

Turisme  **2015**
BCN

BARCELONA

STRATEGIC

TOURISM PLAN

May 2009

PRESENTATION

Tourism, in its different guises, has become one of the fastest-growing social and economic phenomena which had major repercussions in Barcelona during the last few decades. On the one hand, tourism has become one of the main channels for raising the profile of the city and the region throughout the world, and on the other, visitor and tourist levels have increased sharply in Barcelona over the past 15 years, a fact that certainly proves the city's importance and vitality.

The hosting of the 1992 Olympic Games gave Barcelona an extraordinary opportunity to promote and raise the city's profile. The initial impetus given by the event was boosted by the ongoing, dedicated work of the city's tourism sector, which has been led by the Turisme de Barcelona Consortium since the Games.

Turisme de Barcelona was the result of collaboration and mutual support between the City Council and the Chamber of Commerce, who took advantage of the 1992 Games to establish the guidelines and operational and organisational strategies to promote growth in tourism in the city. Turisme de Barcelona was set up to follow these aims, and adopted a Strategic Marketing Plan for Tourism. Since then the consortium has worked to maintain Barcelona's excellent position in outgoing markets.

Over the 16 years since it was founded, Turisme de Barcelona has continued to develop and establish the different programmes and events that have made it possible to convert Barcelona into the European city that has grown the most proportionally in terms of the tourism sector. Since 1987, Barcelona has implemented a number of strategic plans with an economic and social focus which have recently included the entire metropolitan area. This long process has brought a rich and broad knowledge of strategic planning to the city.

Today, Barcelona has set the benchmark around the world for city destinations. Nowadays, the tourist activity affects the dynamics of the city, becoming one of the main economic pillars. Having achieved this degree of maturity and success, Barcelona is taking on new challenges and proposals which require a profound reflection process. This reflection process raises a number of key questions, such as, for instance, the number of tourists the city can cope with, to what extent we should continue to grow, the impact that growth in tourism is having and what kind of future awaits the city.

Taking on board all these aspects, the Municipal Action Plan (MAP), drawn up by Barcelona City Council for the period 2008-2011 and approved on 31st October 2008, includes the following aims and lines of action:

Core areas of action 4

Economic development and quality occupation
We will continue to develop a quality-tourism model which will integrate with the reality of the city with the consensus of the sectors involved.

Core areas of action 10

Leadership
Barcelona should also play a leading role through the promotion of the city as an international venue for trade fairs, conventions and congresses.

As far as tourism is concerned, the MAP establishes a line of action that defines its mission and includes four core aims that enshrine a series of measures.

Line of action 3.8

Tourism

Mission

To strengthen Barcelona's appeal as a tourist destination and to reinforce its position worldwide, highlighting the aspects that make the city different and boosting quality tourism, while improving the mechanisms for managing the effects of tourism on the city in association with the local community and by conveying its positive factors.

Objective 1

To promote a tourism model which will strengthen the balance between local residents and tourists, while preserving the identity values of the city.

Objective 2

To boost the economic impact of tourism.

Objective 3

To consolidate the image of Barcelona around the world.

Objective 4

To foster accessibility to the city for tourists and promote efficiency in the systems for welcoming visitors and mobility within the city.

PRESENTATION

Among the different measures envisaged, we highlight the ones referred to in the Strategic Plan:

3.8.11.

We will draw up a Strategic Tourism Plan focusing on the sectors involved which will address the need to plan our capacity for hosting tourists and guarantee the quality and sustainability of the city's business sector.

In addition to this, in 2006 the Catalan Government established, for the first time, its Strategic Tourism Plan for Catalonia, Horizon 2010. For its part, the Spanish Ministry of Tourism approved in 2007 the Spanish Tourism Plan, Horizon 2020.

In the wake of these events, the governing body at the City Council has commissioned the Turisme de Barcelona Consortium to draw up a Strategic Tourism Plan for the City of Barcelona. As the organisation in charge of promoting the city as a tourist destination, Turisme de Barcelona focuses its activities on the framework of economic and social development and quality of life in Barcelona and works with criteria which will give impetus to and improve the current situation of the entire tourism sector.

OBJECTIVES

The current situation and the experience of Turisme de Barcelona form the basis of the Strategic Plan, which provides the starting point for a reflection process on the city's tourism model which will be used to define the future strategies for action necessary to maintain and increase the interest of the community, economic sectors, institutions, visitors and tourists. At the same time, the Plan wants to implicate successfully the citizenship into the tourist plan of Barcelona, trying to build the basis of a tourist model that strengthen the balance between residents and visitors, preserving the identity values of the city. The Strategic Plan will establish the actions to be taken by the different public and private agents that have an impact on the city's tourism sector in order to guarantee sustainable and continued success in the future.

The Turisme de Barcelona Consortium has a clear desire to share and exchange views and opinions about tourism, and is the driving force behind the Strategic Tourism and City Plan of Barcelona, while taking on board a raft of principles and objectives which will inspire and justify the Plan itself. These key principles can be summarised in the points below:

The City's Identity

The emphasis on its own identity as a differential value and a source of competitive advantage.

Sustainability

Economic, considering aspects such as the improved future competitiveness of the sectors involved, the balance between them, as well as including new sectors and generating jobs.

Social, considering aspects such as the balance in the relationship between the local community and tourists, improving the quality of life of the population, involving the community, recognising, assessing and raising awareness of the tourism phenomenon.

Environmental, considering aspects such as maximum visitor capacity or limits to growth and the reduction of environmental impact.

Cooperation and Participation

The need to work alongside and in agreement with the local community, economic sectors and institutions from the very outset and throughout the process, in order to attain high levels of involvement in the future of tourism in the city within the framework of a process of public and private cooperation and collaboration.

OBJECTIVES

Territorial Balance

The need to create new areas of attraction and to free up others in order to balance the positive and negative effects created by the all tourist activities.

Quality, Innovation and High Added Value

Innovation and quality must be the key aspects in the creation of new products and their management, provision and marketing.

Gearing Demand

Knowing the needs, preferences and habits of current and potential markets will be important when preparing the city's tourism offering.

HORIZON 2015

The objectives of any planning process must be measurable in time and, for this reason, must have a start and end point. This is why the Plan should establish future objectives and actions for the **horizon 2015**, leaving open a **permanent space for assessment and reflection** on the evolution of the city's tourism activity.

In short, the proposals set out in the Plan focus on four main areas of interest:

- To determine the **impact generated by tourism activity** on the city itself, taking into account its different manifestations, in qualitative and quantitative terms.
- To reflect on the **model of tourism** in Barcelona.
- To set the tourism development of Barcelona within a framework of **sustainable growth**.
- To foster the positive involvement of the **community** in the city's tourism project.

The two main objectives of the Plan are:

- **To improve the tourism activity**
- **To enhance its integration in the city**

METODOLOGY

The Strategic Plan was drawn up according to the basic premise of applying a flexibility-based methodological style. In order to develop a reflection process on tourism and the city, we based ourselves on the criteria, instruments and systems inherent to the strategic approach which will be rigorously adapted to the dimensions and realities of Barcelona, while following the style of work attained in drawing up the city's strategic plans.

The Plan must be able to take on board the specific relationships between the different tourism and non-tourism agents in the city, acting in and on the territory, who will make it possible to construct a realistic future project adapted to the real needs of its population. For this reason, the fundamental aspect of instrumentalising the Tourism Development Plan is the active participation of the main agents and institutions who impact on and promote tourism in the city, as well as the local community. Finally, a series of strategies will be established that will guide the actions of the people in charge of tourism. To ensure that these lines of action become a guarantee of success and can be applied to and taken on board by everyone, they can only be built from consensus and mutual understanding.

First phase

DIAGNOSIS

September 2008 to October 2009

The first phase, during which we have been developing our analysis and diagnosis, spans the period from September 2008 to October 2009.

Analysis

- To obtain clear and objective information (**overview of the current situation**).
- **To discover the perceptions** of the different actors from the city and tourist sector (community, sectors, institutions, tourists...).
- To know **who we are competing with**.
- To structure **key information** in the subsequent **diagnosis and decision-making**.

Strategic diagnosis

The diagnosis will draw up a current portrait of tourism in Barcelona, focusing on key (strategic) aspects that will be useful in establishing proposals for action (programmes). The agents involved (community, tourist sector,

institutions, experts...) will take part, and after carrying out a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, we will be able to establish the strategic lines and guidelines for action.

Second Phase STRATEGY AND PROPOSALS October 2009 - July 2010

After reaching a consensus on diagnosis, always with the highest levels of participation and agreement, we will be able to establish the operational model for tourism, the new challenges to be faced, as well as the management tools for tourism in the city, in order to enter a **new second phase of agreed management for tourism in Barcelona.**

FOCUS GROUPS

In order to identify the key issues at stake of the tourism activity in Barcelona, using a wide perspective and involving the community in the reflection process on tourism and the city, a series of sessions have been organized, called Focus Groups, comprising 100 thinkers and managers associated with tourism and Barcelona. These spaces for reflection not only represented the trigger for the Strategic Plan, they also allowed to establish the road map. The main critical aspects and key themes of tourism in Barcelona to flourish.

The six Focus Groups met between 1st and 8th October 2008, with the aim of identifying the key aspects and themes regarding the competitiveness and future viability of tourism in Barcelona.

The groups comprised 100 people with a broad range of profiles (thinkers, managers from the tourism sector, city-infrastructure and service managers, cultural-sector managers, social agents, the community, trade unions and politicians). The participants shared a common link: the city of Barcelona.

The contrasted and shared critical views expressed by these representatives served to establish the lines of work the Strategic Plan will be focusing on during the analysis.

Principal topics addressed by the Focus Groups:

Relationship between tourism and the community

Perception of inconveniences and comparative grievances. Need for conciliation and awareness among the community.

Tourism management and model

Involvement of the City Council: integrated management – correlation between tourism and the city.

Territorial rebalancing and diversification

Deconcentration, metropolitan city, capital of Catalonia.

Infrastructures and internal mobility

Structures for receiving, welcoming and distributing tourism.

Tourism image

Identity, culture and heritage, Barcelona's prestige around the world.

Professionalisation

To foster the quality of the service. Labour stability and qualification.

TOURISM AND THE CITY GOVERNING BOARD

The Tourism and the City Governing Board comprises 300 people who are among the most diverse leading voices from Barcelona and the country as a whole, in terms of tourism and the city. The Tourism and the City Governing Board was set up in order to gather and share opinions and knowledge.

The opinions of these institutional representatives, academics, politicians, social and economic agents, agents from the sector and members of the local community will be taken on board during every stage of the Strategic Plan reflection process. The creation of the Tourism and the City Governing Board will enable us to share thoughts on tourism in Barcelona, in the areas of analysis, diagnosis and proposals. The participation of the Board as an advisory body for consultation and shared reflection becomes an important channel for communication and social participation.

The members of the Tourism and the City Governing Board include representatives from the following institutions:

- Turisme de Barcelona Executive Committee
- Urban thinkers

METODOLOGY

- Academics and consultants who are tourism experts
- Infrastructure managers
- Institutions
- Product managers: culture, sport, medical field, education
- City managers
- Tourism sector managers (accommodation, agencies, services, transport...)
- Commerce, restaurants and bars
- Political representatives from the city's districts
- Political representatives from the municipal groups
- Social bodies
- Neighbours' associations
- Economic and social bodies
- Participation plans and bodies

The first action carried out was the issuing of a questionnaire about the topics addressed by the Focus Groups; the aim of the questionnaire was to consider and objectify the opinions and statements by the members of the Focus Groups.

We obtained 160 replies in total, and their analysis gave us data of considerable interest regarding the opinions about tourism and its correlation to the city.

WORKING COMMISSIONS

The Working Commissions were launched during the diagnosis and analysis phase and have as their main aim the establishment of a shared dialogue about, and analysis of the correlation between tourism and the city. The commissions represent a key opportunity to sound out the opinions of those agents involved in tourism and the city.

Each commission focuses its debate on a specific theme, with the aim of highlighting the strong points and critical aspects of the object in question, based at all times on an integrated and cross-cutting vision of tourism and the city.

The evaluations obtained by the commissions will make an important contribution to the diagnosis to be performed during the first working phase of the Strategic Plan, which will conclude in fall 2009.

There will be 11 Working Commissions, classified in the following areas: Territorial Commissions; Sectoral Commissions; Product Commissions.

Territorial Commissions

- Tourism in Ciutat Vella
- Tourist Areas and Icons
- The Barcelona Districts
- Metropolitan Environment
- Barcelona, Capital of Catalonia

Sectorial Commissions

- Restaurants and Bars
- Accommodation
- Commerce
- Intermediation

Product Commissions

- Tourism and Culture
- Tourism and Business

Over 250 people took part in the 11 Working Commissions. The profile of the participants was deliberately diverse in order to bring together and contrast a variety of viewpoints and feelings about tourism in Barcelona. The members include representatives from neighbours' associations, trade union representatives, members from the accommodation sectors (hotels, tourist apartments, students' halls of residence, etc.), members of the commerce, restaurant and bar sectors, travel agencies, guide and intermediation agencies, representatives from the city's cultural sector and its public and private cultural bodies, and businesspeople and representatives from the city's infrastructures. The commissions also comprise members from Turisme de Barcelona, representatives from the Chamber of Commerce, directors and managers from the different municipal districts and areas, as well as towns from Barcelona's metropolitan area, representatives from the Barcelona Regional Council and the Catalan Government's General Directorate for Tourism, and other public bodies and institutions from Barcelona and the rest of Catalonia. Other committee members include experts, university lecturers, journalists and consultants on tourism and the city. The diversity of these voices makes it possible to engage in wide-ranging and contrasted debates.

Each Working Commission has a chairman and secretary; the chairman is an eminent personality from the city and the country (largely due to their political, social and cultural facets), while the secretary is also an expert in the subject.

METODOLOGY

Each commission meets twice: the first round of sessions took place from 21st April to 4th May; the second round took place from 14th to 27th May, 2009.

The second phase of the Plan will include new meetings designed to establish the proposals and strategic lines for action.

- Quality and professionalisation (Economic and Social Council of Barcelona)
- Transport in the city and accessibility
- Safety
- Tourism 2.0

STUDIES AND KNOWLEDGE GENERATION

Information

First of all, in order to provide objective data about the current situation of tourism in the city and to identify the shortages of basic information – this will define the essential need for primary information – we will collate all the information currently available.

Research, reports and specific studies

We are carrying out research and specific studies concerning tourism in Barcelona in order to obtain the information necessary to analyse the situation of tourism. At the same time, we are furthering our knowledge of the economic, social and environmental aspects of tourist activity in the city, which also forms the basis for the analysis of the situation.

- Study of the economic impact of tourism on Barcelona
- Quantifying the number of visitors to Barcelona
- Analysis of benchmarking and best practices in the international sphere
- Delphi study on city tourism trends and their links to Barcelona
- Study of Barcelona's social networks on-line presence as a tourist destination
- Barcelona's presence around the world in outgoing markets
- Study of the opinion of groups (accommodation, restaurants and bars, commerce, intermediation, cultural and leisure facilities)
- "External Antennae" opinion study (Spanish Tourist Offices, Tourism Promotion Centres, Business Promotion Centres, Consulates of the Sea...)

Specific technical groups

Sessions of small technical groups will be held comprising experts who will analyse a specific theme.

ORGANIZATION

CONTROL AND MANAGEMENT OF THE PLAN

Board of Directors

The Board of Directors of the Plan will comprise representatives from the institutions, political groups and member-organisations of Turisme de Barcelona and other representatives of the tourism sector and the city. The Board of Directors is the governing body of the Plan.

Technical Committee

The Technical Committee is a permanent group comprising the general manager and other members of Turisme de Barcelona, the director of coordination and strategic programmes from the Economic Promotion Department of the City Council, and the members of the Strategic Plan Office, which is responsible for guaranteeing the dynamics of the process of the Plan.

Strategic Plan Office

Set up specifically for the Plan, the Office comprises a team of multidisciplinary managers who will work permanently to direct and draw up the Plan.

AREAS OF WORK AND PARTICIPATION

Advisory Committee

The Plan Office will receive back-up from external experts in tourism who will comprise the Advisory Committee, and contribute their views and review the process and work of the Strategic Plan.

Barcelona Metropolitan Strategic Plan

From the time work on the Plan commences, we will benefit from the know-how of the Barcelona Metropolitan Strategic Plan, safe in the knowledge that its findings pertaining to the analysis and diagnosis of the current situation in Barcelona will be beneficial to the smooth running of the Strategic Tourism and City Plan of Barcelona. This coordination will enable us to guarantee that the development of the current Plan becomes an integral part of the overall reflection processes which the city (and metropolitan area) has been undertaking for a number of years now.

Academic Council

The Academic Council comprises lecturers from Catalan universities who are experts in different spheres of

knowledge about tourism and the city. The aim is to bring interdisciplinary knowledge, and to provide back-up in drawing up the Strategic Plan and to look in depth at the tourism aspects of the city.

Various bodies and institutions

We also envisage the participation of a number of bodies and institutions such as the Economic and Social Council, the City Advisory Board and Local Agenda 21, who will be directly or indirectly involved in the reflection on tourism and the city promoted by the Strategic Plan.

Permanent liaison mechanisms will be established throughout the duration of the Plan. These will have a dual objective:

- To gather the opinions of certain groups: community, workers, among others.
- To select studies and research which are already being carried out or could be in the future.

COMMUNICATION

Website

The Plan has its own website (www.turismebcn2015.cat) which has been created with the aim of turning this instrument into a channel for disseminating, publicising and engaging in a dialogue with the city (sector, community, institutions...), and fostering awareness of the tourism and the city reflection process among the community. The site has its own Latest News section featuring the most important information about the Plan as well as events and the latest developments concerning tourism in Barcelona. The website also has a Documentation section featuring a selection of documents of interest (press releases, documents about the Plan, statistics, etc.).

The website also has a section devoted to the Working Commissions, where the members of each commission can find and exchange information and documents and engage in discussions.

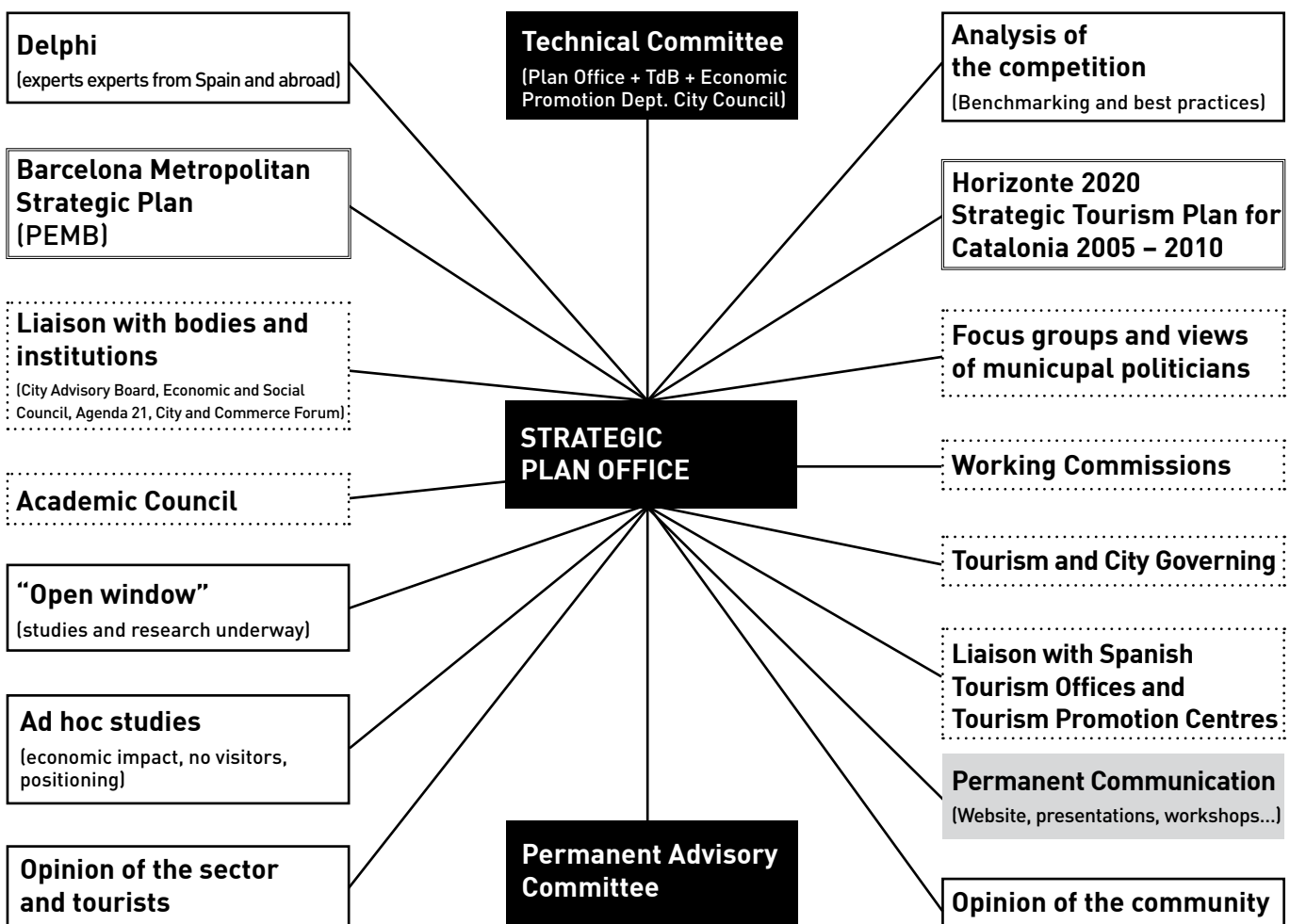
Press

The press is a suitable means of communication for the Plan: press conferences will be held and articles published in the print media in Barcelona and around the country in order to raise awareness of the plan.

ORGANIZATION

Workshop

Workshops will be held while the plan is being developed in order to present the results and to engage in discussions with the sector and the relevant special groups.



- Inspirational projects
- Specific research and studies

- Areas of work and participation
- Communication
- Management and Development Dept.

CALENDAR

Initial phase

June - July 2008

- The Technical Committee and Strategic Plan Office are set up.
- In-house development phase.
- Definition of contents, methodology, time schedule and working team.
- Press conference to present the Strategic Plan. 23rd July 2008.

First phase

ANALYSIS AND DIAGNOSIS

September 2008 - October 2009

September 2008 - December 2008

- Six sessions of the Focus Groups are held with representatives from the sphere of tourism management, infrastructures and “thinkers” from the city to identify key themes and aspects of tourism in Barcelona.
- The Tourism and the City Governing Body is set up and questionnaires issued.
- Definition of the Working Commissions.
- The objective data about tourism in Barcelona and all the material pertaining to it are brought together.
- Definition of the necessary information and the commissioning of studies.
- Institutional and sectoral presentations

January - May 2009

- Studies and research carried out.
- Opinion of the sectors. Questionnaires issued.
- Delphi with experts from Spain and abroad.
- Benchmarking in the international sphere
- Barcelona’s presence around the world in outgoing markets
- The Working Commissions are set up and developed.

June - September 2009

- Technical Working Groups are set up.
- Drawing up of the document providing analysis and diagnosis of the current situation of tourism in Barcelona.
- Diagnosis consensus and model proposition

October 2009

- Presentation of the Analysis and Diagnosis document.

Second phase

STRATEGIC SECTION. PROPOSALS

October 2009 - July 2010

- Strategic lines of development
- New Working Commissions and Technical Working Groups
- Technical Working Groups
- Plan of action
- Presentation and approval of the Strategic Tourism Plan for the City of Barcelona. July 2010.

www.turismebcn2015.cat