

Best practice in urban destination marketing in Europe

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Best Destination Marketing

best practice in urban destination marketing across 4 parameters

- organisation and finance
- marketing operations
- private sector engagement
- planning framework – strategy, business plan and KPIs

organisation and finance

- annual ECM member survey
- 19% of city tourist boards are departments of the city government
- 81% are public-private partnerships **PPPs** - and therein lies the best practice organisationally and financially
- Visit Oslo as an example of best practice PPP

Visit Oslo - organisation and finance

limited company owned
by private sector
shareholders

€3.2 million city council
grant levers €2.8 million
of private sector/trading
monies

nearly double the budget!



Visit Oslo – organisation

governance is 8
'volunteer' directors
drawn from the private
sector

management is 33 full-
time professional staff

'performance
management' through
business plan/KPIs



marketing operations revolve
around web/internet/mobile
communications/social media





5,000 pictures taken everyday



best practice marketing?

1955 **PPP**

100 + staff raising
awareness through

- + 1000 press
- + 3000 travel

creating visitors through
convention and city break
marketing



ICCA 2010 city ranking 1st - 154 international association meetings



Vienna convention headlines 2010

2,934 events

432,276 delegates

1,336,291 bednights

£674 million spending

£188 million tax
revenues

14,774 jobs



bidding, ambassador schemes,
and client/venue/industry focus



VTB city break promotions get close to the customer with CA



At this very moment
you are missing
23 concerts, 34 theater
performances and
8 SM shows.
Any reason why?

VIENNA
NOW OR NEVER

WWW.VIENNA.INFO

JUNG • MATT/Danusa

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flavour columns in Bucharest and street art in Milan



‘vertical Vienna’, Trafalgar Square, London

- <http://b2b.wien.info/de/media/videos-audios/video-london-traffic-square-2011>


IGV, MATT/Donau

At this very moment
somebody is saying
“Guglhupf” for the
first time. When will
it be your first time?

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Demel, former purveyor to the Imperial & Royal Courts

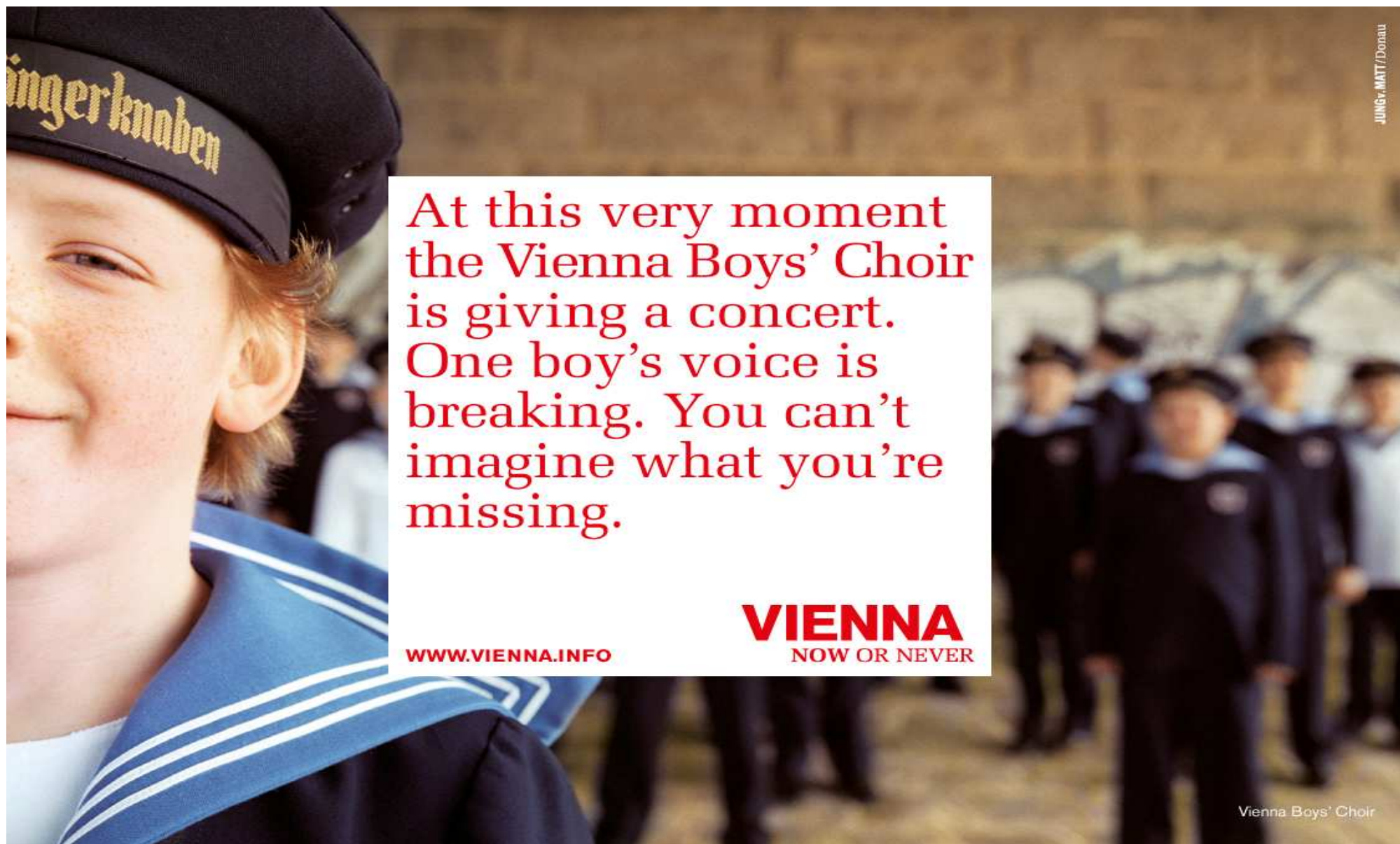


At this very moment
the evening sun is
reflected in a glass
of Viennese wine.
Why not yours?

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View of Vienna through the vineyards

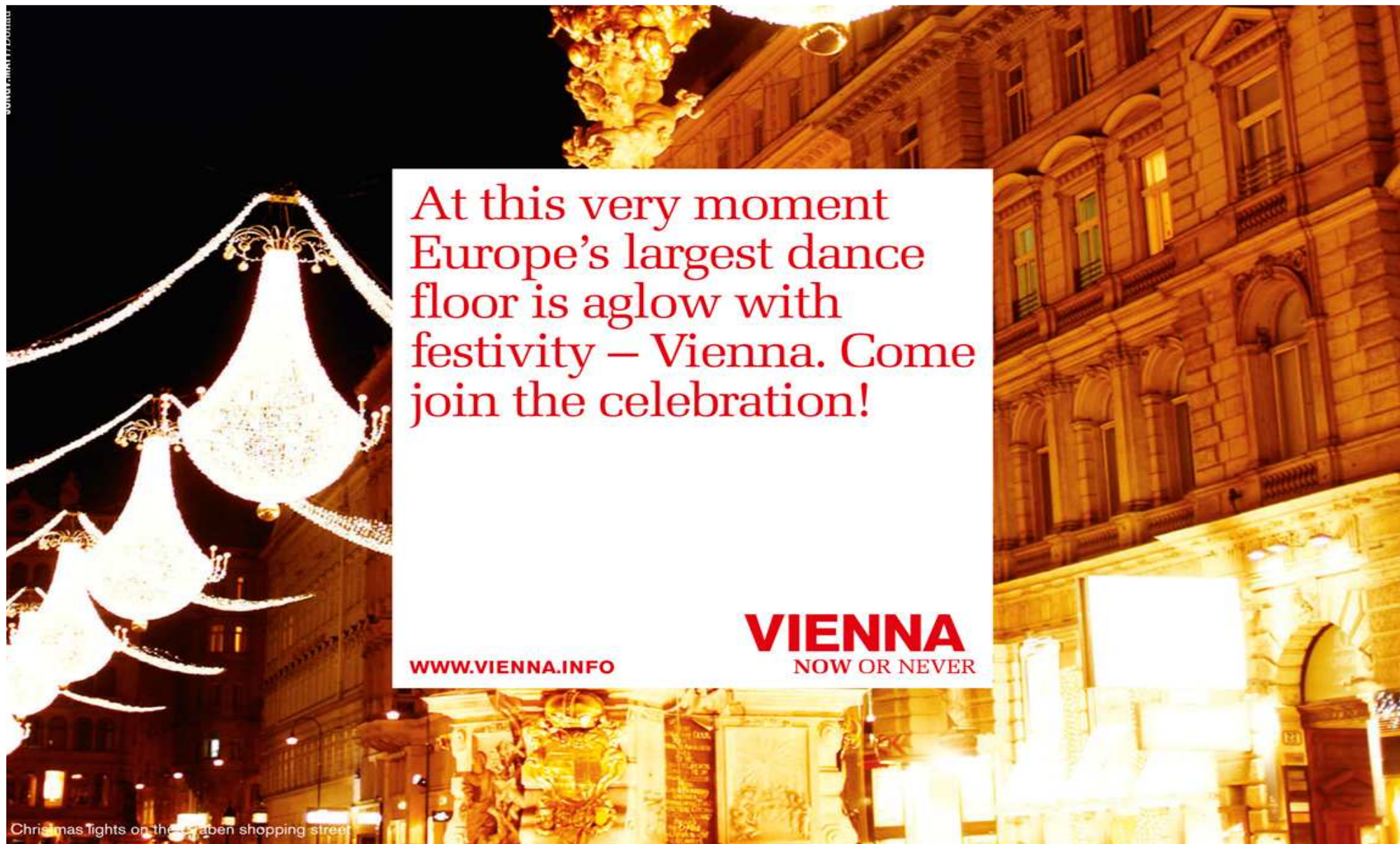


At this very moment
the Vienna Boys' Choir
is giving a concert.
One boy's voice is
breaking. You can't
imagine what you're
missing.

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Vienna Boys' Choir




At this very moment
Europe's largest dance
floor is aglow with
festivity – Vienna. Come
join the celebration!

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Christmas lights on the Graben shopping street

A romantic couple is shown in profile, embracing and kissing. They are standing on a paved area next to a large, ornate black iron gate. The gate is set against a light-colored stone wall. In the background, a large, historic building with many windows is visible, illuminated by the warm, golden light of a setting or rising sun. The overall atmosphere is romantic and picturesque.

At this very moment
someone's heart is
being stolen in one of
Europe's safest cities.
Shame it's not yours.

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Ringstrasse near Burgtor, Heldenplatz

9,523,835 million leisure tourism
bednights in 2010 – 87.7%



JUNG, MATT/peanu

At this very moment
two people are
losing track of time
in Vienna. Don't
waste yours.

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NOW OR NEVER

Ringstrasse boulevard, next to the Burgtor, Heldenplatz

best practice engagement of the private sector?

- financially and operationally
- commercial membership and corporate donor schemes

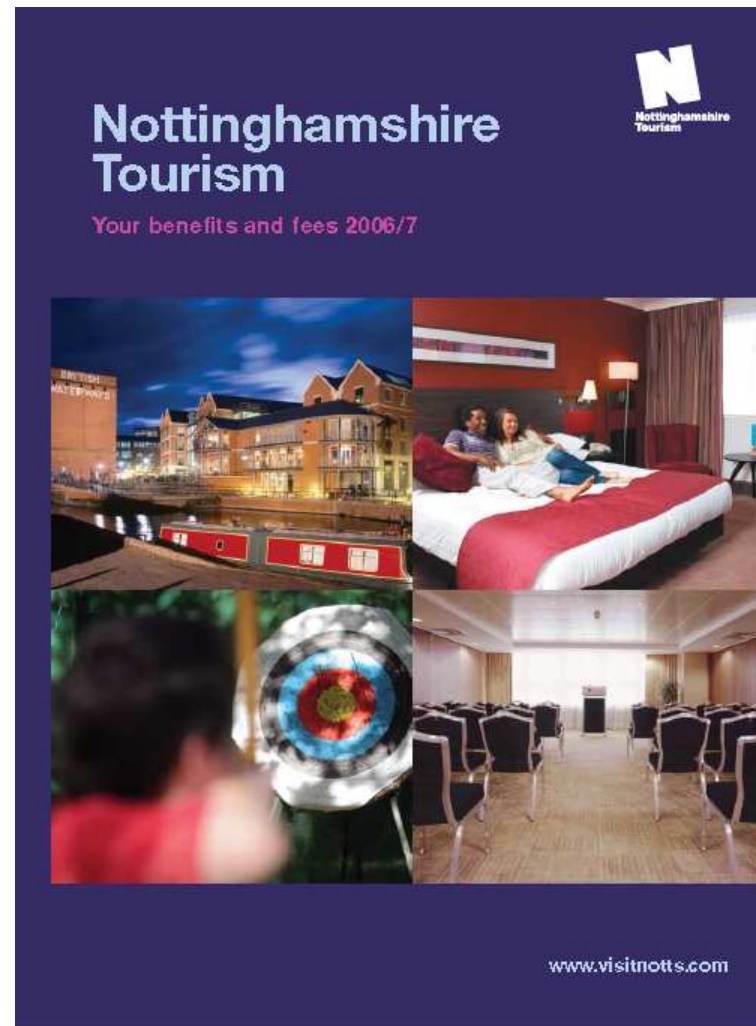
commercial membership scheme

300 fee paying tourist
traders – €150 – €2,000

benefits package –
referrals + exposure +
networking/intelligence

‘fast track’ involvement of
commercial tourist sector

mutual benefit ‘sell’



corporate donor scheme

Amsterdam Partners

City Council +45
companies donating
€25,000 per annum

= €2million

corporate citizenship 'sell'



PHILIPS



best practice planning framework?

- defined core purpose and mission shared (and committed to) by governance and executive, and satisfying SMART criteria
- *Belfast Convention and Visitor Bureau*

core purpose and mission

- *“To create and service visitors in order to maximise the local economic benefit of tourism for the benefit of the company’s stakeholders and members and for the residents of Belfast”*
- *“Belfast will by 2020 be in the top 15 performing tourism cities as measured by the annual European Cities Marketing Benchmarking Report”*

best practice planning framework?

- a rolling 3 year strategy with targets for the communication, convention, city break, visitor servicing and quality assurance programme areas
- detailed annual business plan with KPIs (again SMART-based) and supporting economic impact and marketing campaign evaluation studies to measure revenue/ income/employment and ROI respectively

Key performance indicator	2012/13 targets
Average number of unique visits per month to consumer web portal	59,000
Advertising equivalence from press visits and media briefings	£4 million
Number of travel trade leads secured	180
Number of travel trade representatives hosted	200
Corporate sponsorship	£100,000
Partner income from leisure tourism campaigns and exhibitions	£406,000
Publications income from visitor guides	£50,000
GB city breaks campaigns: target ROI and estimated bednights and expenditure	15/70,000 /£5.7 million
Ireland retail and festival campaigns: target ROI and estimated visits (day visits/bednights) and expenditure	8/22,000/ £2.4million
Cruise marketing: number of ships secured and resultant day visits and spend in 2013	50/80,000/£3.5 million
Bednights and value of conference business won for the city by the Belfast Convention Bureau and taking place in the 2012/13 financial year (category 1&2 conference wins)	21,000 delegates/ 62,000 bednights/ £27.3 million
Number of proposals/bids in 2012/13 for association conferences and associated target conversion rate	150/50% conversion
Conference booking fees	£30,000
Recruitment of new ambassadors	60
Number of conference leads	200
Number of bureau sales appointments/calls	110
Membership fee income	£175,000
Membership retention rate	95%
Visitor throughput for TIC network	374,000
Gross profit margin and other income for TIC network	£351,000
Annual satisfaction index for TIC network	85-90%

the fundamental 'why' of urban destination marketing?



‘bums on seats’ and ‘heads in beds’



jobs – 11,000 in York and 18,000
in Gothenburg



232,000 full-time equivalent jobs in Berlin



so bellow Bratislava's beauty!



thank you for your attention!

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