

# 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



At this very moment young visitors are having the time of their life at Europe's oldest amusement park. Can you hear them laughing?

**VIENNA**  
NOW OR NEVER

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The Kaiserviese and the Giant Ferris Wheel

# ICCA 2010 city ranking 1<sup>st</sup> - 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?

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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>

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

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A romantic couple is shown in profile, embracing and kissing. They are standing on a paved walkway in front of a tall, ornate wrought-iron gate. The gate is set against a light-colored stone wall. In the background, a large, classical building with arched windows is visible, bathed in the warm, golden light of a setting or rising sun. The overall atmosphere is romantic and serene.

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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**VIENNA**  
NOW OR NEVER

Ringstrasse near Burgtor, Heldenplatz

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



JUNG & MATZ

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

[WWW.VIENNA.INFO](http://WWW.VIENNA.INFO)

**VIENNA**  
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

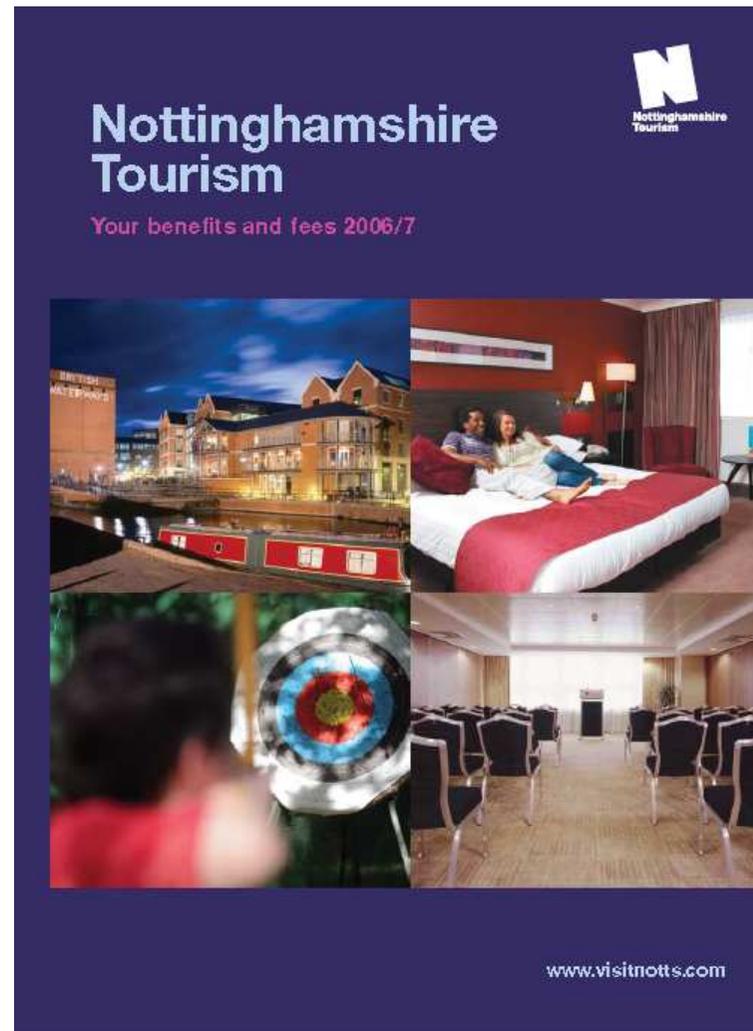
# commercial membership scheme

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'



# 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

<b>Key performance indicator</b>	<b>2012/13 targets</b>
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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