

Perspectives in urban tourism

Prof. Dr. Andreas Kagermeier
Freizeit- und Tourismusgeographie, Universität Trier

Lecture given at the Latvian University Riga
18. September 2008

Agenda

- 1) Urban tourism as a growth market
- 2) Options for the 2nd league ?
 - 1) Cooperation
 - 2) Factors for successful events
- 3) New markets for an innovative staging of cultural heritage
 - 1) Popular culture
 - 2) Sensual orientations & symbolic destinations
 - 3) Interactive involvement
- 4) Conclusion

Germany: yesterday an industrialized country



Source: www.kdf-wagen.de, www.grundig.de, www.samsung.de, www.hyundai.de

Today: Destination Germany



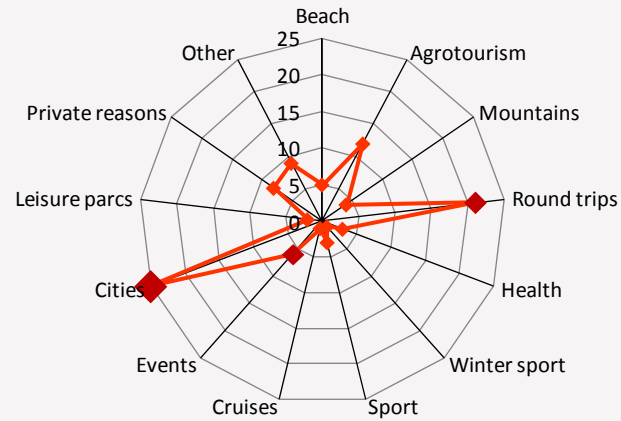
Source: www.kdf-wagen.de, www.grundig.de, www.samsung.de, www.hyundai.de



Only 15 % of the
overnight stays
from
international
tourists

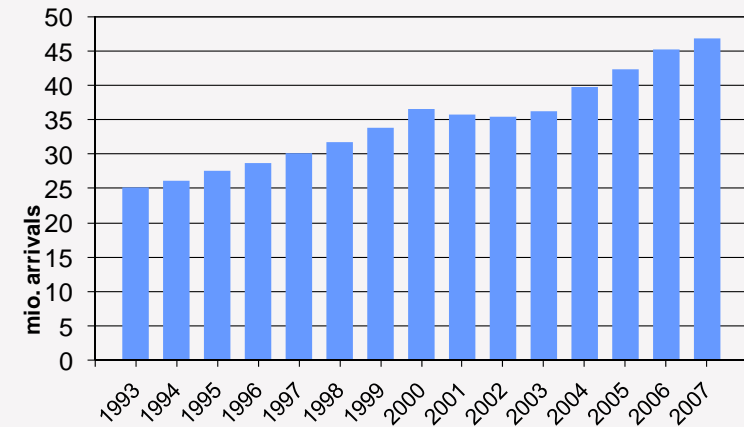


Motives of Europeans for visiting Germany 2007



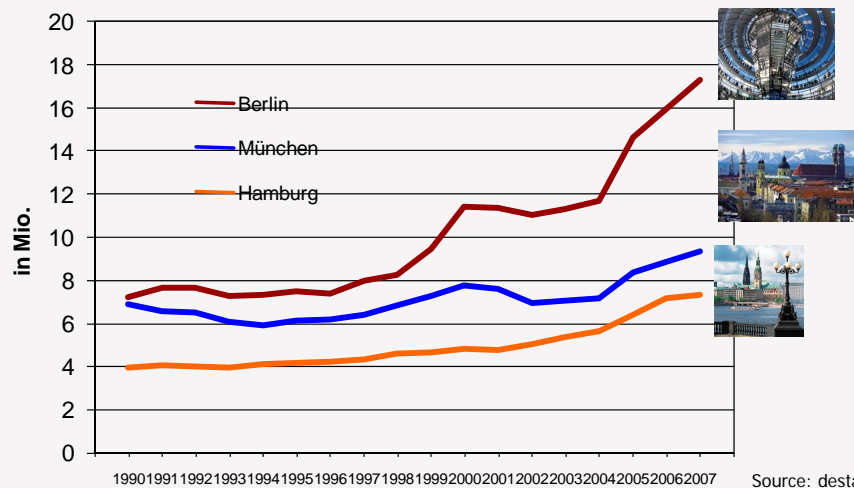
Source: dzt 2008

Urban tourism as a growth market



Source: destatis 2008

Dynamic development of german urban tourism



Source: destatis.de

Magic Cities Germany

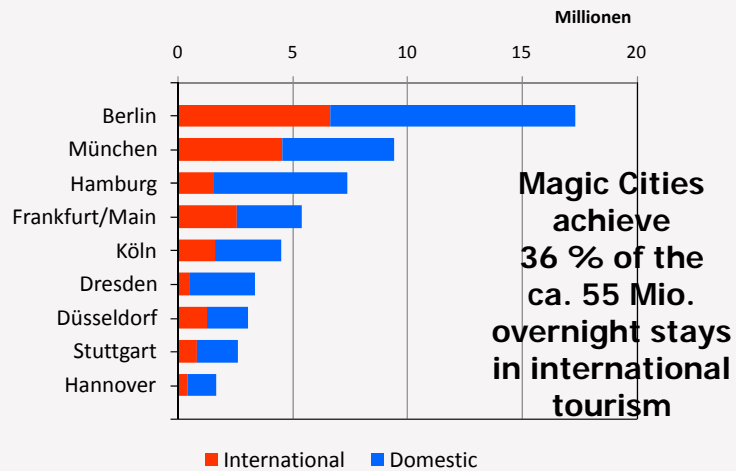
- Berlin
- Dresden
- Düsseldorf
- Frankfurt
- Hamburg
- Hannover
- Köln
- München
- Stuttgart



18 % of the
ca. 307 Mio.
overnight stays

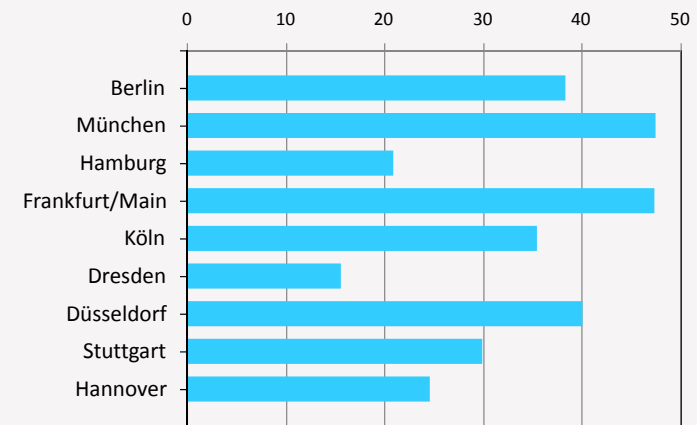
Source: www.magic-cities.com 2008

Overnight stays of domestic and international tourists



Source: dtv 2008, dzt 2008

Share of international tourist overnight stays



Source: dtv 2008, dzt 2008

Marketing of the German National Tourist Board (DZT) focusses on Magic-Cities

Germany The travel destination

DISCOVER THE STARS OF GERMANY

Magic Cities Germany

- Berlin
- Cologne
- Dresden
- Düsseldorf
- Frankfurt
- Hamburg
- Munich
- Stuttgart

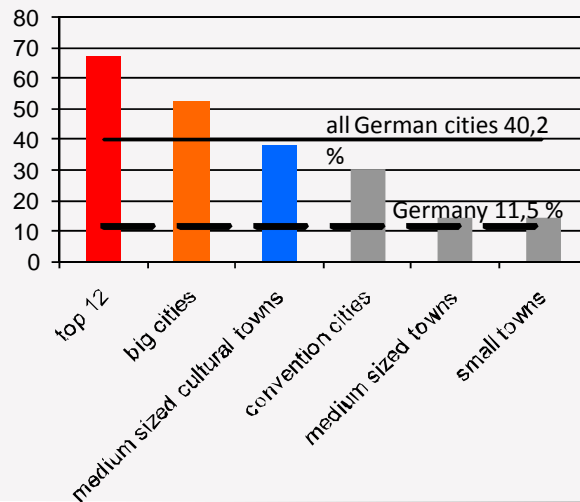
Source: www.germany-tourism.de
dzt 2008

... and offers a hardly differentiated offer for the rest of the country



Source: www.dzt-top50.de

Great differences between different types of cities

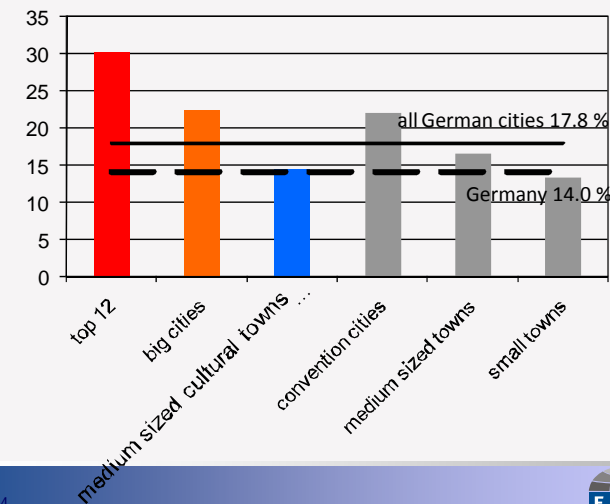


Change in overnight stays 1993-2005 in percent

Source: dtv 2006

But low share of international tourists in small culture oriented towns

Shares of international tourists 2005 in german towns according to different types of cities



Source: dtv 2006

Incoming Tourism for the „2nd League“ ?

Challenges for the positioning of the 2nd league

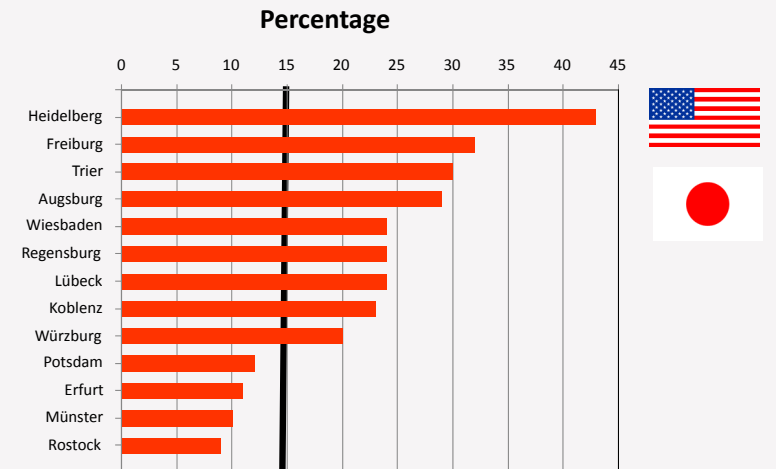
- Berlin, Munich and Hamburg
 - are “self selling”
 - variety of the offer
 - perception on the demand side (clear image)
- Challenges for 2nd league
 - create a distinct image
 - create distinguished products
 - Develop innovative concepts
- 1) Pass the perception threshold
- 2) Quality of the offer

Cooperation als a key marketing approach Case study: Historic Highlights of Germany



Source: www.historicgermany.com

Share of international tourists in the HHOg



Source: Rudek 2007 based on figures from statistische Landesämter

First step: thematic orientation



Culinary

German cuisine is characterized by regional diversity. Thuringian grilled sausage, Westphalian ham, original Münster pumpernickel bread, raspberry schnapps, grain spirits, Black Forest cherry cake, Leysieffer's exquisite confectionary specialties in Osnabrück: in the Historic Highlights of Germany, visitors encounter many temptations - what you opt for is just a matter of taste.

How about some hypothermia (sallid with spicy cheese dressing) or perme cum carice (ham boiled with myrtle and served with fig sauce)?

In Trier you can not only revive your rusty Latin, but also feast to your heart's delight - as, once upon a time, its Roman founders once did.

A tradition of wine

We have the Romans to thank for another German specialty - wine - which they brought to the Mosel near Trier nearly 2,000 years ago. Today, vineyards line the banks of Mosel, Saar and Rur rivers, as well as the Rhine from Wiesbaden to Koblenz and beyond. With over 100 wine estates, the Mosel is the heart of the wine region.

- Historic highlights
- Poets
- Cultural history
- Gothic
- UNESCO-cultural heritage
- Culinary Arts
- Rivers, Seas and more
- Historic markets
- History and stories of nature
- Parks and gardens
- Traditional craft
- City-Card
- Conventions

Source: www.historicgermany.com

Second step: Round Trips

Dream Routes

Emperors, Kings and Kaisers

Potsdam
Erfurt
Würzburg
Regensburg
Augsburg
Heidelberg
Koblenz

Potsdam - Erfurt - Würzburg - Regensburg - Augsburg - Heidelberg - Koblenz

Germany is a land filled with the remnants of the now-extinct royal courts and imperial rulers. You can visit Germany's historic cities today and see their not-so-humble abodes, their churches, their monuments and their courts. You can get a glimpse of the splendor and power of the ruling classes through their palaces and castles.

Stand in a grand ballroom and imagine the glamorous festivities that took place there hundreds of years ago. Sit in an imperial hall, where alliances between powerful families were formed and empires were dissolved. Relax in the gardens of princes, and walk the cities founded by emperors. Come experience historic Germany as the emperors, kings and kaisers once did.

Babelsberg (Potsdam)

Download this complete Dream Route as a PDF-Document

Book this tour:

Source: www.historicgermany.com

Second step: Round Trips ???



- Emperors, Kings and Kaisers
- Medieval Masterpieces
- Treasures of the Renaissance and Baroque
- Cities of Literary Genius
- German Wine
 - Sampler A
 - Sampler B
- On the Rivers of German History and Culture
- Historic Cities of
 - the South
 - Bavaria
 - the Rhine and Mosel
 - the North
 - the Former East
- The Charm of the Romantic
- Roots of the Reformation
- On the Trail of the Romans
- Black Forest to the Danube

Quelle: www.historicgermany.com

Third step: distinct thematic orientation and target group orientation: „Romantic Cities“



Source: Romantic Cities

Third step: distinct thematic orientation and target group orientation: „Romantic Cities“

Romance and History “Sparkling Moments... in Trier”

Take a short relaxing break in Trier on the river Moselle and experience the romance and fascinating history of Germany's oldest town.

Stay in a well-appointed double room in a **4-star hotel** in the centre of Trier where hospitality comes as second nature. **A "L'amour" welcome cocktail at the hotel bar will put you in the mood as soon as you arrive.**

After your first night in Trier, enjoy the luxury of a champagne breakfast served in your room. Then it's time to discover the sights of the town on a guided walking tour, which will take you back more than 2,000 years in history. Trier's impressive UNESCO world heritage sites, including the imperial baths, the amphitheatre and the Porta Nigra, offer a wealth of insights into Roman culture. You can then stroll through Trier's vibrant old town and attractive pedestrian area. Next take in views of the idyllic vineyards as you enjoy a romantic river cruise following the twists and turns of the river Moselle.

Back at the hotel, relax in the spacious spa area and then end the evening in style with a romantic candlelit dinner. The next morning, a lavish buffet breakfast will set you up for your departure.

Source: www.romanticcities.de

Third step: distinct thematic orientation and target group orientation: „Romantic Cities“

Romance and History “Sparkling Moments... in Trier”

Package and prices:

- 2 overnight stays in a well-appointed room in a selected **4-star hotel** in Trier
- 1 breakfast with sparkling wine in your room
- 1 lavish buffet breakfast in the restaurant
- 1 guided walking tour (in English ... at 1.30pm)
- 1 river cruise on the Moselle
- 1 "L'amour" cocktail
- 1 romantic candlelight dinner in the restaurant
- 1 day unlimited use of the spa area

Price per person sharing a double room: from € 218.00

Minimum group size: 2

Source: www.romanticcities.de

Focussing on the european source markets



Quelle: Statistisches Bundesamt, www.destatis.de

LCC orientation: Ryanair to Flughafen Hahn

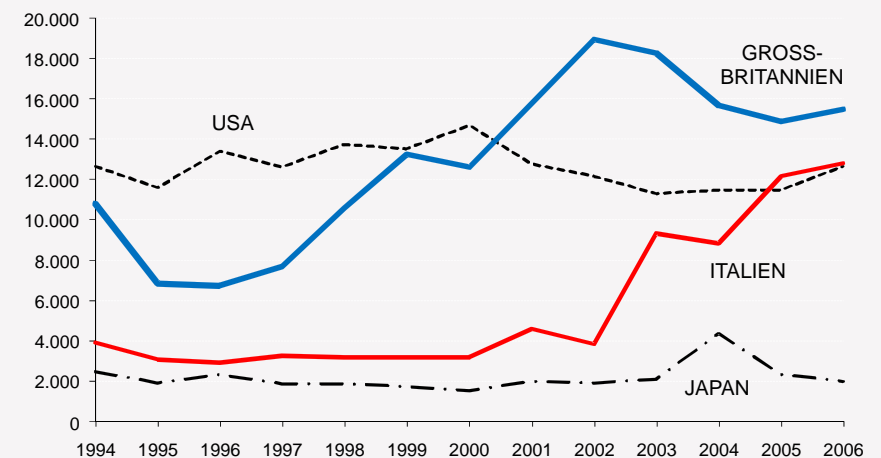


Source: Romantic Cities 2008

Marketing strategy

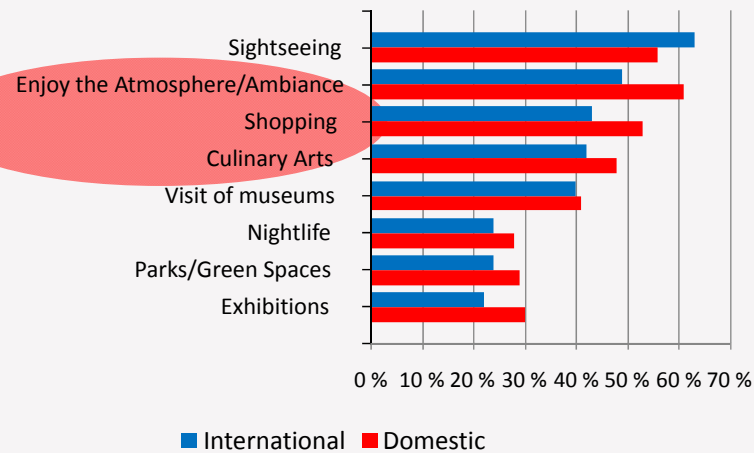
- concentration on Italy, Great Britain & Sweden
- Multiplier approach (press contacts, press trips)
- Elongated weekends, short tips
- No round trips
- Common marketing, but individual offers

Development of overnight stays in Trier for different source markets



Quelle: Rudek 2007 nach Statistische Berichte des rheinland-pfälzischen Landesamtes für Statistik

Activities of european urban tourists in Germany 2007



Source: dzt 2008

Growing importance of secondary urban tourism

Cultural urban tourism
(„primary“ urban tourism)

- Size of the town
- Multi-optionality
- Main motives
 - urban experience
 - sightseeing
 - artistic presentations
 - cultural facilities

Urban tourism
with other motives
(„secondary“ urban tourism)

- Main motives p. e.
 - Conventions
 - Shopping
 - Visit of friends and relatives
 - Eating & drinking
 - Events
- Sightseeing is only a secondary motive

Own design according to dwif 2005

Combination of Shopping and Culture

- LCC as a stimulating factor



RomanticCities
Sparkling Moments



Weihnachtsmärkte 2006
Christmas Markets
Mercatini di natale



Urban tourism as an integrated product

Quelle: eigene Darstellung in Anlehnung an DTV 2006, ETC/UNWTO 2005

Urban tourism as an integrated product



Quelle: eigene Darstellung in Anlehnung an DTV 2006, ETC/UNWTO 2005

Challenges for marketing urban tourism

- Address new target groups and bind existing ones by interesting offers
- Recruit target groups with high income level
- Increase of expenditure
- Optimize the image of a destination
- Make the specific cultural characteristics / features of a destination well-known
- Improvement of the acceptance by the local population
- Optimal Marketing-Mix

(HEINZE 1999, p. 13)

Events as a factor for attracting tourists

„A special event is a onetime or infrequently occurring event outside the normal program or activities of the sponsoring or organizing body. To the customer, a special event is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience“ .

(GETZ 1991, p. 44)



Criteria for successful events

- **Thunderbolt-effect**
(singularity , uniqueness)
- **Guarantee of continuity**
(certain regularity of event offers)
- **Claim of being innovative**
(credible marketing of new ideas)

(cf.. OPASCHOWSKI 1997, S. 23)

- Remarkable character
- Special significance
- Great response in the media
- Attraction for a lot of interested people

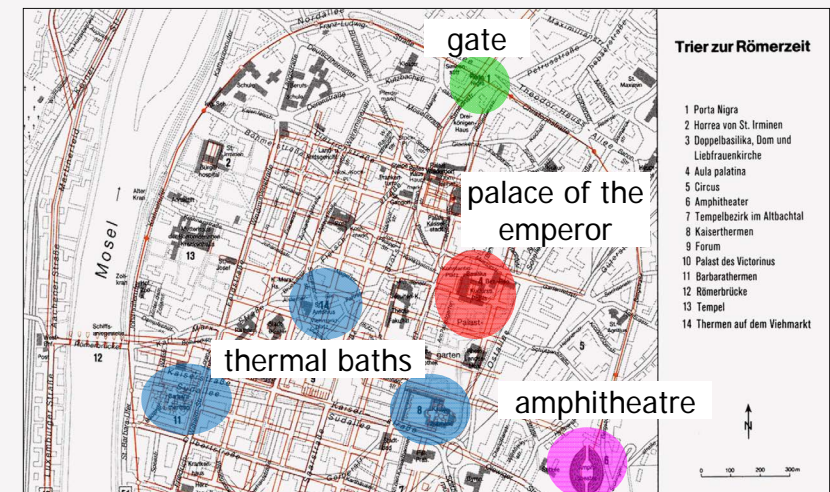
(cf.. SCHERHAG 1998, S. 87)

Effects of events

outward oriented	inward oriented
attractiveness for visitors	attractiveness for inhabitants
increase of the number of visitors	fostering and preservation of local culture
to be well-known	inward oriented marketing
image-building	urban development
seasonal effects	economic effects

Quelle: FREYER 2000, p. 225

Trier in Roman times



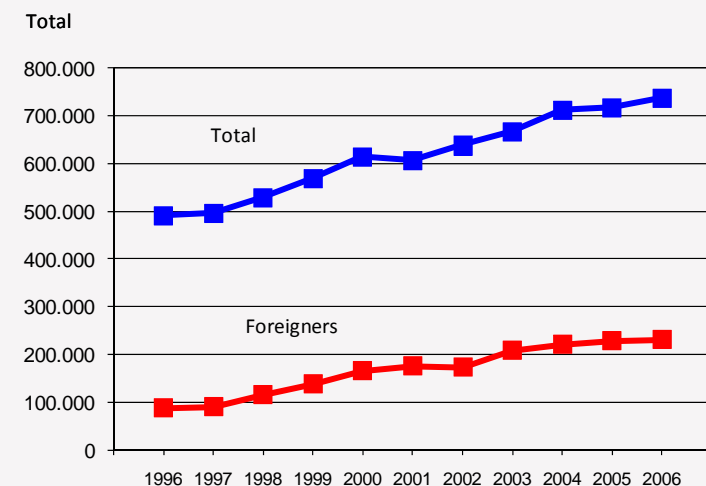
Karl Baedeker 2002, p. 23

The Roman period as the core of the tourist product in Trier



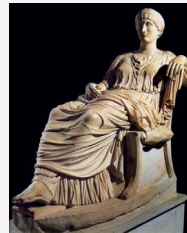
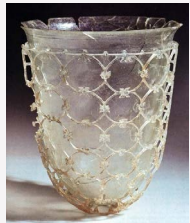
www.trier.de & medienwerkstatt

Overnight stays in Trier



Source: TIT 2007

The exhibition



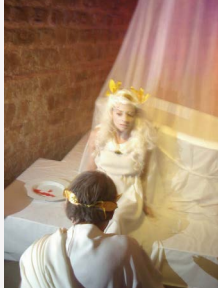
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Celebrating the exhibition



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Cross marketing



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Cross marketing



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Basic facts of the exhibition

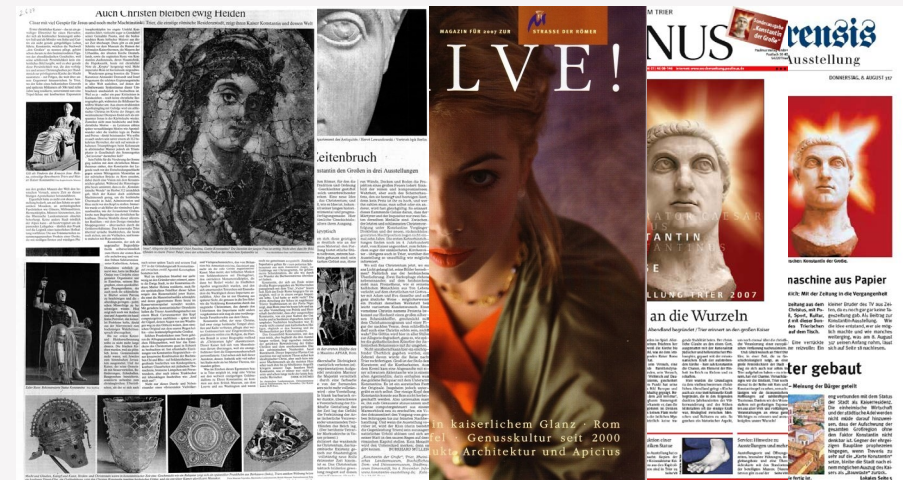
- ▶ 156 days from 2 June until 4 November 2007
- ▶ 3 museums
 - Rheinisches Landesmuseum
 - Bischöfliches Dom- und Diözesanmuseum
 - Stadtmuseum Simeonstift
- ▶ 1,413 exhibits, thereof 685 as loans
- ▶ Overall costs : 6.6 Mio. €
- ▶ 250,000 visitors expected / estimated
- ▶ 353,974 sold tickets (799,034 visits)
- ▶ More than 15,000 articles in the German press
- ▶ Visitor survey by FTG & ETI (face-to-face)
- ▶ Sample: 2,150 interviews (covering the whole period)



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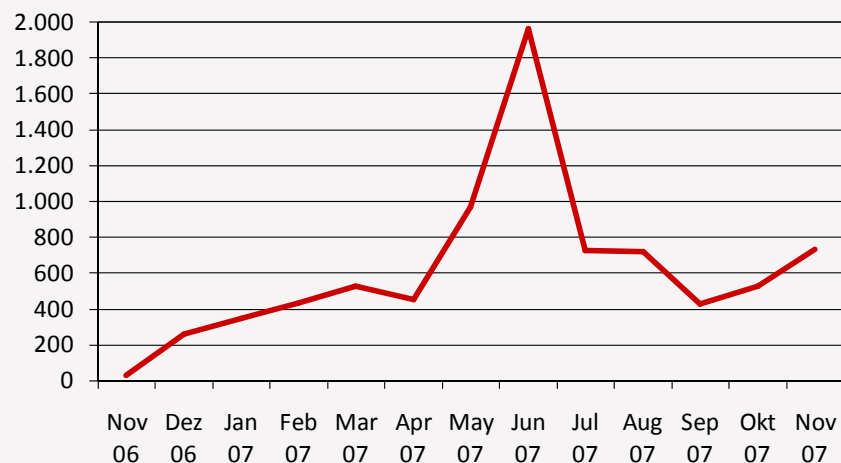
Press coverage



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Facts about the press coverage: number of articles



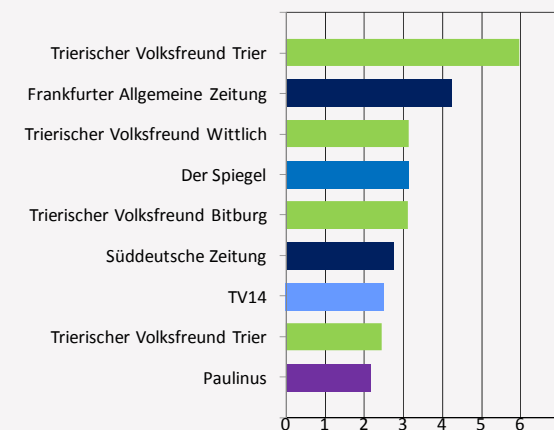
Source: Gestrich 2008, p. 126



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Facts about the press coverage: range in million people



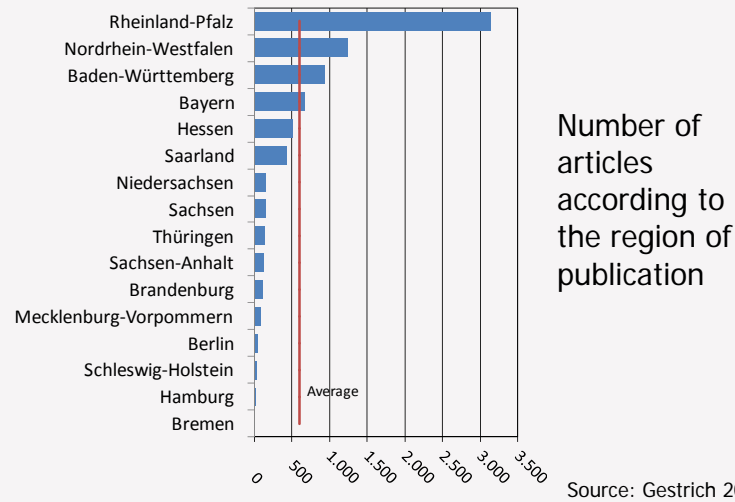
Source: Gestrich 2008, p. 126



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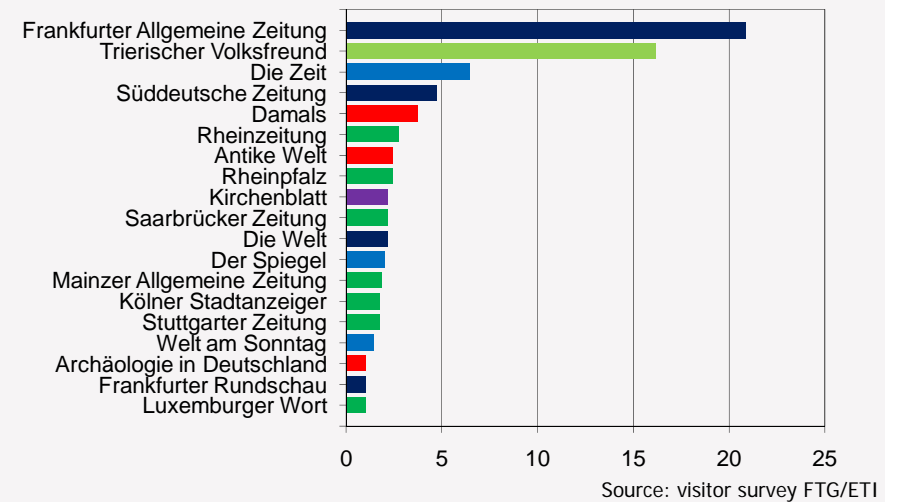
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Facts about the press coverage



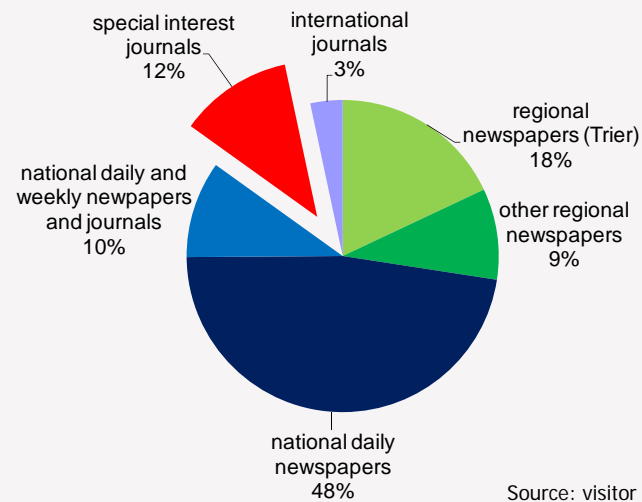
Source: Gestrich 2008, p. 128

print media from which visitors got to know about the exhibition



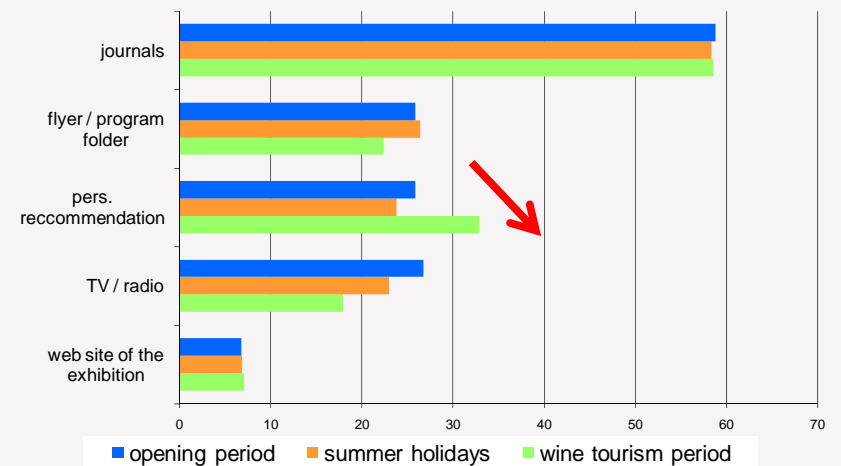
Source: visitor survey FTG/ETI

print media from which visitors got to know about the exhibition



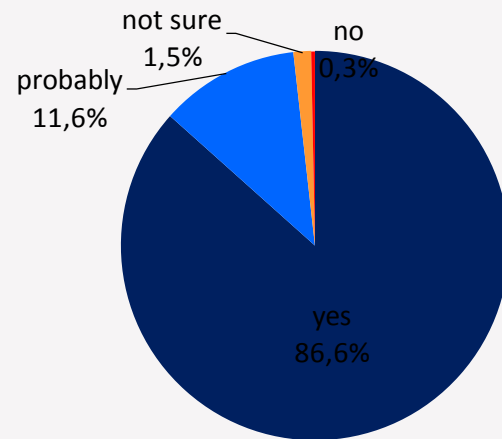
Source: visitor survey FTG/ETI

How the visitors got to know about the exhibition (all channels of information)



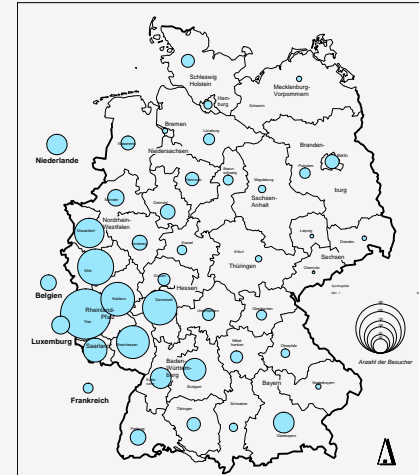
Source: visitor survey FTG/ETI

Intention of recommendation



Source: visitor survey FTG/ETI

Origin of visitors



- Great catchment area of the exhibition
- Every 10th visitor from abroad
- High portion of visitors from other "Länder"
- 1/3 from Rhineland-Palatine
- 1/6 from the Trier region

Almost half of the visitors were overnight guests!

Source: visitor survey FTG/ETI

Number of visits to Trier (only overnight guests)

	number (abs.)	%
first visit	232	25
2nd or 3rd time	359	38
4th – 10th time	202	21
more often	147	16

Source: visitor survey FTG/ETI

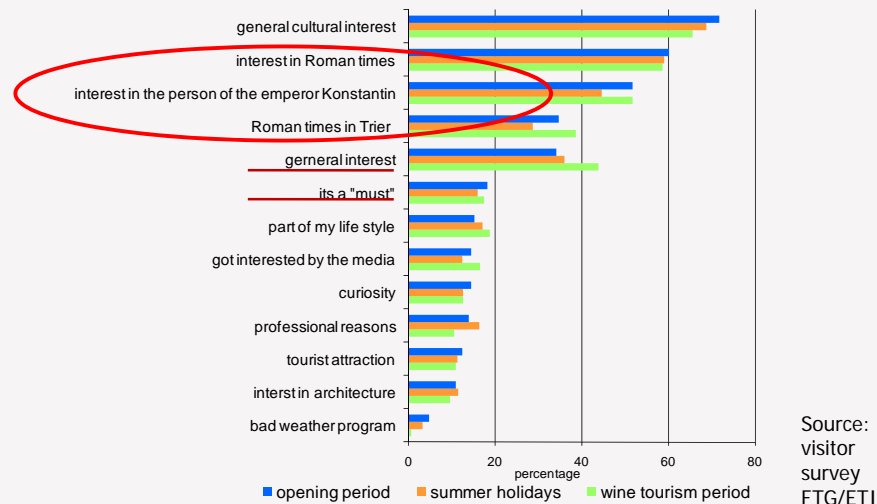
Characteristics of the visitors

- Majority in the 50+ segment (*about two third*)
- Accompanied by partner or friend
- High level of education (*about two third with university degree; ¾ A-level*)
- High income level (*1/4 > 4.000 € per month*)

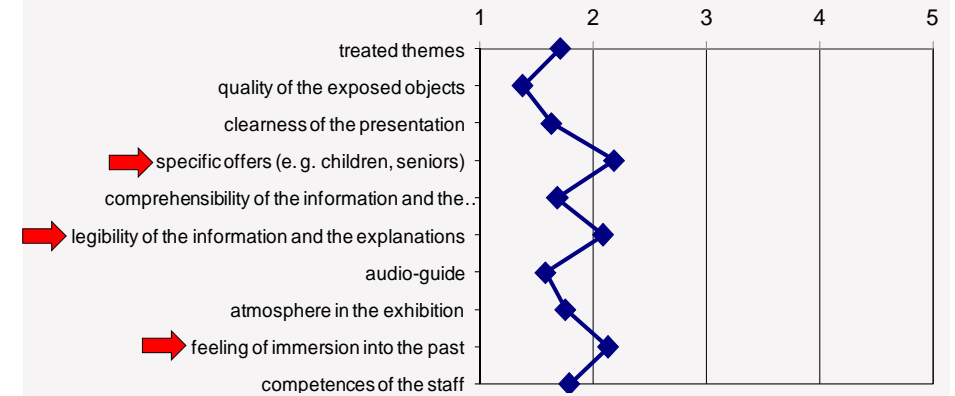
=> target group with a high affinity towards (high) culture

Source: visitor survey FTG/ETI

Main motives for the visit



Visitor satisfaction with aspects of the exhibition



Range from 1 = very good to 5 = not satisfying

Source: visitor survey FTG/ETI

Economic effects of the exhibition

- ▶ 29,5 mio. € turnover only by the expenditures on the visiting day
- ▶ Another 27,2 mio. € turnover from short-term visitors staying up to 5 days
- ▶ Total Turnover 56,7 mio. €
- ▶ Regional net product: 28,4 mio.
- ▶ About 80% coming from visitors staying overnight
- ▶ Costs of the exhibition: 6,6 mio. € (ratio 1: 4.3)

Core success factors 1/2

- consistency of the event with the **core product** of the destination
- distinct identification of the target group and
- appropriate orientation of the product
- quality level and
- efficient traditional market-communication strategies via the medias
- indirect marketing, using population as multipliers
 - identification of population in the region with the product
 - word-of-mouth marketing
- supporting collateral activities
 - Konstantintaler
 - Sculpture of emperors feet
 - (internal marketing; keep the theme in the peoples mind)

Core success factors 2/2

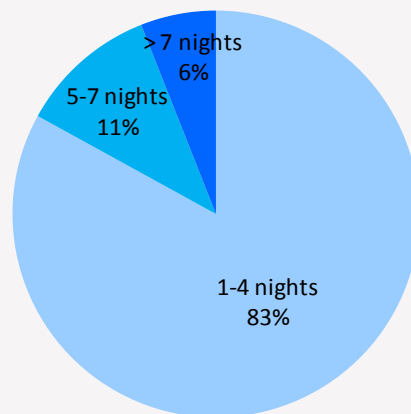
cooperation

- of three museums acting together generating a critical mass for
 - nationwide attention
 - Threshold of a mere day-trip attractiveness exceeded
 - => great catchment area & high proportion of overnight guests
- => economic success
- with local destination management and marketing organisations (DMOs)
- tourism enterprises

Options for optimizing

➤ **regional cooperation**

overnight guests: length of stays of

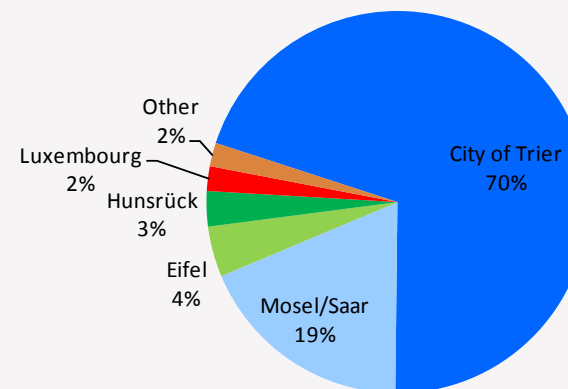


only small portion of long-term tourist

e. g. tourists spending their holidays in the low mountain regions around Trier and visiting the exhibition

Source: visitor survey FTG/ETI

overnight guests: places of stays



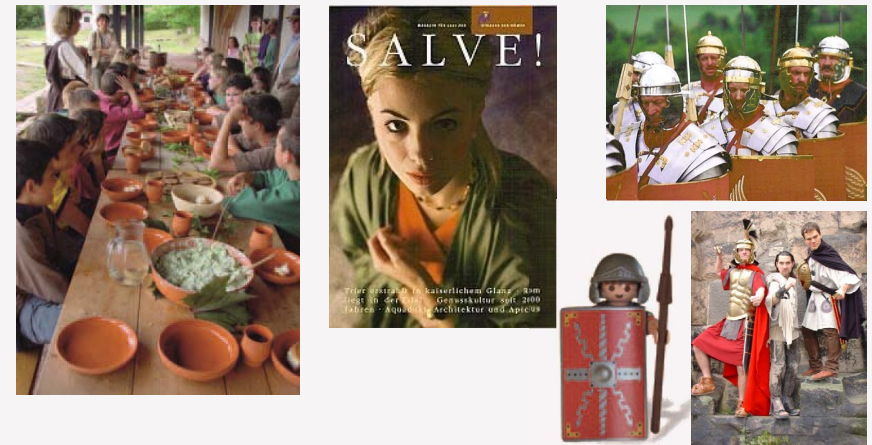
only small portion of short-term tourists staying in the region

Source: visitor survey FTG/ETI

Options for optimizing

- *regional cooperation*
- *innovative ways of staging the product*
high-performance staging inducing an immersion of the visitors into the past

Bringing the Roman times to live



Options for optimizing

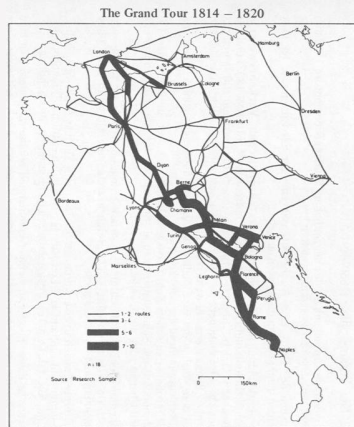
- *regional cooperation*
- *innovative ways of staging the product*
high-performance staging inducing an immersion of the visitors into the past
- *linking the cultural offer with other regional options*
e.g. culinary arts & wine, bike-tourism



Challenges for future events

- Strategic use of the cultural potentials for creating a profile for cultural tourism
(including other periods and personalities; e. g. birth place of Marx)
- Strengthen the regional cooperation to pass critical threshold of the offer and create regional network synergy-effects
- More performance orientated concept taking the audience on a thrilling journey into the past
=> address and attract an even broader audience
- Bridging the gap between high and popular cultural offers

The origin of cultural tourism: *The Grand Tour*



Source: Freyer 1998, S. 7

- *Young Nobles*
- *Part of their formation*
- *Accompanist*
- *Targets:*
 - *Social contact*
 - *Preparation for their regnancy*
 - *Right for amusement*



Source: Brilli 1997

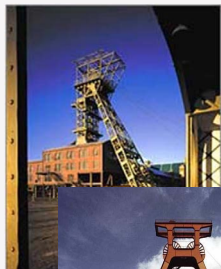
Study trips of the bourgeoisie

- Century of enlightenment
- Fall of the feudal system (1789)
- Culture as central aim
- Coming-of-age novels
- Journeys as a mean of education



Source: Prah/Steinecke 1989

Enlargement of the notion of culture in the 90ies



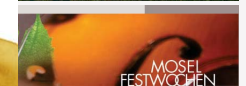
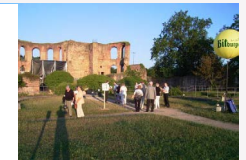
popular culture



Strong orientation to high culture

Established/Mainstream:

- Historical sites a setting
- High quality of the offer
- Branding



New:

→ e.g. Event & Adventure performances, Events

Performances in urban historic sites
as new forms of cultural experience



« traditional » staging as popular culture

- Brot & Spiele
(Panem et Circenses)



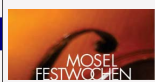
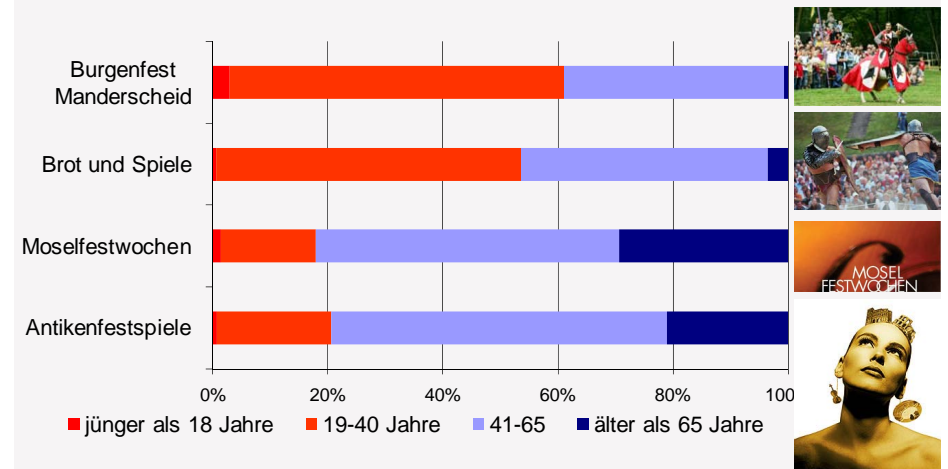
- Medieval castle festival
at Manderscheid

www.trier.de/brot-spiele.de et www.burgenfest.info



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Adress younger target groups

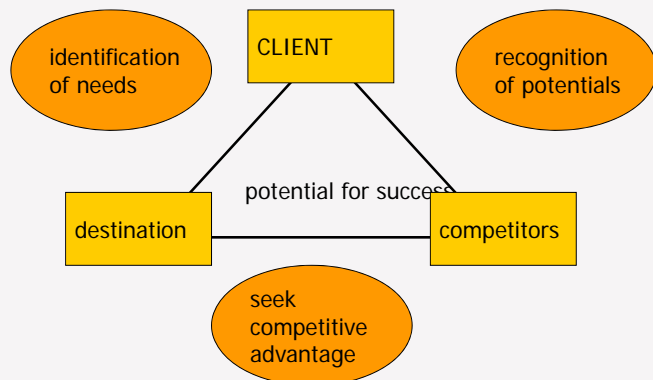


Source: own survey



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point of departure for strategic marketing



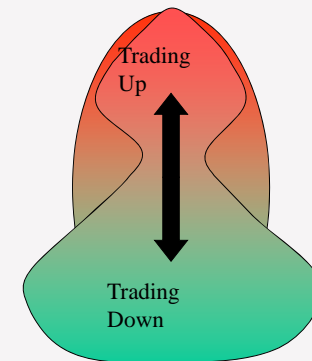
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„disappearance of the medium“

clear
positioning

diffuse positioning

clear
positioning



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strategic elements for a competitive positioning of cultural tourism

- USP
- « branding »
- marketing, cooperation
- diversification of the product
 - identification of target groups
- presentation & staging of the potentials

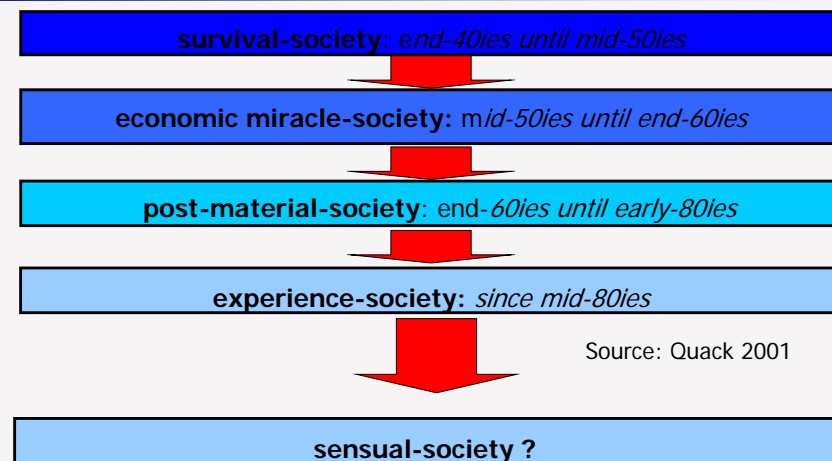
Two main future tendencies

- 1) Tendency for spiritual life & "Destination Me"
- 2) Search for unique experiences in symbolic destinations

Challenge: work out an offer which fits to this tendencies :
Staging of the potentials (cultural & natural)

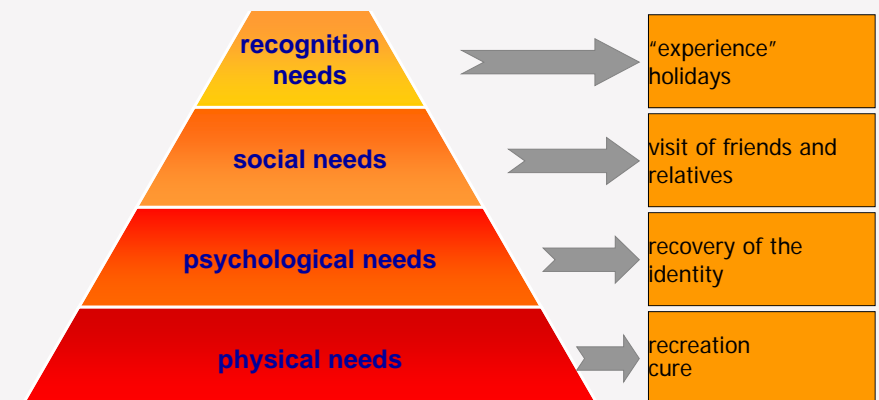
- maximal authenticity

change of values and consumption structures



Source: Quack 2001

Maslow's pyramid of needs



Own design according to: Maslow 1943 & Weiermair 2006

Tendency „Sensual Age“

- Dominance of mental values: spirituality
- Tendency for "Dropouts" and "Downshifting"
- Search for raison d'être
- Return of nostalgia
- Search of a feeling of security
- Search for tranquility (Lessness)
- Dream Markets with "High-Touch-Service-Quality"

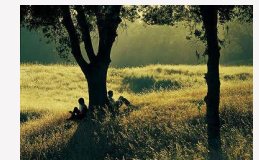
Trends

Land
fleesensee
Ganz nah, weit weg.

- Work-Life-Balance
- Slowing down
- Soul-Wellness
- Best-Ager
- Esthetification
- Destination „Me“



to recreate you don't have to go far away but you've got to gain distance



Bilder: www.fleesensee.de

Almdorf "Seinerzeit" (Mountain pasture "Yesterday")



The world is a village – an alpine village
LUXURY IS: CONSCIOUS AWARENESS

- Reanimation of senses
- Reduction to the essentials:
*Smell the hay,
hear see and feel the fire
feel the air and find the tranquility,
which gets lost in everyday's life*
- Simply feel yourself as human

www.almdorf.com



example for the creation of symbolic places



The World



Hydropolis



Burj-al-Arab

➤ Combination of oriental flair with a cosmopolitan life style

➤ Superlatives

➤ Imagination of symbolic places

➤ Eights wonder of the world



Burj Dubai

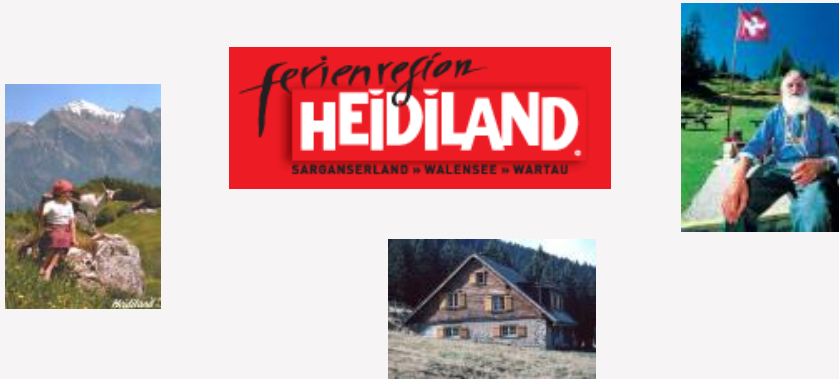


The Palm



Dubailand

example for the creation of symbolic places



reinvention of tourism as a dream factory

- High level of service quality to create a perfect imagination
- Let them live unique experiences
- To answer this demand it is necessary:
 - Rediscover and reinvent the existing tourist attractions
 - Repositioning as "icons" in the market
- The destination has to be presented as an unique experience

reinvention of tourism as a dream factory

- Challenge for the tourism industry to offer products which respond to this new tendencies based on genuine experiences
- Modern potential management has to reinterpret the cultural monuments and the events
- Give a new value to traditional touristic resources
- Stereotypes and images as a starting point
- Usage of theatric techniques

traditional presentation of the product

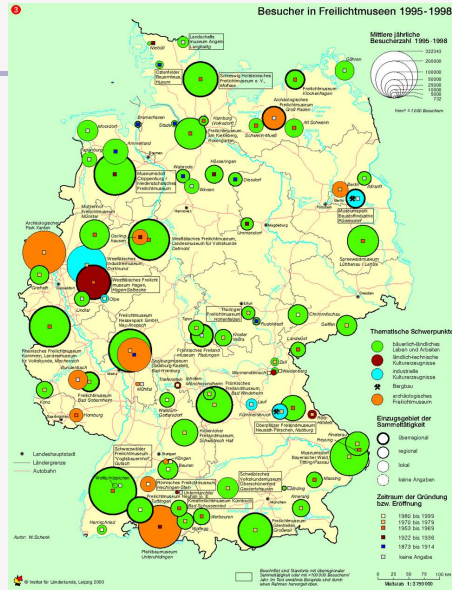


Photos: www.virtualtourist.com

open-air museums: yesterdays formulas



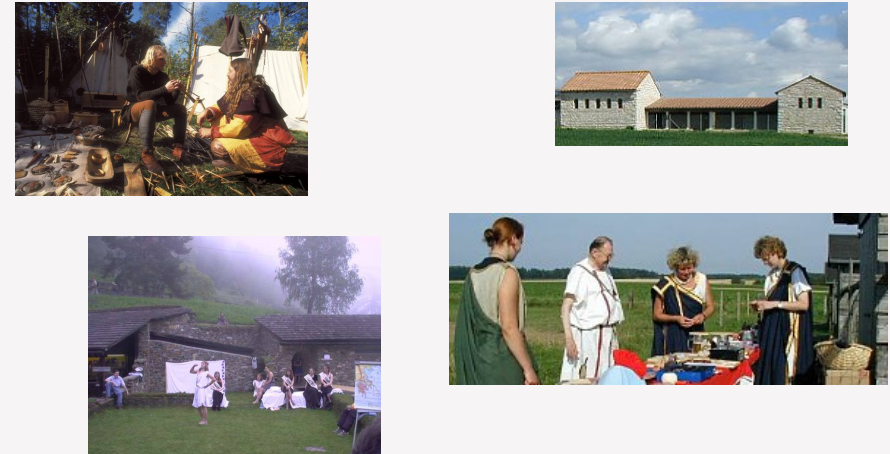
NAD 10



« interactive » experience



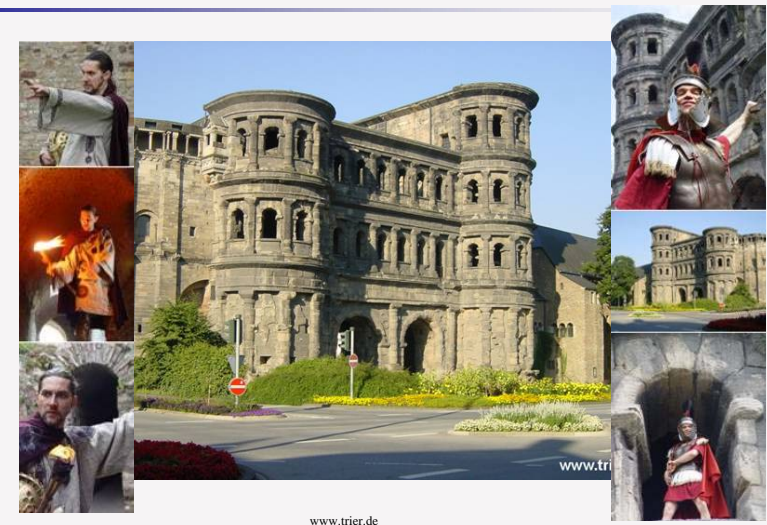
« interactive » experience



« interactive » experience



Cultural heritage as a stage



Tourism as a dream factory: spectacle guidance



www.trier.de



Freizeit-Tourismus-Geographie.de
Universität Trier

Event performance: Betrayal in the Imperial Baths

The story ...

- It is AD 367 ... Uncertain times! The borders of the Roman Empire are constantly being threatened. The inner workings of the Empire are also in turmoil. Uprisings and attempts to overthrow the Emperor occur frequently - intrigues are the order of the day.
- Emperor Valentinian delegates his veteran tribune Mallobaudes to a secret mission to Trier. For he knows that only a Frankish nobleman like Mallobaudes has the influence to divert the conspirators from their plan. A suicide mission! When the secret mission is leaked, Mallobaudes is branded as a traitor by his enemies at court. And that can be dangerous for the Emperor as well. Experience a fascinating epoch live with the Tribune Mallobaudes during the tour through the Imperial Baths in which Trier moves into the center of Roman global politics. It is a time of radical change and insecurity foreboding the approaching end of Roman power.

Mallobaudes will take us along on the thrilling journey into the past ...



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Rules for the Stage Management

Give the visitor an added value.	Give him a non exchangeable adventure.	Give him wow-effects as much as possible.
Combine high tech with high touch.	Use staff and people of your town as an attraction.	Even if people cannot understand the historical background of your performances, they should enjoy the entertaining components.
The visitor should fill a role.	Effect should be transmitted to the visitor immediately.	Combine smells, music, eating and drinking with information.
Illustrate the rooms by functions not by explications.	Integrate ceremonies, rites and folklore in the city.	Invite people to a time travel at authentic places.
Integrate animals.	Use unusual transport systems.	Use information systems by iPod and Mobile.
Give the buildings a chance to tell their stories themselves.	Give visitors from other cultures the chance to understand the local history (of the past and the present).	Give visitors a reason to stay overnight.

Source: HODES 2006, p. 89



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Adresses to all spheres of experience

Passive Participation _____ Active Participation

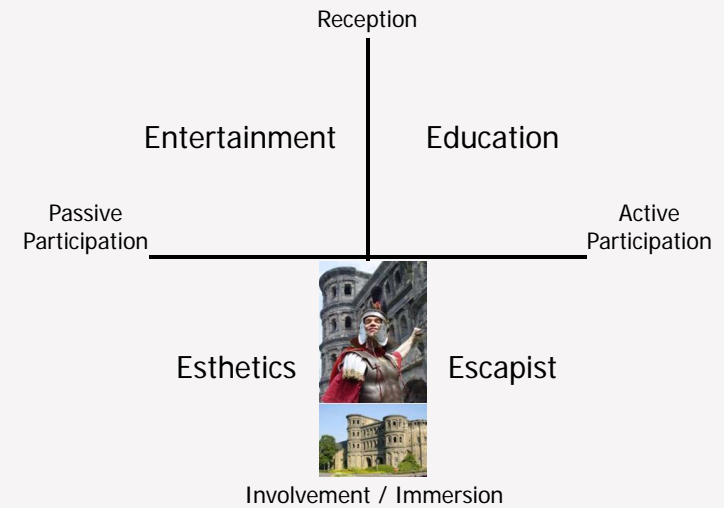
Involvement / Immersion

Source:
Pine/Gilmore
1999, p. 32



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Adresses to all spheres of experience



Source:
Pine/Gilmore
1999, p. 32



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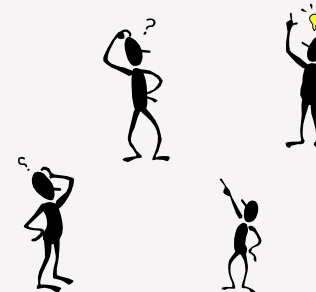
KulturGenussRegion Trier

RomanticCities
Sparkling Moments



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Thank you for your attention ...



... and I am looking forward to a lively discussion

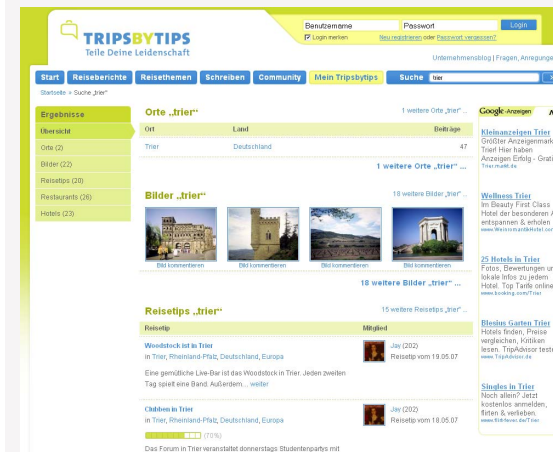


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Zusammenfassung

- Ungenutzte Potentiale bei kleineren städtetouristischen Destinationen
- Kooperation als wichtige Voraussetzung, um Aufmerksamkeitsschwelle in Auslandsmärkten zu überschreiten
- klares Profil
- innovative Produktpolitik
- Konzentration auf kulturaffine europäische Quellmärkte
- keine Routen sondern Fokussierung auf Kurzurlaube
- klare Zielgruppenorientierung
- Kombinationsprodukte
- populärkulturelle Optionen nutzen
- Web 2.0 offensiv einbeziehen

Blogs as a new way of communicating



	Berlin	Trier	TR as % of B
Overnight stay in mio.	17,3	0,8	4,6
tripsbytips photos	1307	22	1,7
Flickr.com	1.675.043	39.234	2,3

Quelle: www.tripsbytips.de