congestion management, public space, energy efficiency, greenhouse gas emission, etc)
2. BEIJING (CHINA)

STRENGTHS:

- Rich cultural heritage - well protected
- Steady growth in demand and revenue (domestic and international markets)
- Connectivity (new airport 2019)
- Urban public transport
- Diversified accommodation
- Culinary experience (diverse gastronomy as an attraction)
- Government and management structure under Municipal Government and Tourism
- Commission- multi agency effort
- Strategic planning (5 year development plan, policy measures and action plans- tourism is a priority)
- Introduction of sustainable tourism initiatives in the plan
- The structure allows for an integrated approach for tourism development and vertical and horizontal coordination with the stakeholders at city level (resource deployment, zoning, business development, promotion &marketing, legislation and regulations, quality management, safety and security, training)
- (2016-2020) institutional reform- DMO to be put in place
- Strong and systematic government support (land allocation, taxation, finance, infrastructure, public services, SME support, incentives for innovation,
3. BERLIN (GERMANY)

**STRENGTHS:**

- Tourism benefits from other important sectors (life sciences, transportation, IT, media&music, advertising &design, biotechnology, environmental services, construction, e-commerce, retail, etc).
- Advanced transport infrastructure and potential for connectivity
- Diversified accommodation
- Diversified urban tourism products
- Strong brand identity (place brand)
- Efficient governance model and strong horizontal/vertical PPP
- Sustainable practices reflected in marketing efforts
- High economic impact of tourism
- Highly developed meetings industry (demand/supply)
- Visitor satisfaction monitoring
- Market intelligence
4. BOGOTÁ (COLOMBIA)

STRENGTHS:

- Tourism is the second export industry (after oil)
- Connectivity at regional level
- Cultural tourism is the key priority
- Environmental friendly urban mobility, e.g. bicycle routes
- Hinterland use- for complementary attractions and nature based tourism
- Gastronomy tourism
- Potential for business tourism and meetings industry
- Unique selling point: product diversity and local people
- Public incentives (e.g. tax exemption) helps accommodation capacity to grow
- DMO (IDT) is a public authority with specific legal status, administrative and financial autonomy- collaborated with the private stakeholders- in charge of product development, promotion and marketing
- A comprehensive strategic and action tourism plan (2017-2020) focuses on innovation, inclusiveness, smart tourism, authenticity, sustainability and quality
- Quality management procedures put in place: e.g. certification
## 5. BUENOS AIRES (ARGENTINA)

### STRENGTHS:

- High economic impact of tourism
- Steady and strong growth of demand
- Great potential for the meetings industry (regional & international)
- Strong demand from the LGTB market (no 1 destination in the region)
- Shopping tourism
- Health and wellness tourism
- Efficient DMO structure (public but in good collaboration with the private partners)
- Long term strategic destination management plan
- Efficient use of digital platforms and social media
- Visitor satisfaction monitoring
- Market intelligence
- Initiatives put in place for local community engagement
- Initiatives put in place to improve safety & security
- Authenticity & unique selling point
- Local initiatives to enhance environmental sustainability
- Connectivity
- Smart city initiatives
6. CAPE TOWN (SOUTH AFRICA)

**STRENGTHS:**

- Rich and diversified natural, cultural resources
- Multicultural character as a competitive factor
- Well developed tourism infrastructure
- Well developed transport network
- High professionalism in the tourism industry
- Diversified tourism products for different market segments
- Strong and steady growth in tourism demand
- Efficient DMO structure (PPP)

- Strategic plan involves a long term policy and vision, monitored and updated regularly
- A legal framework and action plans for sustainable growth and management (including climate change issues, energy efficiency and inclusiveness)
- Visitor satisfaction monitored
- Institutional support to SMEs
- Research is key
- Innovation in promotion and marketing
- Community involvement and authenticity – key competitive factors
7. COPENHAGEN (DENMARK)

**STRENGTHS:**

- Economic power and competitiveness (40% GDP, 85% foreign investment, 75% employment)
- “Sustainable City” brand is a competitive advantage in promotion and marketing
- Ambitious climate policy - first carbon neutral capital
- Environmental friendly urban mobility - extensive bicycle use and routes
- Well developed public transport infrastructure
- Cruise destination
- City DMO: Efficient vertical coordination with the DMO at national level

- City brand is based on: architecture and design, sustainable city, healthy food, tolerance, small scale big city
- Revised strategic plan with new objectives (sustainable and liveable city, smart city, professionalism and talent development, local resident involvement in decision making)
- Sustainable practices: e.g. Eco-certification in accommodation, organic food, environmental friendly urban mobility
8. HANGZHOU (CHINA)

STRENGTHS:

• Tourism is a priority on the urban policy agenda
• Steady growth in arrivals and revenue
• Diversified and highly developed tourism attractions and accommodation
• Significant historical, cultural character (main competitive advantage)
• Relaxing life style, “story telling of living culture” (competitive advantage in the marketplace)
• Innovation in tourism product
• Its destination brand promises the experience

• Tourism product is diversified to meet leisure, events (sports, cultural events, fairs and exhibitions) and business tourism
• No seasonality issue
• Major local community involvement
• Authenticity
9. LINZ (AUSTRIA)

STRENGTHS:

- Industry and commerce supports the economic advantage of tourism
- Cultural development plan
- High quality of life for the local community improves the tourism image
- Smart city and innovative “hard product development- space for art, culture, etc.
- Connectivity
- Transformation from an industrial urban area to a tourism destination (spatial and imagewise)
- European Capital of Culture (2009) was a critical factor for transformation local community engagement, internationalization and innovation)

- UNESCO-City of Media Arts (2014) improved the image and positioning – visionary and progressive city)
- Stable DMO structure – minimized risk of budgetary and legal issues
- Innovative soft product development and tourism lab.
- Strong and steady tourism growth
10. MARRAKECH (MOROCCO)

**STRENGTHS:**

- Diverse attractions and tourism types (cultural tourism, golf, wellness, meetings)
- Tourism is given the priority in the regional development program for economic growth and competitiveness
- The development plan and the urban plan both set out strategic objectives for: i) authenticity, ii) diversification of economic activities and sectorial plans, iii) local community benefits
- Initiatives for a sustainable, smart and competitive city are put in place
- Adequate capacity for hosting business tourism and meetings
- National, regional and international profile cultural events create a competitive advantage
- Incentives and training is provided to enhance SMEs and particularly local crafts
- Governance structure is quite decentralized and the private sector is highly represented
- Tourism observatory at national level helps to monitor data at local level
11. SAPPORO (JAPAN)

STRENGTHS:

- Urban Tourism combined with mountain tourism
- Rich natural /cultural resources/attractions
- Well developed infrastructure for mega-events
- Environmental friendly public space allocation
- Efficient public transport
- Academic institutions contribute to research and the enhancement of IT use in tourism (PPAP)
- Monitoring mechanisms put in place to measure the impact on environment
- Smart initiatives launched for visitor information
### 12. SEOUL (REPUBLIC OF KOREA)

**STRENGTHS:**

- Rich and diversified natural and cultural resources (well protected)
- Urban hinterland is largely used for nature-based tourism; decentralization of attractions to avoid congestion and local community development
- Strong and steady growth in demand
- A careful balance between nature & technology and ancient & modern
- Connectivity and well developed public transport infrastructure
- High developed digital technology, digital social innovation, smart city both for the local residents and the visitors
- Urban planning and design alligns with tourism product development
- A strong global city brand e.g. city of design
- Culinary experience as a motivation for the customer
- Public investment in cultural heritage conservation and infrastructure, urban re-generation and pedestrian routes
- High potential for the Meetings Industry
- Authenticity is a priority in local tourism management
- Affirmative social inclusiveness policy in decision making process: gender equality, involvement of elderly, disabled, traditional merchants, foreigners, small businesses, art circles ,etc.
- Safety and security
13. TIANJIN (CHINA)

**STRENGTHS:**

- Connectivity - railway and cruise (regional and national level)
- Rich natural and cultural resources,
- Diverse accommodation facilities and complementary activities
- High potential to develop meetings industry (inms of demand and supply)
- Source market for domestic and international tourism - social profile and economic potential
- Strong domestic market

- Strategic plan (2016-2020) focuses on developing products for cultural tourism, rural tourism and industrial tourism - business tourism needs to be included)
- Initiatives on environmental and cultural heritage improvement
14. TOKYO (JAPAN)

**STRENGTHS:**

- One of the largest metropolitan areas with a very high GDP, cultural interaction, livability, environment and connectivity
- Combination of diversified traditional attractions with ultra modern, innovative and smart products/attractions
- High tech and efficient transport infrastructure (national, regional and international)
- Successful crisis management strategy
- No seasonality issue
- Relevant market intelligence-used for strategy
- Growing business tourism and meetings industry
- Tourism generates a substantial number of jobs at local level
- Quality assessment in governance
15. TURIN (ITALY)

**STRENGTHS:**

- Strategic plan for tourism development
- Tourism has had a huge impact regarding the transformation process: (from industrial city to tourism destination)
- Physical/spatial
- Cultural
- Innovative
- Efficient governance/management structure (PPP)
- Improved quality of life of local inhabitants (spatial, economic and social re-generation) through tourism
- Differentiation: Unique selling point
- Cultural heritage and architecture
- Enogastronomy
- Industrial heritage
- Innovation
- Resources and attractions are fully used
Gracias!

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