

# City of Barcelona Tourism Strategic Plan

**Government Measure**

**Municipal Plenary Council, 29th October 2010**





# Index

<b>01 Introduction</b>	5
<b>02 Tourism in Barcelona</b>	7
<b>03 Process of drawing up the Strategic Plan</b>	9
Phase 1: Strategic Diagnosis	12
Phase 2: Strategic Proposal and Plan of Action	16
<b>04 Summary of the Strategic Diagnosis</b>	21
<b>05 Strategic Proposal</b>	25
Desired city model: 20 key characteristics	25
Vision TourismBCN2020	27
Desired tourism model	27
Challenges	29
Strategic objectives	31
<b>06 2010-2015 Plan of Action</b>	35
<b>Destination Barcelona: from the neighbourhoods to the region</b>	
1. Destination Barcelona	39
2. Neighbourhoods and Districts	41
3. Ciutat Vella	43
4. Utilizing transport infrastructures for tourism and new urban centralities and amenities	46
<b>Marketing: what and who</b>	
5. Marketing	48
6. Adapting the tourism product	53
7. Information and assistance	56
<b>The keys to competitiveness</b>	
8. Environmental sustainability	59
9. Professionalisation	61
10. Raising awareness and education	63
11. Support from and partnership with industry	65
<b>Leadership and governance: Barcelona as a tourist destination in the 21st century</b>	
12. New governance and funding	67
13. Municipal management of the effects of tourist activity	71
14. Tourism intelligence	75
15. Leadership in tourism and the city	78
<b>Plan of Action: list of interventions</b>	
Tourism and the City Department	81
Promotion Department	84
<b>07 Executing, monitoring and evaluating the Plan</b>	85



# 01 Introduction

The government measure featured in this document brings to a conclusion the process of debate and reflection carried out by the City of Barcelona Tourism Strategic Plan that began in autumn 2008.

Its contents are summarised in the documents *Strategic Diagnosis* and *Strategic Proposal – Plan of Action 2010 – 2015* which gather the two key phases of the Plan.

The *Strategic Diagnosis* was made during the initial phase of the Plan and featured 150 key aspects, as well as an accurate and thorough analysis of tourism activity in Barcelona which highlights the importance of tourism as an element for social debate and takes an open-minded look at the way it fits in with the needs of the city.

This *Strategic Diagnosis* was presented on 26th January 2010 in the Saló de Cent Chamber at Barcelona City Hall with representatives from a number of sectors, institutions and territories involved in the process of drawing up the Strategic Plan attending.

The event, which was chaired by the mayor of Barcelona, Jordi Hereu, and the president of the Barcelona Chamber of Commerce, Miquel Valls, also marked the beginning of the second phase of the Plan, with the presentation of a preview of the *Strategic Proposal* which had been drawn up by the Plan Office with broad consensus from those taking part in the process.

Throughout the process, Barcelona was seen to be a successful tourist city which enjoys worldwide recognition and acclaim, with a good position on incoming markets, and having an important impact on the city's economy and the labour market. All those involved agreed that this situation should be maintained while improving quality and competitiveness.

It should also be borne in mind that tourist activity generates externalities that impinge on urban dynamics, making it necessary for them to fit in better with the needs of the city while managing their effects within the framework of a new tourism policy.

The *Strategic Proposal* can be summarised as a series of challenges which will enable us to attain the new model proposed: the territorial deconcentration of tourist activity; a new governance of tourism within the framework of the city and its territorial environment; the generation of complicities with society and institutions; the leadership and competitive improvements to the destination and sectors associated with tourism.

Lastly, the *2010-2015 Programme* defines the series of actions to be carried out during this period, while being aware that the Strategic Plan must be a guide to action and that the proposals gathered in this document are there to bring them to fruition. The following pages explain in detail how this has been done, who has taken part in the process and according to which criteria.

This is a great opportunity for all of us who are committed to the city and tourism to have at their fingertips a programme that will set the benchmark for action, and is made up of the many and varied contributions and experiences. A programme with a cross-cutting vision that is constantly being updated with regard to what this reality means to the city.



## 02 **Tourism in Barcelona**

Tourism, in its different guises, has become one of the fastest-growing social and economic phenomena which has had the greatest repercussions in Barcelona in recent years. Tourism has grown considerably in terms of supply and demand and has brought about notable changes and had major effects on the city as a whole.

Since Barcelona hosted the Olympic Games in 1992, **the city has experienced steady growth in tourist numbers**, while continuing to specialise and diversify its supply and demand. The Olympic scenario certainly helped Barcelona raise its profile worldwide as a renewed city with new values and proposals adapted to emerging markets. The **Turisme de Barcelona Consortium** was created in this context as the result of an agreement between the city's public and private sectors. Since then it has worked to lend continuity to the impetus given by the Olympic Games, making it possible for the city's wide range of hotels, services and new infrastructures to become more cost-effective and to improve over time.

The **Turisme de Barcelona** consortium was set up as the result of an agreement and the close relationship between **Barcelona City Council** and the **Barcelona Chamber of Commerce**, which took advantage of the 1992 Olympic Games to establish the guidelines and operational organisation for Barcelona's growth as a tourist destination. Since then, Turisme de Barcelona has developed and identified a number of programmes and actions to promote the city as a tourist destination, making Barcelona one of the world's leading urban tourism destinations.

It is important to take on board the fact that tourism has become an element that can make a clear contribution to structuring the city, as **its activity has a cross-cutting impact on society as a whole and affects the many facets of its economic, social, cultural and territorial life**. Indeed, it would be hard to imagine Barcelona without tourism, and the same is true of the large or medium-sized urban centres around the world which are inextricably linked to tourist activity, whose flows are combined with the arrival of all kinds of visitors who use and experience the city and its environs for increasingly disparate reasons. Tourism is enjoying an upturn around the world and urban tourism in particular is one of the areas that is experiencing the strongest growth, while being an undeniable part of the tertiarisation processes currently experienced by most cities and countries around the world. This means that tourism is one of the key economic mainstays of these territories, together with other forms of economy, such as business services and the knowledge economy.

The high profile and recognition of the image of the city around the world, its dynamism as a financial and business centre, the creation of employment opportunities, the growth and diversification of jobs, the revitalisation of cultural, recreational and leisure sectors and the expansion of receptive, transport, hotel and service infrastructures, are among the key foundations and effects resulting from tourism in Barcelona.

Nowadays, Barcelona is an internationally established and recognised tourist destination, which receives large numbers of visitors who come to the city for a variety of reasons (recreation, business, training, medical matters, sporting events, etc.). Its status as a **tourist city** has led to a series of social adaptations, which have meant that, over a relatively short space of time, its inhabitants have had to learn to live with the new "**temporary citizens**" who choose Barcelona to do business, experience culture, undergo training and enjoy themselves. These aspects are part of a process in which institutions, the community and visitors have had to learn to reconcile their mutual coexistence, in order to gain a better quality of life, better experiences and better performance.

Tourism certainly has complex effects on society, and there is no doubt that a **global view of the positive and negative impacts** of this activity can help us to better understand the processes of tourism and the city as a whole. However, some of the effects of tourism are often a nuisance and an inconvenience to the local community, making it difficult for the tourist phenomenon to be understood and viewed in a positive way.

**Managing the undesired effects of tourism is therefore unavoidable.**

Today, Barcelona is setting itself new challenges and initiatives that require a deep reflection process which involves adopting a **new approach to some key questions**, such as, for instance, the type of growth and tourism management model, the territorial boundaries of the destination, the extent and consequences of the impact and effect of tourism, and the modes of coexistence between local residents and visitors.



## 03 **Process of drawing up the Strategic Plan**

The Municipal Action Programme (MAP 2007-2011) agreed to draw up a **Tourism Strategic Plan**. Its objectives and lines of action included reaching agreements with the sectors involved and the promotion of a tourism that would strengthen the balance between local residents and tourists while preserving the identity values of the city.

Barcelona City Council commissioned the Strategic Plan from Turisme de Barcelona, in view of its long-standing and valuable experience in promoting the city as a tourist destination.

Turisme de Barcelona agreed on the need to reflect on and engage in a debate about tourism in the city, in view of the growth in supply and demand experienced in the city in recent years.

An ad-hoc working group, known as the Plan Office, was set up which has worked independently with the full support and commitment of the municipal government and the Turisme de Barcelona consortium.

Bearing in mind these responsibilities, the managerial structure of the Plan is organised around three main bodies: the Technical Committee, the Advisory Committee and the Board of Directors, who have guaranteed the development of the Plan.

Since the middle of 2008, the Strategic Plan Office, with Enric Truñó as manager, has directed the **process of reflection on tourism and the city**, which, since the very outset, has been committed to two core aims:

- > **Fostering improvements in tourist activity in Barcelona**
- > **Ensuring tourism fits in better with the needs of the city**

Methodologically speaking, the Plan is divided into two key phases: the Strategic Diagnosis phase and the Strategic Proposal and Plan of Action phase.

The initial working phase, which spanned the period from September 2008 to October 2009, performed an in-depth analysis and diagnosis of the situation of tourism in Barcelona, paying special attention to its territorial, sectorial, economic, social and cultural aspects, and always taking an integral view of the tourist phenomenon itself. It is also important to mention an aspect that was fundamental during this task and which marked out the path and the modus operandi of the Plan throughout the analysis and diagnosis process: **the participation and involvement of society in the reflection on tourism and the city**.

In this way, the analysis and resulting diagnosis of tourism in Barcelona have been performed according to a **process of reflection and action** which deliberately sought the wide-ranging and constant involvement of the local community, and made this aspect both the method and final result. At the same time, a great effort was made to gather data and objective information, in order to find out about the current situation of tourism in Barcelona with greater rigour and precision.

### **Working criteria and objectives**

A series of core ideas and convictions regarding tourism and the city were included in the work and modus operandi of the Strategic Plan from the very outset. In one way or another, this set of ideological approaches has defined the lines of action of the Plan, while proving its degree of commitment:

- > First of all, the unitary concept of the terms **tourism and city** is key, based on the acceptance that one reality cannot be conceived without the other, but that both are constructed mutually.

> In the same vein, tourism shouldn't just be understood as a mere economic sector, which is closed and independent, but as a **cross-cutting reality** which is embedded in the different economic, territorial, social and cultural facets of the city.

> The **territorial vision** of the tourism phenomenon becomes a basic conceptual premise which is essential when it comes to understanding and taking action, as the territorial implications (from an administrative, geographical or conceptual representation viewpoint) have a great impact on the tourism management and action model.

> It is essential to accept that **the community plays an important role** in the development of tourism in the city: the people of Barcelona are not actors on a simple static stage, but the active participants and creators of the city and, as a consequence, tourism. The health of the city's tourist activity stems from the well-being of its population, which must be the cause and effect of the successful development of Barcelona as a tourist destination.

> Finally, and bearing in mind the economic and socio-cultural framework of major western cities in the 21st century and the global dynamics they are immersed in, it seems logical to assume that the visitors who are welcomed to great urban centres such as Barcelona do not fit in with the classic concept of the tourist. Nowadays, the appeal of urban centres lies in recreation, business, healthcare, training, work and culture, among many other facets. This is why the visitor profile doesn't fit in with the stereotypical tourist. **Visitors to Barcelona are now the temporary visitors to the city**, who use and consume it specifically according to their interests and length of stay.

### **Benchmark plans, bodies and various institutions**

Barcelona has long-standing experience in drawing up strategic plans, which make it possible to find out about and plan aspects of the current situation in an organised, consensual way.

From the very outset, the City of Barcelona Tourism Strategic Plan used the **Barcelona Metropolitan Strategic Plan** as its benchmark. The Metropolitan Plan has recognised know-how and experience in the analysis and diagnosis of the current situation of Barcelona and its metropolitan area. The Tourism Plan also draws on the experiences of the **Barcelona Metropolitan Territorial Plan**, which analyses and identifies the dynamics concerning the occupation of the territory and the economic activities of the Barcelona metropolitan area, by setting challenges and possible scenarios for future evolution, from a socio-demographic and economic viewpoint.

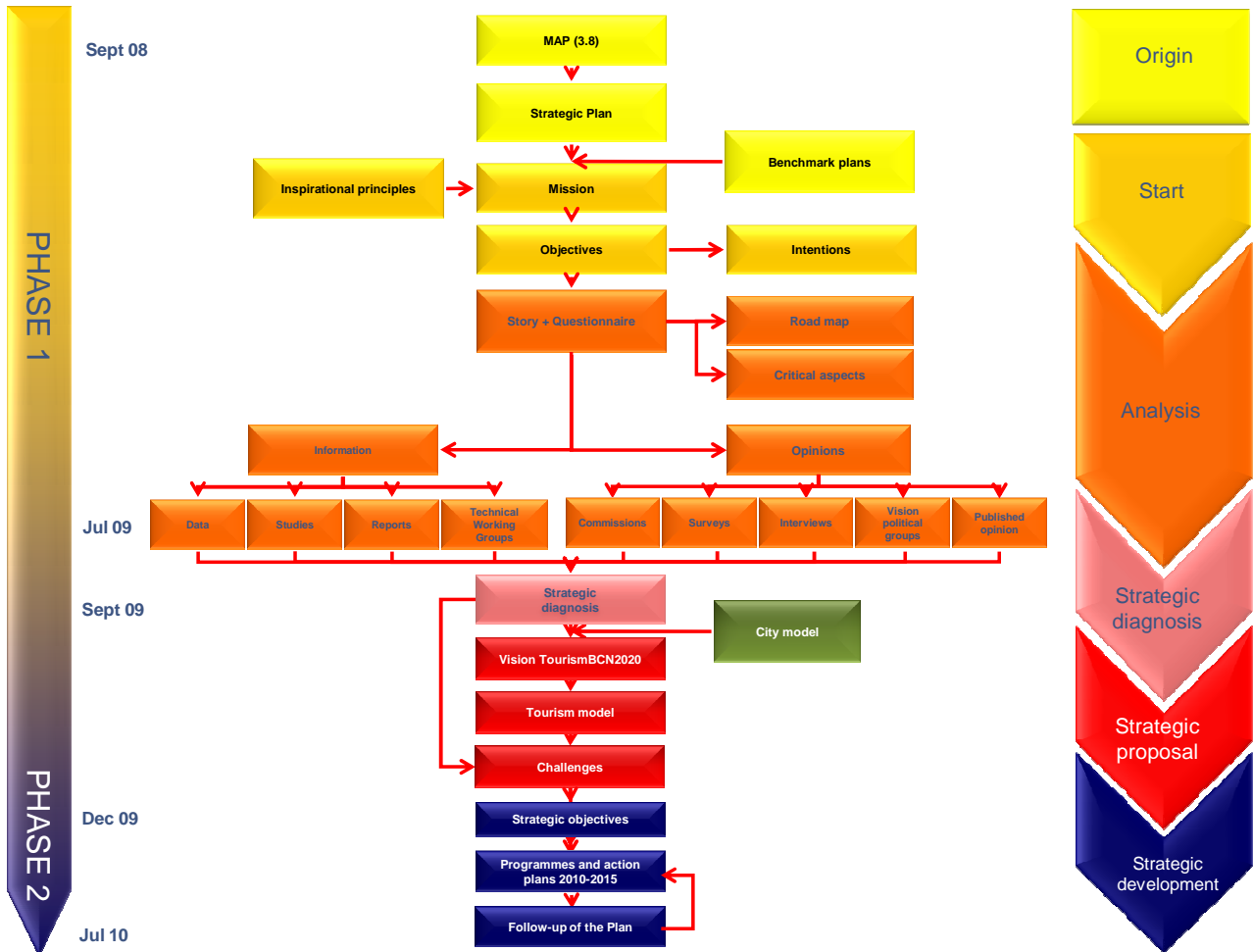
The Catalan Government also defined its first **Catalonia Tourism Strategic Plan**, for the period 2005-2010, which set out to boost and make more cost-effective the tourism resources of Catalonia as a destination. In 2007, the Spanish Government's Ministry of Industry, Tourism and Commerce approved the **Spanish Tourism Plan – Horizon 2020**.

In addition to drawing on the know-how and experience of other strategic plans which are important to tourism in Barcelona, the Plan has also been included in the dynamics and processes of the institutions and organisations in Barcelona that count tourism and the city among their spheres of interest. In this way, the **City Advisory Board** and the **Barcelona Economic and Social Council** have become involved in the reflection process and work of the Strategic Plan.

The **City Advisory Board** set up a **specific Working Commission** to contribute its thoughts and discuss the diagnosis and strategic proposals of the Plan. Together with the Strategic Plan, the **Barcelona Economic and Social Council** convened a working group to look in depth at aspects of professionalism and quality.

Permanent liaison mechanisms with other institutions and bodies from the city and the country were established during the process of the Plan, in order to share and line up the strategic objectives to ensure tourism fits in with the needs of the city. The series of institutional links defined during the process of the Plan, have provided a way of sharing and nurturing the objectives and lines of work, and from this, we have understood that forging these links is a fundamental part of the reflection process on tourism and the city.

**Methodological outline of the Strategic Plan**



## **PHASE 1: STRATEGIC DIAGNOSIS**

The initial working phase, which took place from September 2008 to October 2009, performed an in-depth analysis and diagnosis of the situation of tourism in Barcelona, paying special attention to its territorial, sectorial, economic, social and cultural aspects, and always taking an integral view of the tourist phenomenon itself.

At the same time, a great effort was made to gather data and objective information, in order to find out about the current situation of tourism in Barcelona with greater rigour and precision.

### **Road map: the focus groups and the Senate, Tourism and the City Questionnaire**

In order to embark on the reflection process on tourism and the city, and having defined the objectives, intentions and basic methodological foundations for its development, two actions were carried out that defined the Strategic Plan road map: six focus group workshops and the drawing up, issuing and analysis of a wide-ranging, in-depth questionnaire about tourism and the city to a large group of people associated with tourism and Barcelona.

The purpose of the focus groups was twofold: to bring up and reveal the main critical issues and key aspects of tourism in Barcelona and to mark the true starting point of the Plan.

Six working sessions were held with 100 people from a wide variety of backgrounds taking part. As a whole, the contributions of the focus group members brought to the table a series of questions concerning the following aspects:

- > Relationship between tourism and the community
- > Territorial rebalancing and diversification
- > Infrastructures and internal mobility
- > Tourism image
- > Professionalisation
- > Tourism management and model

Taking into account these considerations, and thanks to the quality and quantity of the contributions from all the participants, the focus groups have become the true starting point and beginning of the reflection on tourism and the city.

The Strategic Plan Office then proceeded to draw up a questionnaire drawing on the contributions of the focus groups, which had as its aim the calculation, exploration and analysis of **critical themes and key aspects of tourism in Barcelona**.

From a methodological point of view, the experience of the focus groups and the questionnaire gave the Strategic Plan a very clear idea of the areas that needed to be addressed in order to analyse tourism in the city, while confirming the importance of social involvement and participation.

### **Information and opinions: a dual line of work**

In order to carry out the analysis of tourism and the city, the Strategic Plan worked on a dual line of research:

- > To gather and create information and objective data
- > To generate and gather opinions and perceptions

Both lines of work were complementary and were carried out simultaneously. They fit into the areas of “knowledge generation” (which gathers and constructs objective data and information) and “spaces of participation” (which take as their basis a variety of actions in order to promote social participation and the creation of opinions and perceptions about tourism in the city).

### **Studies and reports**

The Strategic Plan Office commissioned and coordinated a major series of studies with university research groups and businesses specialising in tourism analysis. They all made an important contribution to knowledge about tourist activity in Barcelona and the understanding of the relationship between tourism and the city.

> **Delphi Study on Urban Tourism Trends and their Links to Barcelona**

ESADE carried out a *Delphi Study on Urban Tourism Trends and their Links to Barcelona*, based on the participation of some 60 experts from Spain and abroad.

> **Economic Impact of Tourism on Barcelona 2007 and 2009**

The study *Economic Impact of Tourism on Barcelona* was commissioned from the research group AQR at Barcelona University (UB). It was carried out in two phases: the first corresponding to the analysis of 2007, and the second focusing on 2009.

> **Benchmarking Barcelona**

We also carried out a benchmarking analysis which used objective criteria in order to compare Barcelona with 17 cities around the world: competitors and/or benchmark cities.

> **Image of Barcelona on Incoming Markets**

The inhabitants from the main incoming countries were polled about their image of Barcelona as a tourist destination for the study *Image of Barcelona on Incoming Markets*.

> **Image and Position of Barcelona as a Tourist Destination on Social Networking Sites**

The importance of the internet in the decision-making processes of a tourist destination was the reason for the study *Image and Position of Barcelona as a Tourist Destination on Social Networking Sites*.

> **Quantifying the Total Number of Visitors to Barcelona in 2009**

The aim of this study was to record the different types of visitor to Barcelona throughout 2009, either those staying in hotels, guesthouses, tourist apartments, youth hostels or with friends and relatives, as well as those visiting from other places who didn't stay overnight.

> **Good Practices in the International Sphere**

We also carried out an analysis of *Good Practices in the International Sphere* which has made it possible to identify potential actions geared to competitive improvements in specific aspects which have a particular impact on the proposals featured in the Plan.

The surveys are an effective opinion-gathering tool that allow us to evaluate the current situation and are also a good way of fostering awareness-raising processes and social pedagogy regarding the interest of tourism in the city. Along these lines, the Strategic Plan has proceeded to draw up and issue different opinion surveys. Four main groups were polled: the community, visitors, city tourism and travel trade professionals and institutional representatives of tourism and the city from outside the country.

- > **Opinion survey of groups inside and outside the city**
- > **Opinion survey of the local community**
- > **Opinion survey of tourists**

With regard to knowledge generation, the Strategic Plan performed the analysis of topics as diverse as accommodation, the Barcelona image and product, and opinions published in the print media in the city and the rest of Spain.

- > **Analysis of the tourist accommodation sector 2009**
- > **Analysis of tourist demand (2006-2008)**
- > **The Barcelona product on the web, in travel guides and the travel trade**
- > **Analysis of opinion published in the print media (2008-2009)**

We have also gathered a significant set of data based on the analysis of miscellaneous secondary sources of information that are broad in scope, such as the territory; transport infrastructures, access and mobility, accommodation, intermediation, tourism and business, bars and restaurants, shopping, culture, leisure, sport and tourism demand.

> **Gathering general data about tourism and the city 2009**

The compendium of data brings a significant knowledge base to the Strategic Plan which is extremely valuable to the tourism sector and the city as a whole.

### **Technical Working Groups**

In order to reinforce the participative processes, the Strategic Plan made it possible to bring together five working groups known as Technical Working Groups which had as their aim to analyse, identify and garner knowledge about some of the specific aspects of tourism in Barcelona. They featured the contributions of experts, professionals and those in charge of each theme, as well as the direct involvement of institutions, such as the Barcelona Economic and Social Council and the Mobility Pact.

- > [Barcelona Web 2.0 Technical Working Group](#)
- > [Technical Working Group for Professionalism and Quality](#)
- > [Technical Working Group for Safety](#)
- > [Technical Working Group for Mobility](#)
- > [Technical Working Group for Tourism and Retail Opening Hours](#)

### **Interviews**

Throughout the process of the Plan we took into account the opinions of significant people who were interviewed, along with those of other people who are representative of the city and, due to their links to, or knowledge about Barcelona, brought us their views and opinions about tourism in Barcelona. We also interviewed representatives of the different municipal groups from Barcelona City Council.

### **Working Commissions**

The Working Commissions met in April and May 2009, and concentrated many of the efforts of the Strategic Plan during the initial phase of Strategic Diagnosis.

As a whole, the commissions activated high and diverse levels of participation from people associated with the city and tourism in Barcelona and the country. This is why we obtained a valuable amount of information and opinions which contribute towards the diagnosis of tourism in Barcelona. More than 250 people from Barcelona and Catalonia took part in the 20 working sessions.

- > Territorial sphere
  - . [Tourist areas and icons](#)
  - . [Barcelona districts](#)
  - . [Metropolitan environment](#)
  - . [Barcelona, capital of Catalonia](#)
- > Sectorial sphere
  - . [Commerce](#)
  - . [Accommodation](#)
  - . [Restaurants and bars](#)
  - . [Intermediation](#)
- > Product sphere
  - . [Tourism and culture](#)
  - . [Tourism and business](#)

The Working Commissions were set up with a very clear objective: to create a dialogue and shared analysis about the way tourism fits in with the needs of the city.

### **Communicating the Plan**

Numerous presentations of the Plan have been made in different settings and venues, inside and outside the city: departments and head offices of the City Council, Barcelona Provincial Council and the Catalan Government, as well as at the city's cultural, economic, social and neighbourhood institutions and organisations and professional associations; presentations have also been made to trade unions and management, and representatives from the main sectors and businesses associated with tourist activity. The Plan has also been presented at workshops, symposiums, congresses and conventions, and to a broadly based public. A total of 120 presentations have been made since the Plan was launched.

There is also a website ([www.turismebcn2015.cat](http://www.turismebcn2015.cat)), which provides a channel for the dissemination of the Strategic Plan.

### **The Strategic Diagnosis document**

During the initial phase of the Strategic Plan, an in-depth analysis and diagnosis of tourism in Barcelona was performed, resulting in the presentation of the **Strategic Diagnosis** document in autumn 2009.

The document presents a strategic analysis of tourism in Barcelona: it features a brief explanatory framework about the relationships between tourism and the city and the main trends and challenges currently facing tourism on a global scale. It also places these aspects in context to make it easier to understand the tourism system, from a global and local viewpoint and taking into account the economic, territorial, socio-demographic and environmental variables. This chapter also performs an analysis of Barcelona's current tourism situation, highlighting the milestones that have marked its recent development; it also looks at current and previous benchmark strategic plans, and makes an analysis of the main aspects that shape tourism supply and demand in the city, paying particular attention to the case of the old town, Ciutat Vella, and, finally, reflecting on the external image of the city, its competitiveness with other tourist destinations, and opinions and internal discourses.

The third chapter of the document includes the Strategic Diagnosis, the core of the document featuring a **list of 150 points** which, by way of conclusion, brings together the aspects the Plan Office deems to be the most important facets of the complex reality of tourism and the city in Barcelona: the key aspects to be taken into account.

The 150 points are set out under the following headings:

- > Supply and demand: *the position of the city as a tourist destination around the world*
- > Policies, management and promotion: *governance of the activity*
- > Economic and sectorial aspects: *the economic and business dimension*
- > Social and cultural aspects: *the citizen's gaze*
- > Ciutat Vella: *the challenge*

The summary of the **Strategic Diagnosis** that ends the document presents a compendium of the most relevant data and information collated from the analysis and diagnosis of tourism in Barcelona, from an economic, social, cultural and territorial viewpoint.

Finally, the document includes an appendix which, like a **participative report**, lists the participants in the different areas of debate and participation of the Plan, the main activities and the documents consulted.

The *Strategic Diagnosis* was presented to the **Board of Directors of Turisme de Barcelona** on 27th October 2009 and to Barcelona City Council's **Municipal Commission for Economic Promotion, Employment and Knowledge** on 17th November 2009.

The **Strategic Diagnosis** was widely distributed. Many presentations were carried out in different settings; and it also received widespread coverage in the media.

The **Tourism Commission** which is part of the **City Advisory Board** and chaired by representatives of municipal bodies, institutions and groups, issued a ruling about the *Strategic Diagnosis*.

## PHASE 2: STRATEGIC PROPOSAL AND PLAN OF ACTION

### The challenges facing tourism in Barcelona

On 26th January 2010, the mayor of Barcelona, Jordi Hereu, and the president of the Barcelona Chamber of Commerce, Miquel Valls, presented the **Preview of the Strategic Proposal** in the Saló de Cent Chamber at City Hall, to an assembled group of some 300 people. During the event, they explained the city model, which was defined by 20 key characteristics; the Vision TourismBCN2020, which seeks to visualise how we imagine Barcelona as a tourist destination in the future and the tourism model that underpins it, defined by three principles and 18 fundamental characteristics. Finally, the 10 challenges facing tourism in Barcelona were set out, grouped into **four blocks or Strategic Cores**:

- > Territorial deconcentration of tourist activity.
- > New governance of tourism within the framework of the city and its territorial environment.
- > Generation of complicities with society and institutions.
- > Leadership and competitive improvements to the destination and activities associated with tourism.

The challenges point to what needs to be changed in those areas where we have to intervene in order to improve tourism in the city. The challenges represent the gap between the *Strategic Diagnosis* and *Desired tourism model* which mark the direction to be taken by the main human, organisational and financial efforts over the coming years. The challenges must allow us to define the *Strategic Objectives of the Plan*.

The **Strategic Proposal** becomes the starting point for the second working phase of the Strategic Plan which was devoted to defining programmes and actions.

### Strategic Development

During the second working phase, once the Strategic Proposal had been defined, the Strategic Plan focused particularly on defining the programmes and lines of action gathered in this document.

This is why we have developed a **participative methodology** to find out the opinions and initiatives put forward by a number of groups involved in the tourism industry. In this regard, we have gathered the raft of proposals and ideas they have brought to the table and this has favoured the decision-making process with regard to the development of programmes.

The working sessions, questionnaires and interviews performed have allowed us to gather the opinions of a broad sector of the population and of people involved in tourism and the city.

During this second working phase, a new **Senate, Tourism and the City Questionnaire** was sent out to important members of society, as was done during the launch of the Plan. The consultation with a broad range of experts on tourism and the city was approached as an option in order to identify the main initiatives regarding the challenges facing tourism in Barcelona. It is important to highlight the fact that figures from Barcelona's political, business, social and cultural spheres listed their proposals on the questionnaire. Some **900 proposals** were gathered and analysed and taken into account in order to draw up the lines of action.

The campaign ***Digues la teva... Barcelona i el turisme*** (*Have your Say... Barcelona and Tourism*) was launched in order to gather the opinion of the community about tourism. The campaign consisted of a short questionnaire of eight questions which could be accessed on the City Council website and was aimed at the community as a whole. Participants were asked for their opinions and knowledge about the tourist attractions and potential of the different neighbourhoods of the city.

The analysis of the answers obtained also helped define the Action Programme.

We also held a number of **working sessions** with different groups. These meetings were useful in helping us gain a better knowledge of the situations and proposals about tourism put forward by many of the agents directly involved in the city's tourist activity.

The **Advisory Committee** comprises four experts and has guided and evaluated the Strategic Plan throughout the working process.



In mid-March 2010, a meeting was held with the **chairs** of the **Working Commissions** during the initial phase of the Plan in order to find out their opinions and expectations with regard to the Action Programmes.

The **Tourism Commission** met again in the old town, **Ciutat Vella**, in January 2010. Representatives from neighbours' associations, retail associations in the district, cultural attractions, representatives from the tourism sector and political representatives and managers from Ciutat Vella took part.

Throughout the second working phase of the Plan, several meetings were held with the **Barcelona Chamber of Commerce** in order to share tourism initiatives currently underway and to analyse proposals for action. The representatives of organisations including the **Barcelona Hotel Association (GHB)** and the **Catalan Association of Travel Agencies (ACAV)** gave a first-hand account of the needs of the tourism sector and related initiatives from the viewpoint of the sector.

The involvement of the managerial team from **Turisme de Barcelona** during the second phase of the Plan enabled us to better understand the work, opinions and expectations regarding tourism of those responsible for promoting the city as a tourist destination. The meetings held allowed us to compare the timeliness of the challenges raised and the appropriateness of working towards meeting them.

Throughout the Strategic Plan process, ongoing contact was maintained with the representatives of the different **Municipal Groups** in order to share the development of the process and to gather their viewpoints and opinions about tourism in the city.

We also continued to work with the **Tourism Delegation of Barcelona Provincial Council** in order to make headway with the future proposals that have an impact on the development of the Destination Barcelona concept. The Plan Office worked with the **Catalan Government's** General Directorate for Tourism in order to include those initiatives listed in the 2005-2010 Catalonia Tourism Strategic Plan.

Our involvement with the **Barcelona Metropolitan Strategic Plan** enabled us to work in line with the approaches of this platform. On 26th May, the Prospective Commission of the Barcelona Metropolitan Strategic Plan launched a metropolitan vision with a 2020 horizon, gathering in its conclusions the vision developed within the framework of the Tourism Strategic Plan.

### **Dynamics underway**

In addition to giving impetus to the different coordinated initiatives mentioned, the Plan has also taken part in already existing dynamics, while fostering new ones.

The **Directorate of Territorial Promotion and Tourism** was created as a result of the reorganisation of the Economic Promotion Department. The work coordinated with the Directorate was key to making progress in pinpointing and carrying out some of the proposed actions, as well as setting in train the dynamics already underway.

The **Municipal Managerial Board for Tourism and the City**, which was mooted in the Strategic Plan and created by mayoral decree in June 2009, brings together representatives from the different municipal departments and districts; the Managerial Board, chaired by the municipal manager, clearly shows the cross-cutting nature of tourist activity and the need to deal with it interdepartmentally. The Managerial Board remained active throughout the second working phase of the Plan, and its work will continue after the Strategic Plan has been completed, in order to involve the different municipal departments in its implementation.

At the same time, a work dynamic was developed in association with the **districts**, with a view to involving them more in the reflection process on tourism and the city in order to introduce the tourism vector into its work dynamic, although the situation of each of the 10 districts is specific with regard to tourism. Work with the **districts** was coordinated with the **City Council's Directorate of Territorial Promotion and Tourism** and, more specifically, with the territory managers of the districts.

Within the framework of this dynamic, each district has drawn up a series of resource files which put forward and describe tangible and intangible elements of the neighbourhoods, so that they can be promoted from a tourism point of view. This work has been extremely useful in drawing up proposals for action, as it represents an initial effort, in many cases, to address tourism-related issues in the district.

The working group geared to improving employment among the professionals associated with the retail, catering and tourism sector was set up as part of the **2008-2011 Quality Employment Pact** signed by the **City Council**, trade unions, business associations and municipal groups. The working group has agreed to develop the proposals in the Strategic Plan regarding the creation of quality jobs. Since it was launched, the Quality Employment Pact has set in train a series of measures geared to improving employment in the city.

As part of this dynamic, we also worked with **Barcelona Activa**, gathering the Strategic Plan's new proposals for action in the initiatives and projects currently underway.

The Barcelona Community Safety Plan, for the period 2009-2011, has highlighted the importance of tourism and included this field as one of the priority lines of action in its Action Plan. A **Safety Working Group** has been set up involving socio-economic agents and representatives of the city's economic and retail sector, **Turisme de Barcelona**, the **Hotel Association**, representatives of the municipal departments and districts, the crime prevention services of **Barcelona Municipal Council**, the police and the Catalan Government's Department of the Interior.

As part of the work dynamic with the different municipal departments and sectors, and as a result of the objectives of the Municipal Management Board, it is important to highlight the work on mobility and tourism flows carried out with Barcelona Municipal Council's **Directorate for Mobility**. Knowledge about the mobility of tourists and trippers in the city, and its follow up, allows us to lay the strategic foundations to boost the lines of action that improve the experience of visitors in getting around the city.

We have also worked in coordination with the **Department of the Environment**, which is the main agent for the development of *Programme 8. Environmental sustainability*, and has launched a series of tourism-related initiatives.

### **The generation of data and knowledge**

The drawing up of studies and reports was one of the main achievements of the second phase of the Plan, which throughout its two years of work, and coordinated by the Plan Office, made a firm commitment to improving and expanding knowledge about tourism in Barcelona.

The second working phase of the Plan continued with two of the studies begun in 2008 as part of the Analysis and Diagnosis phase: *The Economic Impact of Tourism on Barcelona 2009* and *Quantifying the Number of Visitors to Barcelona 2009*.

The **Strategic Guidelines for the Barcelona Tourism Marketing Plan** were drawn up during the second phase of the Strategic Plan. This study established the position and strategic objectives of the destination, the product and market strategy and promotion strategies, according to the criteria established in the Strategic Proposal.

The study of the Strategic Guidelines for the Marketing Plan were key in drawing up *Programme 5. Marketing*, which aims to adapt marketing to the new model and challenges raised, providing criteria and developing instruments that will enable us to improve the overall promotion of Destination Barcelona, bringing together the different agents involved.

### **The Strategic Proposal - Plan of Action 2010-2015 document**

The **Strategic Proposal. 2010-2015 Plan of Action** was presented, as originally envisaged, at the end of July 2010, and concluded the second phase of the City of Barcelona Tourism Strategic Plan.

The document comprises two main parts: the Strategic Proposal and the 2010-2015 Plan of Action.

A preview of the Strategic Proposal was presented on 26th January in the Saló de Cent Chamber. The session made it possible to set out and reach agreements about the main challenges facing tourism in Barcelona and embark on a process of dialogue and agreement about the Proposal.

The Strategic Proposal set out in this document includes the definition of the Vision TourismBCN2020, the proposed tourism model, the challenges and, lastly, the strategic objectives.

The Strategic Proposal has been useful in defining the 2010-2015 Plan of Action, which is divided into 15 programmes which make up the second part of this document.

The **15 programmes** are divided into **four main groups**:

- > **Destination Barcelona: from the neighbourhoods to the region**
- > **Marketing: what and who**
- > **The keys to competitiveness**
- > **Leadership and governance: Barcelona as a tourist destination in the 21st century**

In order to provide an answer to the future challenges set out in the Strategic Plan and to foster the implementation of the different lines of action/initiatives, the programmes are distributed over two main departments, the Promotion Department, run by Turisme de Barcelona, and the Tourism and the City Department, run by Barcelona City Council.

Each programme complies with specific strategic objectives and is formulated to provide an answer to specific operational objectives, putting forward a series of initiatives that are necessary to achieve them, and detailing the agents involved and the necessary timeframe for their implementation. The 2010-2015 Plan of Action was designed to achieve the two key objectives of the Plan: Ensuring tourism fits in better with the needs of the city and making competitive improvements to tourist activity in Barcelona.

The presentation of the **2010-2015 Plan of Action**, which gathers the contributions of the process of participation and reflection developed over the past two years, concludes the commission by the Strategic Plan Office of work that expressly set out to make participation the method and aim at the same time and one of the fundamental engines of change.

From now on, the implementation of the Plan will mark the beginning of a new process, moving from the planning stages to the "Strategic Management" of tourism in Barcelona.



# 04 Summary of the Strategic Diagnosis

For a number of years now, the growth in tourist activity in Barcelona has made the city a world-class tourist destination. **Today, Barcelona is a successful tourist city**, and enjoys worldwide recognition and acclaim and is a desirable destination for many types of people. Barcelona's appeal certainly has to do with a multiplicity of elements that make it interesting to a wide range of demand segments, beyond the classic tourist who visits for recreational purposes or on holiday. **Visitors with a very varied profile, with diverse origins and motivations** come to Barcelona. Training, business, healthcare, sport and research are some of the reasons that also attract visitors to the city.

Barcelona owes its success as an urban tourism destination to its ability to combine all its potentialities and strengths as a city with other activities. Indeed, **urban tourism exploits the multi-activity of the city, urban multiculturalism and the multi-motivations of the community and visitors.**

The majority of international analyses and studies always place **Barcelona near the top of their rankings**, highlighting its values and qualities in areas as diverse as the quality of life and lifestyle, the cultural and recreational offering, the architectural and monumental legacy, the hotel infrastructure, retail offering, restaurants and bars and its wide range of facilities and amenities for tourism associated with trade fairs, congresses and conventions. Visitor satisfaction is usually very positive with regard to most aspects of the city, and this factor gives impetus and stimulus to the success of the destination. In addition to being valued as a city that must be visited, **Barcelona is appreciated, as we have said, because of its quality of life and lifestyle** in general, and the image associated with the city incorporates values such as **creativity, cosmopolitanism and innovation**, which also make it a desirable place to live and work.

Barcelona has **traditional and established iconic landmarks** which are widely recognised around the world, such as La Rambla, the Park Güell, works by Gaudí and the city's old quarter. It also **offers a great many possibilities and potential resources** which can further increase the city's appeal, while favouring the dispersal of tourist attractions and, in this way, taking tourism to more of the city's neighbourhoods and districts.

Barcelona's **hotel infrastructure** has expanded markedly over the past two decades. Between 2003 and 2008, this sector experienced growth levels of 40%, taking the number of beds from 39,000 to 56,000. The **concentration** of hotels in the Ciutat Vella and Eixample districts, although high, has decreased while a slow but gradual **dispersal** of this activity to other areas of the city has taken place.

**Barcelona is a competitive tourist city**, and is often compared to long-established tourist destinations such as Paris, Rome, Madrid and London, all of them country capitals. In fact, Barcelona is one of the European cities that have experienced the greatest growth in relative terms with regard to tourism.

**The economic and sociocultural environment of recent years has helped raise the city's profile around the world.** In addition to this, the development of transport infrastructures, such as the airport, port and high-speed train (AVE) have benefited the major growth in tourism demand for Barcelona. The low-cost transport boom throughout Europe, the increase in the number of trips from around the world, and the popularisation of weekend breaks in urban centres have favoured the city's success as a tourist destination.

**We have done things properly as far as tourism promotion is concerned:** for more than 15 years, Turisme de Barcelona – a public-private consortium comprising the Chamber of Commerce and the City Council – has made great efforts to promote and disseminate the image of the city, attract specific demand segments and make Barcelona's offering cost-effective. All this has been achieved following an ongoing strategy of creating, managing and marketing products. The Turisme de Barcelona model is widely admired, and an example of promotion that many other destinations seek to imitate. However, in order to face the future with guarantees, it may be necessary to rethink its **definition, role and sources of funding** based on the experience of the success accumulated over these years.

Beyond the promotional strategy implemented, it is important to remember that the legacy of the image of the **92 Olympics**, the urban renewal and the **general appeal of the city have contributed to the growth in tourism in Barcelona.**

It is estimated that **more than 12 million visitors** stayed overnight in Barcelona in 2009. The city is a leader in segments including congresses, cruises and city breaks. These visitor volumes represent around **27 million overnights** in all kinds of accommodations, including those categorised as “relatives’ and friends’ houses”. These do not take into account the large numbers of day visitors or “trippers” who travel to the city throughout the year.

The magnitude of these figures is also associated with another important piece of data: tourism activity in Barcelona has an economic impact close to **20 million euros a day** – in sectors as diverse as accommodation, the retail trade, restaurants and bars, transport and cultural and recreational facilities, among others – and creates more direct employment than the chemical, financial, property and car industries in Catalonia, thus proving its importance. It is also important to highlight the multiplying effect of tourism on the city’s economy, where **more than 25% of its impact is distributed by sectors that are not directly considered to be associated with tourism**, as well as its important effects on the rest of the country.

Beyond understanding tourism as a source of income for the city, the community also values this activity insofar as it is an **element for social and cultural progress** and a **stimulus for urban development**, which fosters the dynamism of a **plural, cosmopolitan city which is open to the world.**

In recent years, the large and medium-sized metropolises in western society have shown a commitment to the **tourism industry as one of the engines for economic development and an element for revitalising the territory.** Increasingly, tourism is taking on a predominant role in contemporary cities, and it is within the framework of this dynamic that Barcelona has fully established itself as a tourist destination.

**Barcelona’s new transport infrastructures have brought about a true change in scale.** The continuous improvements being made to the airport and the port, and the arrival of the high-speed train (AVE) are changing the true dimensions of the city, connecting it with the world’s main incoming markets and expanding its potential market. An example is the current leadership of the port in the cruise market. Barcelona is the leading cruise port in Europe and the Mediterranean and ranks fourth in the world.

The territorial and symbolic boundaries of **Destination Barcelona** have extended beyond the purely administrative demarcations of the city. The area covered by Destination Barcelona and the capital’s links to other tourist offerings in Catalonia and the rest of Spain are now a potentiality to be reckoned with.

As far as demand is concerned, the plurality of profiles is very high, and favours the **deseasonalisation** of the activity throughout the week and throughout the year. Barcelona attracts visitors from a **wide variety of geographical origins**: three quarters of the tourism demand comes from abroad, with the French, Italian, British, German and North American markets the most prominent. There is also a **wide range of motivations** for travel: 55% of visitors come to Barcelona for recreational purposes, 33% for professional reasons and 12% for personal reasons.

The growth and diversification in tourism supply and demand experienced in recent years have been accompanied by a certain **unease among the community**, who, in a relatively short space of time, have seen how the social, retail and urbanistic network of the city has changed significantly. In this context, opinions have emerged that are critical towards tourism, reflecting a disapproval, not so much of tourism in itself, but the lack of management of its impact or simply a feeling of abandonment.

Recently, the large numbers of visitors to Barcelona have highlighted the fact that it is **necessary to manage the impact of tourism within the framework of a new tourism policy for the city.** The problems stemming from massification, the processes of transformation in retail activities or the problems of coexistence and cohabitation in tourist areas – **mainly at the Sagrada Família, the Park Güell and many places in Ciutat Vella** – are some of the complications that make it difficult for tourism to fit in with the city. Certain prejudices and stereotypes have emerged about tourists as a

result of this unease and the tensions that are still to be resolved, and tourism has also been identified as responsible for some of the city's problems.

The conflicts associated with the massification and standardisation of the offering could pre-empt **certain levels of attrition with regard to tourism** and become a contributing factor to the deterioration of Barcelona, having adverse effects on the quality of life of the local community and spoiling the visitors' experience. Furthermore, it is important to remember that the image of Barcelona, like the image of every tourist destination, is prone to being undermined if the visitors themselves start to have bad experiences.

In addition to highlighting the need to manage and order tourism activity, the lack of conciliation between the community and tourism can also be explained, to a certain extent, by an **ignorance of its positive effects**.

We have detected the existence of **polarised opinions** between praise and criticism, discourses that have fluctuated between self-satisfaction and rejection. The local press has played an important role on both sides of the pendulum, and it can be said that published opinion has struck a chord among certain groups in Barcelona society.

It is also important to mention the **contrast** between the image **perceived on an external level**, where Barcelona enjoys an excellent reputation, and the **citizen's gaze**, which, far from rejecting tourism and its benefits, has a more critical opinion of its impact.

As this critical view of tourism has been "kindled", an economic and financial crisis of worldwide scope has made us take stock of the value of the tourism industry, which is clearly cross-cutting, multisectoral and firmly established in Barcelona. However, it is nevertheless true that this **economic crisis can change many things**, both in terms of visitors' habits and the city's competitive conditions, as well as the tourist offering as a whole. This factor represents a new **challenge that Barcelona cannot fail to meet**.

**Tourism must be everyone's concern**, basically because the population as a whole receives the impact – both positive and negative – generated by this activity, either directly or indirectly. Taking this premise into account, we must face the future with the clear idea that tourism is a **shared**, not-sectorial, **project**. In this regard, we **must move forward towards a new idea of what urban tourism means in the 21st century**, and this must be done with the **greatest possible involvement of the community and institutions**.

After years of euphoria and strong growth, in the future we must **take a new approach to key aspects** such as tourism management, the importance of education and a search for complicities, the opportunities for the territorial deconcentration of the offering and adaptation to the demand, and the improvement of the activity in an increasingly changing and competitive environment, among other questions.

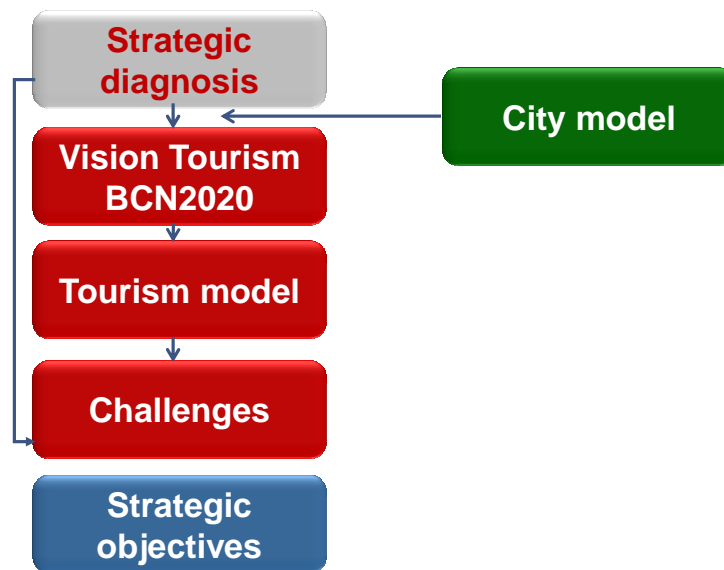
However, above all, **Barcelona has the ability and will to face the future with guarantees**.





# 05 Strategic Proposal

Once the Strategic Diagnosis was performed during the initial phase of the Plan, the **Strategic Proposal** defines the city model, the Vision TourismBCN2020, the desired tourism model, the principal challenges being faced, and the strategic objectives.



The Strategic Proposal gathered in this report is the result of **consensus** between and the ongoing contributions of the main agents involved in this Plan. Its contents form the core of the **big decisions** about ways of **improving tourism and ensuring it fits in better with the needs of the city**.

## DESIRED CITY MODEL: 20 KEY CHARACTERISTICS

In order to put forward the desired tourism model for Barcelona, it is important to take into account what we refer to as the city model. This is because tourism is an activity that has to fit in naturally with the city while helping it grow and develop in a constructive and positive way at every possible level. This means that that the tourism model tends to foster and make headway with the desired city model, and vice versa.

In order to summarise the city model we have attempted to bring together and explain its main characteristics and features. It is important to bear in mind how difficult it is to define the city model as there is no single vision. Nonetheless, it is undeniable that there is a series of inherent characteristics and elements that more or less define Barcelona and the direction it is taking. These characteristics are widely recognised and shared by a broad spectrum of actors and are spearheaded by the city government.

The city model we are presenting here brings together **the main aspects and characteristic traits that define the Barcelona of today and the future**: namely, the type of city we aspire to based on the current reality. The model addressed here integrates the traits defined by a broad number of actors from the city, including the municipal government, the institutions and representatives of the economic, social and cultural sectors.

The city model is understood as a **desired model**, which defines the main decisions about the city and, therefore, is a **fundamental element in the conceptualisation process and the proposal for the desired tourism model**.

**Barcelona wants to be a city that...**

- > is heterogeneous and diverse, and places the emphasis on people
- > is tolerant and civic-minded
- > is inclusive, and committed to social cohesion
- > has an open attitude to welcoming visitors
- > is committed to culture and sport
- > has a broadly based and diverse social network that is committed to the city
- > has municipal leadership and shared complicities
  
- > is shaped by its neighbourhoods
- > is dense and compact and eschews segregation and compartmentalisation
- > is multifunctional, with a diversification of uses on a territorial level
- > is metropolitan
- > is the capital and engine of Catalonia
- > is the “capital” of the Mediterranean.
  
- > is diversified, with a wide variety of economic sectors, with tourism activity among them
- > is enterprising, creative, innovative, committed to training, attracting and securing talent
- > and where the service and knowledge economy are a key component
- > has a retail offering with its own marked identity and makes the city what it is
- > is sustainable
  
- > has a strong international profile, is well connected and open to the world while preserving its own identity
- > is pioneering and with a desire to lead

## **VISION TourismBCN2020**

Although the present Plan has a 2015 horizon, efforts have been made to project a **vision over a ten-year period (2010-2020)**. The reason for this was the need to establish a working framework that is more ambitious and broader in scope, and to place ourselves within the same time frame as the Metropolitan Model 2020. The current Plan sets out the **objectives for the 2015 horizon** and the lines of action necessary to deal with them, leaving open the need to develop a new Horizon Plan for 2015-2020, when the time comes.

The proposed vision seeks to visualise **how we imagine Barcelona as a tourist destination in the future**; what we aspire to; whether it is a desirable situation; and a statement of intent about where we want to be in the future, which, in our case, means 2020.

**“In 2020, Barcelona will still be recognised as the most vibrant and dynamic tourist destination in the Mediterranean and one of the world’s leading destinations, and has established its position as a destination that has gone way beyond its administrative boundaries.**

**It is a city where tourism is fully integrated into its economic, retail, social and cultural dynamic and where the community recognises all kinds of visitors as other (temporary) citizens. The hospitable character of the locals makes it a friendly, different city that people are fond of.**

**A metropolitan city which is distinguished by its environmental sustainability, its excellent service, its continuous ability to surprise and its groundbreaking initiatives. Culture, creativity and knowledge are the engines of the city and its territory.**

**The real city, its identity and dynamism form the basis of its appeal and there is no room for “ghettos” or neighbourhoods that cater exclusively to tourists.**

**Tourist activity continues to contribute to Barcelona’s success by fostering the improvement of the quality of life and social cohesion of its community, to the upkeep and creation of new amenities, and to the success of other economic sectors and the dissemination of Barcelona around the world”.**

## **> DESIRED TOURISM MODEL**

The proposed tourism model expresses the type of tourism Barcelona aspires to, as well as the role this activity must play in the city and throughout the territory, and the complications that must go hand in hand with its development.

It expresses the **series of aspects that shape and describe the tourism we want**. Some of these aspects have already been achieved, others are “underway” and others are far from being a reality. The proposed model is understood as **a desired model, a benchmark and a guide to “moving forward”**, lending coherence to the series of actions to be undertaken in the future. The tourism model **is part of and shapes the city model**. The tourism model takes into account aspects such as supply and demand, policies and management. The proposed model **justifies, answers to and “works” towards the defined vision**.

The proposed tourism model is a strategic decision that maps out the long-term course of action to be taken, which requires broad consensus between the different actors in the city.

## **Principles of the tourism model**

We have outlined three core principles that define the tourism model:

### **> Coherence with the city model**

The tourism model must be fully coherent with the city model. The relationship between tourism and the city must be based on **reciprocal nurturing** and positive synergies, in a bidirectional sense.

In this regard, the management of urban tourism activities cannot be disassociated from the conceptual and operational framework of the management of the city.

**The tourism model is part of the city model while helping to shape it**, so that the coherence between both models is key, particularly because tourism leads to the development of the city and vice-versa.

### **> The balance or synergic relationship between visitors and residents**

The relationship established between residents and visitors proposed by the Barcelona tourism model must be evenly balanced, insofar as there must be no competition or conflict between one or the other.

**The coexistence between visitors and residents should be synergic as well as harmonious**, based on cultural and economic exchanges and reciprocal contributions, understood as an enriching and mutually constructive experience.

### **> Economic, social, environmental and heritage sustainability**

The principle of sustainability is based on the idea that the needs of future generations shouldn't be compromised by satisfying present needs. **Sustainability must be addressed globally with political, social and economic measures that call for the involvement of society as a whole.**

In short, the growth in tourist activity must take place within **fair and balanced parameters in which growth in activity brings about the least possible negative impact and brings the greatest amount of benefits.**

The sustainable development of a destination is a process of qualitative change which must be the result of **political will and must involve the local community as well as visitors**, adapt to the legal framework, and design appropriate planning and management tools.

In Barcelona, we must work towards tourism development based on a balance between the preservation of the social and cultural heritage, economic viability of tourist activity and social fairness in its implementation.

## **The 18 characteristics that make up the desired tourism model**

The desired tourism model for Barcelona comprises 18 characteristics. These **characteristics define what we want tourist activity and its relationship with the city to be like**, while highlighting the different aspects of **tourist activity** (supply, demand and impacts) and the **economic, social, cultural and territorial aspects** pertaining to this activity.

- 1 > An activity considered and managed as cross-cutting, multisectoral and with a broad territorial scope
- 2 > Based on active public management, interinstitutional cooperation and involvement and a public-private agreement
- 3 > Tourism is one of the city's main economic mainstays and fosters the distribution of revenue throughout the territory and among the community
- 4 > Tourist activity integrated in a natural way into the life of the community
- 5 > Tourist activity well integrated into the economic policy and the overall management of the city, where the tourism-business binomial is a priority
- 6 > Tourist activity involving the community
- 7 > The visitor, a "temporary citizen" beyond the traditional concept of the tourist
- 8 > Diversified, deseasonalised and multi-motivational demand
- 9 > An inclusive rather than exclusive tourism, which is respectful and has rights and duties
- 10 > A tourism offering characterised by excellence
- 11 > Culture as one of the main linking elements of the offering
- 12 > A city for the community that visitors like
- 13 > Preserving and offering Barcelona's identifying symbols
- 14 > The city offers itself as a whole, with stories that can be shared between the community and visitors
- 15 > A city where the neighbourhood is a key element
- 16 > Preserving mixed uses of the territory
- 17 > Metropolitan city
- 18 > Barcelona, capital of Catalonia and the Mediterranean

## **CHALLENGES**

Below we set out the **ten major challenges** which, taking into account the diagnosis expressed in chapter 3 of the "Strategic Diagnosis" document, Barcelona has to face in order to move towards the established tourism model and make possible the proposed vision.

These challenges are the result of identifying the **gaps between the Strategic Diagnosis and the proposed tourism model**. They place emphasis on those areas that need to be prioritised; what we need the most in order to "enjoy" the desired tourism model.

They tell us **what we have to change and where we have to act**. They are the **strategic core areas for action**, vectors that will plot the course of the main human, organisational and financial efforts over the coming years.

The challenges facing tourism in Barcelona are approached as the main levers **that will bring about changes in the present type of tourism** according to the desired tourism model. This means that each challenge has a marked **ability to transform and change in the future**.

The challenges are understood as the core areas or vectors that will bring about an improvement in tourism in Barcelona. In order to achieve this, they must be taken on board by the broadest possible range of agents involved. The challenges **will involve agreements, commitments, and shared actions**.

The challenges are grouped together into four main blocks or core areas:

#### **Territorial deconcentration of tourist activity**

- 1 > From Barcelona to destination Barcelona**
- 2 > From the traditional icons to new icons**
- 3 > From the icons to the neighbourhood**

The territorial deconcentration of tourist activity involves the expansion of the destination to the metropolitan area, taking advantage of the potential of the new tourist space and its surroundings. At the same time, the territorial deconcentration of the activity involves highlighting new resources and urban spaces and giving the neighbourhoods a more central role.

Deconcentration seeks to expand the framework for action, to foster a more equitable distribution of the economic and social effects caused by tourism, as well as a territorial reequilibrium, releasing the pressure on some areas of the city.

#### **New governance of tourism within the framework of the city and its territorial environment**

- 4 > From tourist to visitor**
- 5 > From tourism promotion to a governance of tourist activity**
- 6 > From data to the generation of shared knowledge**

The social and economic transformations that have occurred involve changes, adaptations and reformulations in the way cities are considered and governed. The dynamics inherent to the urbs, the growing sophistication and importance of tourism and the multiplicity of public and private actors involved, make them complex to govern.

We therefore need to move towards the development of new structures of management and coordination of tourist activity and their relationship with the city and different territories, bearing in mind the current and desired roles of the different institutions, governments and sectors involved.

The generation and dissemination of information must play an important role in order to help achieve the necessary complicities, take the best decisions and favour the credibility of the activity.

#### **Generation of complicities with society and institutions**

- 7 > From indifference to complicity with the community**
- 8 > From competition to complicity with Catalonia**

In order to ensure that tourism functions correctly and is integrated naturally into the city, the maximum number of complicities is essential, with particular importance being given to the Catalan community and institutions according to their historic importance and/or shortcomings.

The involvement of the community is a necessary condition for the economic and social sustainability of the activity, and complicities with Catalonia and its institutions are something that has to be improved for their mutual benefit. Showing consideration for the Barcelona resident also means fostering hospitality, extending a warm welcome to visitors, coexistence and reciprocal exchanges. To generate institutional complicities in all spheres also means reinforcing Barcelona's role as the Catalan capital and raising the profile of Catalonia.

## **Leadership and competitive improvements to the destination and tourism-related activities**

**9 > From “accelerated” growth in years of plenty to the consolidation of sustainable growth “post-crisis”**

**10 > From the tourist city to leadership in tourism and the city**

In the world today, strong competition between cities means that the competitiveness of the destination as a whole, and the sectors in particular, are key factors to success. There can be no sustained, long-term success without sustainability and there is no sustainability without the ability to be competitive.

Barcelona’s tourism boom of recent years has proved the strength of the product, the solvency of business and the competitiveness of the destination until today. Nevertheless, the rarefication of the current economic and financial environment, as well as the strong competition between destinations, makes it necessary to consider a sustainable evolution over time, while consolidating the merits achieved.

Despite having the conditions and aptitudes to achieve a leading position in urban tourism over time, Barcelona must work towards the continuous improvements in the competitiveness of the destination and the different sectors involved.

## **STRATEGIC OBJECTIVES**

Below we set out the **strategic objectives** arising from the **challenges** set out in the above section. Each of the challenges requires the attainment of a number of strategic objectives that have a horizon for 2015.

### **CORE AREA I > Territorial **deconcentration** of tourist activity**

#### **Challenge 1 > From Barcelona to **Destination Barcelona****

- 1.1. To expand the geographical and symbolic dimensions of Destination Barcelona
- 1.2. To formalise (structure, articulate and bring together) a new tourism reality beyond the city of Barcelona
- 1.3. To contribute to highlighting new attractions, services and amenities outside Barcelona
- 1.4. To boost the mechanisms for interinstitutional cooperation and involvement

#### **Challenge 2 > From the traditional icons to **new icons****

- 2.5. To help focus on new tourist landmarks in both the city and destination
- 2.6. To foster the balanced development of new city initiatives and attractions
- 2.7. To foster the introduction of new accommodation formulas away from the city’s most congested areas

#### **Challenge 3 > From the icons to the **neighbourhood****

- 3.8. To boost the role of the city’s neighbourhoods as the object and subject of tourism, according to the principles of the new tourism model
- 3.9. To ensure the districts include the tourism vector in their political and organisational dynamics

**CORE AREA II > New governance of tourism within the framework of the city and its territorial environment**

**Challenge 4 > From tourist to visitor**

- 4.10. To contribute to and boost the prestige of tourist activity in society
- 4.11. To promote a broadly based view of the “tourist” by the institutions, sectors, media and opinion leaders as a whole
- 4.12. To place tourism within the framework of the global economic promotion of the city and city marketing activities
- 4.13. To help consider visitors as temporary citizens

**Challenge 5 > From tourism promotion to a governance of tourist activity**

- 5.14. To foster a renewal of Barcelona's tourism policy
- 5.15. To improve the capacity to anticipate and manage, on a day-to-day basis, the undesired impacts of tourism on the city, particularly in the old town, Ciutat Vella
- 5.16. To foster the overall management and promotion of tourist activity within the framework of the overall management of the city
- 5.17. To improve and guarantee funding for the management and promotion of tourism and the infrastructure for welcoming tourists
- 5.18. To include new territorial, economic, social and cultural representatives in the different planning, managerial and promotional bodies for tourism in Barcelona

**Challenge 6 > From data to the generation of shared knowledge**

- 6.19. To involve the different public and private agents in defining the necessary framework of knowledge
- 6.20. To consolidate and ensure the generation of reliable basic statistical knowledge which will be consistent over time
- 6.21. To foster the generation of information in accordance with the new territorial boundaries, in terms of destination as well as neighbourhoods/districts
- 6.22. To establish socialisation mechanisms and to share knowledge about tourist activity between the agents involved and the community

**CORE AREA III > Generating complicities with society and institutions**

**Challenge 7 > From indifference to complicity with the community**

- 7.23. To foster new information and educational mechanisms about the effects and contributions of tourist activity
- 7.24. To foster and encourage the participation of the community in tourism-related aspects in the city
- 7.25. To foster a hospitable, welcoming attitude to visitors among the local community
- 7.26. To improve the relationship of the local community with tourists as well as their perception of tourism

**Challenge 8 > From competition to complicity with Catalonia**

- 8.27. To be the capital of Catalonia and a new motor for tourism
- 8.28. To strengthen the mutual recognition between Barcelona and Catalonia as tourism leaders
- 8.29. To create favourable conditions for establishing joint lines of work between Barcelona and Catalonia that will foster the complementary nature of the different tourism initiatives
- 8.30. To share human, organisational, financial and knowledge resources in order to better meet the challenges shared by the city and region's institutions



**CORE AREA IV > Leadership and competitive improvements to the destination and activities associated with tourism**

**Challenge 9 > From “accelerated” growth in years of plenty to the consolidation of sustainable growth “post-crisis”**

- 9.31. To make a commitment to sustainability as a guarantee to consolidate Barcelona’s success as a tourist destination in the long term
- 9.32. To ensure Ciutat Vella remains sustainable in tourism terms
- 9.33. To improve the competitiveness of the sectors involved in developing Barcelona as a tourist destination
- 9.34. To maintain a moderate increase in visitor numbers, recovering the figures registered before the financial crisis
- 9.35. To recover average spending by visitors to levels similar to those before the crisis
- 9.36. To bring about an increase in the average length of stay in the city

**Challenge 10 > From the tourist city to leadership in tourism and the city**

- 10.37. To contribute to the recognition of Barcelona as a model of city and quality destination, for residents and visitors alike
- 10.38. To make tourism an asset that can improve the local residents’ quality of life
- 10.39. To take advantage of tourism as a privileged element that can disseminate the values of modernity and the creative and innovative capacity of Barcelona and its territory around the world
- 10.40. To make the process of reflection on tourism and the city begun by the Strategic Plan into a permanent “working approach” among the different actors involved



# 06 2010-2015 Plan of Action

The 2010-2015 Plan of Action includes some 150 interventions grouped into 15 programmes that tie in with 40 strategic objectives resulting from the ten proposed challenges.

The proposed actions are the result of the process begun in the middle of 2008, and more specifically the process of the second phase of the Plan begun in autumn 2009. The actions gather the wide range of contributions made by all the public and private actors involved in the reflection process on tourism and the city, in which more than 700 people have taken part directly during almost two years of intensive work.

### Criteria

The structure of the programmes and the final selection of the actions tie in with the criteria of consensus, ambition, overall focus and cross-cuttingness.

The cross-cuttingness that defines tourist activity can be clearly seen in the chart below. It shows how each of the programmes responds to a wide range of strategic objectives and how the attainment of an objective requires the participation of more than one programme.

PROGRAMMES	CORE AREAS			
	DECONCENTRATION	GOVERNANCE	COMPLICITY	COMPETITIVE IMPROVEMENT AND LEADERSHIP
<b>Destination Barcelona: from the neighbourhoods to the region</b>				
1. Destination Barcelona				
2. Neighbourhoods and districts				
3. Ciutat Vella				
4. Utilizing transport infrastructures for tourism and new urban centralities and amenities				
<b>Marketing: what and who?</b>				
5. Marketing				
6. Adapting the tourism product				
7. Information and assistance				
<b>The keys to competitiveness</b>				
8. Environmental sustainability				
9. Professionalisation				
10. Raising awareness and education				
11. Support from and partnership with industry				
<b>Leadership and governance. Barcelona as a tourist destination in the 21st century</b>				
12. New governance and funding				
13. Municipal management of the effects of tourist activity				
14. Tourism intelligence				
15. Leadership in tourism and the city				

Intensity ratio



NB: Each core area requires the attainment of several strategic objectives (40 objectives in total)

A programme like the one presented here cannot be dealt with partially because it is the series of programmes and their lines of action that give it coherence and strength. There are clear synergies between the different programmes and lines of action.

## Programmes

The 15 programmes have been grouped together into four main blocks:

<b>2010-2015 Plan of Action</b>	<b>Destination Barcelona: from the neighbourhoods to the region</b>
	1. Destination Barcelona
	2. Neighbourhoods and districts
	3. Ciutat Vella
	4. Utilizing transport infrastructures for tourism and new urban centralities and amenities
	<b>Marketing: what and who?</b>
	5. Marketing
	6. Adapting the tourism product
	7. Information and assistance
	<b>The keys to competitiveness</b>
	8. Environmental sustainability
	9. Professionalisation
	10. Raising awareness and education
	11. Support from and partnership with industry
	<b>Leadership and governance: Barcelona as a tourist destination in the 21<sup>st</sup> century</b>
12. New governance and funding	
13. Municipal management of the effects of tourist activity	
14. Tourism intelligence	
15. Leadership in tourism and the city	

### **Destination Barcelona: from the neighbourhoods to the region**

It includes four programmes concerned with the most territorial aspects of Destination Barcelona.

The destination is determined by a variable geometry and a physical and symbolic space which is largely defined according to access, services, products and visitor experience.

While highlighting the need to envisage and act on the metropolitan territory, we also focus on the city's neighbourhoods and the possibility of making them a tourism objective. A whole programme is dedicated to Ciutat Vella, an area which, due to its central location, requires special attention and dedication as far as tourism is concerned.

This block concludes with a programme devoted to the importance of taking into account and utilizing the opportunities provided by the new transport infrastructures and new centralities and amenities of the destination for tourism.

### **Marketing: what and who**

This includes three programmes that refer to the client-visitors and products.

These programmes have been designed to adapt the marketing of the city to the new model and proposed challenges, with the aim of developing instruments that will bring about improvements in the overall promotion of the destination.

In this regard, the emphasis is placed on the strategy and new criteria that will inspire the promotional actions and the importance of the reception, information, signage and interpretation mechanisms of the destination, among other factors. The importance of having sectors and a renewed product which has been adapted to the new model is essential in order to improve Destination Barcelona in competitive terms.

### The keys to competitiveness

This includes four business-centred programmes.

The core of the actions proposed in these four programmes are: to incorporate environmental sustainability criteria into the planning and management of the destination and businesses; to give impetus to training, working conditions and the professionalisation of workers and managers; and to foster a greater knowledge and acceptance of tourism in society and the overall improvement of the industry by making a commitment to new technologies, quality and innovation as the key elements of competitiveness.

### Leadership and governance: Barcelona as a tourist destination in the 21st century

This includes four programmes that lay the foundations for a new governance of the destination.

In a framework where the metropolises are playing an increasingly important role, the aim of these programmes is to make a real leap forward in terms of tourism governance today, ensuring that tourism fits in with the needs of the city and improving the competitiveness of the destination and its businesses.

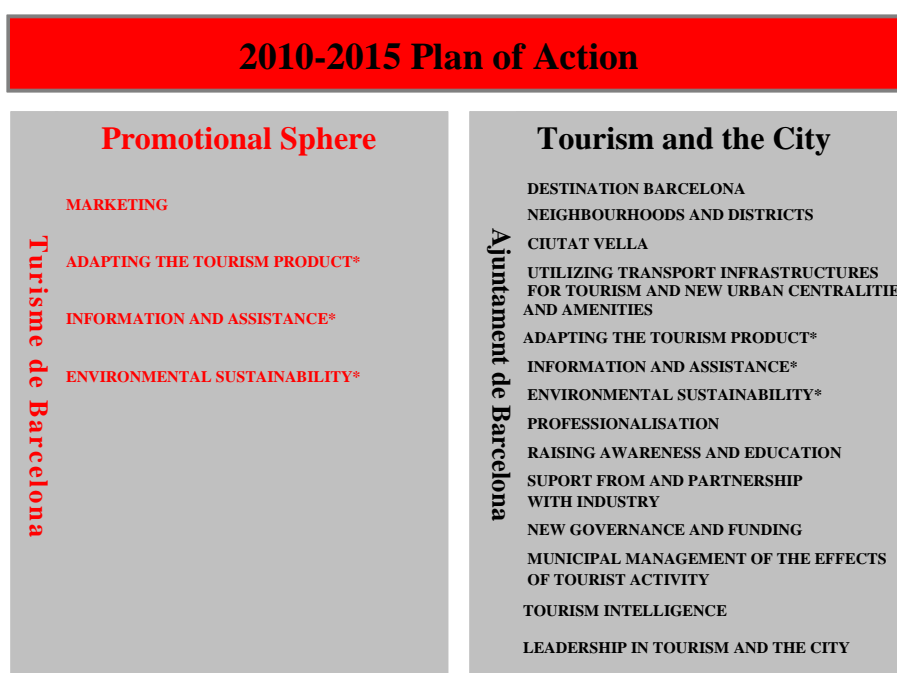
The actions seek to boost, adapt and improve tourism governance structures; to guarantee the development of the activity in harmony with community dynamics; to improve the funding of tourism promotion and preservation; to foster knowledge and innovation of the industry and to set the benchmark worldwide for tourism and the city.

### Spheres of action

The series of lines of action are distributed into two main areas: Tourism and the City, and Promotion. The responsibility for each of them, and the impetus given, falls to Barcelona City Council and Turisme de Barcelona respectively.

The actions are defined by their objective, description, agents in charge, agents involved and the time scale for their implementation.

From now on, the entire series of actions must be implemented within the framework of the appropriate 2010-2015 Operational Plan, prioritizing and specifying these actions with greater precision.



(\*) This programme is distributed between both spheres of action

**01. Destination Barcelona**

To active and make reality the new geographical and symbolic dimensions of Destination Barcelona, beyond the city's boundaries

**02. Neighbourhoods and districts**

To actively involve the neighbourhoods and districts in the city's tourism dynamic, making them a focus of tourism but always taking their location into account

**03. Ciutat Vella**

To preserve and ensure Ciutat Vella remains sustainable in tourism terms by introducing mechanisms that will organise, demarcate and manage the effects of tourist activity in order to improve the uses of the territory and the quality of life of the local residents, as well as the tourism experience of visitors

**04. Utilizing transport infrastructures for tourism and new urban centralities and amenities**

To incorporate new transport infrastructures and urban transformations currently underway or planned, as opportunities to develop Barcelona's new tourism model which is characterized particularly by the greater deconcentration and diversification of the supply

**05. Marketing**

To adapt marketing to the new model and the challenges proposed, developing criteria and instruments that will make it possible to improve the overall promotion of Destination Barcelona, by bringing the different agents involved into line

**06. Adapting the tourism product**

To adapt the destination and tourism products to the new trends and demand segments, developing a supply in accordance with the new model and vision of tourism in Barcelona

**07. Information and assistance**

To join forces to communicate with the local residents and visitors, fostering good information and quality assistance which is the basis of excellent tourist promotion and experience

**08. Environmental sustainability**

To include environmental sustainability criteria in the planning and management of tourism in Barcelona

**09. Professionalisation**

To give impetus to the training and professionalization of the workforce, managers, executives and businesspeople from the tourism industry in order to create a quality offering and to provide excellent services within an optimum framework of labour relations

**10. Raising awareness and education**

To further awareness and acceptance of tourism and its effects among the local community, the media, visitors, institutions and the tourism industry as a whole, taking into account the positives (to be built on) and the negative (to be minimised).

**11. Support from and partnership with industry**

To foster the overall improvement of the tourism industry, by committing to new technologies, quality and innovation as key elements in the competitiveness of businesses, services and tourism products; strengthening and improving coordination and cooperation between businesspeople, the associative network and the municipal administration

**12. New governance and funding**

To strengthen and adapt the planning, management, assistance and promotion structures of tourism to the new tourism model, which is conceived as part of the city model, and to improve and guarantee its funding

**13. Municipal management of the effects of tourist activity**

To guarantee the development of tourist activity in harmony with the community dynamic by coordinating the actions of the different municipal services involved

**14. Tourism intelligence**

To structure and integrated system of intelligence and innovation to improve tourism planning and management, both public and private, setting the benchmark worldwide in the knowledge of urban tourism

**15. Leadership in tourism and the city**

To contribute to Barcelona's leadership around the world as a sustainable model for urban tourism which has led the way in ensuring tourism fits in with the needs of the city

## **PROGRAMME 1. DESTINATION BARCELONA**

**To activate and make reality the new geographical and symbolic dimensions of Destination Barcelona, beyond the city's boundaries.**

Destination Barcelona features a series of attractions, services and products that are found beyond the administrative boundaries of the city. Destination Barcelona is now shaped and defined by improvements to transport and access, the wide variety of reasons for visiting the city and the high profile of the Barcelona brand around the world, as well as the involvement of the surrounding towns in the tourism dynamic.

Barcelona has traditionally played a leading role in the Mediterranean, partly because of the importance of its port, which is a major trading hub and a tourism leader.

At the present time, the surrounding towns and districts play an essential role in shaping cities and urban tourism, particularly in the way they boost transport links and the interterritorial offering and synergies.

Within this framework, it is important to understand the destination map as a “dynamic map”, of variable geometry, which is shaped according to the motivations, expectations and experiences of visitors; the products and services provided; the appeal of the offerings and transport links that enable visitors to reach the destination. The Destination Barcelona map takes shape in line with the growth of the transport network, particularly rail, metro and suburban rail. The reach of the new transport links plays an important role in defining Destination Barcelona.

**Greater levels of agreement between the different public and private institutions, in the city and its environs,** will better connect tourist activity in the destination and lead to the establishment of agreements, accords, joint collaborations and wide-ranging complicities that will give the destination a better structure.

Permanent platforms that put tourism agents and institutions at the destination in touch are necessary in order to coordinate accords and collaboration agreements, take advantage of the attractions and nodes that are found beyond the administrative boundaries of Barcelona and to boost their tourism potential, as well as to expand the product portfolio, generating new tourism nodes and establishing coordination mechanisms in order to manage visitor flows.

In addition to fostering agreements between institutions and establishing criteria in order to define Destination Barcelona, we also need to join forces and share resources in order to manage better those events that have an impact and influence throughout the territory, in the metropolitan area and Catalonia as a whole. In this regard, it is also important to work towards generating a shared knowledge of the current situation of the destination, generating data and information about its supply, demand and impacts.

Barcelona is a global destination which, in recent years, has become the gateway to a much broader territory; according to the place of origin and destination of its visitors, Barcelona becomes the gateway to Catalonia, the rest of Spain, Europe and the Mediterranean. Indeed, as far as the cruise sector is concerned, for years now Barcelona has been establishing its position as one of the key destinations and one of the Mediterranean's best-known ports.

### **Criteria and agreement -0101-**

**To foster relational spaces between tourism agents and institutions in the destination that will make it possible to establish accords and collaboration agreements in order to coordinate planning, promotional and management efforts.**

There are currently several collaboration frameworks and agreements between institutions that are already working to achieve a better and more effective management, promotion and planning of Destination Barcelona; the application and continuity of these areas of collaboration and agreement help improve the structure of the destination.

Within the framework of this programme, and with a view to working towards a more “joined up” destination, two main lines of work are proposed: institutional agreements between the agents involved from across the territory and the creation and promotion of tourism products and attractions.

**Actions leading to institutional agreements -010101-**

**The creation and promotion of tourism products and attractions in Destination Barcelona - 010102-**

### **Gateway Barcelona -0102-**

To position Barcelona as a visitor gateway to Catalonia, Spain, Europe and the Mediterranean, by segments.

Barcelona’s proposal to act as the symbolic and real gateway for visitors who want to discover Catalonia, the rest of Spain and Europe, or who are travelling through the Mediterranean, contributes to the global position of Destination Barcelona. As far as the cruise sector is concerned, for years now, Barcelona has been establishing its position as one of the key destinations and one of the Mediterranean’s best-known ports.

Barcelona’s recent launch of its bid to host the 2022 Winter Olympics is also an important factor to take into consideration.

**To foster the strategic positioning of “Gateway Barcelona” -010201-**

**Measures supporting and taking advantage of the launch of the bid to host the 2022 Winter Olympics -010202-**



## **PROGRAMME 02. NEIGHBOURHOODS AND DISTRICTS**

**To actively involve the neighbourhoods and districts in the city's tourism dynamic, making them a focus of tourism, but always taking their location into account.**

The territory is one of the cornerstones of tourism, not just because it is its main resource, but because tourist activity impacts on and contributes towards structuring it.

As we have seen throughout the process of this Strategic Plan, Barcelona currently has neighbourhoods and areas which attract particularly high numbers of tourists, whereas there are other areas which, to a certain extent, could be considered "tourist deserts" due to the scant supply and demand. These imbalances are pronounced and, as a result, the economic, territorial, social and cultural impacts are different in each neighbourhood. Taking this situation as a starting point, the territorial balance of the destination as a whole is one of the characteristics that must form the basis of Barcelona's new tourism model. This makes it necessary to ensure tourist activity is evenly distributed throughout the territory.

Barcelona's neighbourhoods and districts have a considerable diversity of tangible and intangible resources that are not aimed at tourists and, due to their value and uniqueness, could be of interest to tourists and attract demand. Moreover, new transport infrastructures, such as Sagrera Station in the district of Sant Andreu, will generate new centralities across its territory and will alter its physical and symbolic geometry. New areas of the city will gain renewed protagonism, and, in tourism terms, new nodes and spaces of attraction will be established, leading to the creation of a multi-nodal map with diversified attractions.

Unlike Ciutat Vella, most of the destination's neighbourhoods and districts are currently not recognised by tourists, despite the fact that some of them contain some of the city's main tourism icons (Park Güell in Gràcia and Horta-Guinardó, and the Sagrada Família in the Eixample).

**The *Neighbourhoods and Districts Programme* seeks to work on the territory and for the territory, making the districts a subject of tourism and the neighbourhoods an object of tourism.** In this regard, we propose a double work objective: on the one hand, we must give impetus to creating tourist activity in the neighbourhoods by boosting and accompanying business initiatives and identifying and creating products, among other aspects, and on the other, in a simultaneous process, we need to work in the sphere of tourism management and planning at district level, thereby enabling tourism to become part of their dynamic.

Within the framework of new governance of tourism in Barcelona and the new structures for the municipal management of the effects of tourist activity, it is essential for the districts to take responsibility for tourism matters, particularly as far as management and planning are concerned. In this regard, it is important to specify that the case of Ciutat Vella is relatively different in comparison with the city's other districts. This is because, in recent years, it has undertaken initiatives geared to managing tourism, due to its centrality and tourism development.

According to the new layout of Destination Barcelona's tourism map, the neighbourhoods have to generate their own tourism stories, meaning that they have to identify with attaining a better position on the geographical and symbolic map of Destination Barcelona.

### **The Barcelona of the neighbourhoods -0201-**

**To make the neighbourhoods an object of tourism, fostering initiatives and product creation, in order to give real opportunities to the territories and be directly involved in tourist activity.**

Destination Barcelona is defined as being a multi-nodal space: it is a destination with a variety of attractions that are scattered throughout the territory in which the neighbourhoods acquire new protagonism and tourism value.

The city currently has a number of attractions and icons with varying levels of visibility and prominence as far as tourists are concerned: this means that some of them are very well known and enjoy great popularity, and others are hardly recognised.

The aim of putting the neighbourhoods in the tourism spotlight is threefold: firstly, it must help to diversify the tourism experience and consumption of visitors thereby expanding the benchmarks and visions of Destination Barcelona; secondly, making the neighbourhoods into tourism objects must provide real opportunities for the territories to take part directly in tourist activity, particularly taking into account the fact that there are clear potentialities in this respect; finally, to foster the involvement of its agents in planning tourism supply and demand.

[Actions giving impetus to local initiatives in the neighbourhoods -020101-](#)

[Actions geared to creating and promoting tourism products in the neighbourhoods -020102-](#)

### **Tourism planning and management -0202-**

To ensure the districts incorporate the tourism vector in their dynamic to provide a response to the requirements of tourism activity and its effects.

Until now, the tourism vector hasn't been taken into consideration in the decision-making process and actions undertaken in the district. In this regard, the Strategic Plan advocates establishing lines of action in order to consider the tourism element as part of its dynamic.

For the time being, the districts have taken on board tourism-related issues in response to specific situations or in a reactive way, but without a global vision, except in the cases of Ciutat Vella and the Eixample, which have shaped intervention structures in this regard.

Within the framework of the new governance of tourism in Barcelona, the involvement of the districts as active agents in matters pertaining to the planning and management of tourism activity is key. The involvement of the districts must play a role in management and coordination with the agents of the territory involved in tourist activity, as well as the public and private institutions responsible for tourism.

[Tourism planning and management in the districts -020201-](#)

[District Tourism Plan -020202-](#)

### **PROGRAMME 03. CIUTAT VELLA**

**To preserve and ensure Ciutat Vella remains sustainable in tourism terms by introducing mechanisms that will organise, demarcate and manage the effects of tourist activity in order to improve the uses of the territory and the quality of life of the local residents, as well as the tourism experience of visitors.**

The centrality of Ciutat Vella, both historically and geographically, makes the district the city's nerve centre. Ciutat Vella is an area of very specific characteristics in addition to which we find a high density of tourism uses, particularly due to the large number of tourist landmarks it contains. This means that, for some years now, in certain aspects, some areas of the district have exceeded their real and perceived load capacity.

Ciutat Vella is a relatively small and dense district: 7% of Barcelona's population live in its 4.4 Km<sup>2</sup>. Ciutat Vella has a high foreign population, which accounts for almost 40% of its total (the figure represents 17% of the city's overall foreign population). Due to its central location, over the past few years, Ciutat Vella has attracted new residents who have brought about changes in the structure of the population and in housing-related issues.

In addition to its sociocultural and urbanistic peculiarities, Ciutat Vella brings together a third of Barcelona's cultural infrastructure (the district is home to some of Barcelona's most visited attractions and public spaces, such as the Aquarium, La Rambla, the Picasso Museum and the Zoo); Ciutat Vella is a district where hotels, bars and restaurants take up 30% of its productive space, and it has a greater concentration of shops in comparison to other districts. In addition to this, we mustn't lose sight of the fact that large numbers of cruise passengers embark and disembark every day in the Port of Barcelona, which has earned the distinction of being the Mediterranean's leading port in terms of passenger numbers (according to figures for 2009, more than two million visitors stopped off in the Port of Barcelona, an increase on previous years). It is calculated that on average 78 million people a year walk down La Rambla. This means that a considerable number of residents in the district consider that Barcelona's transformation into a tourist destination is negative or very negative. Nevertheless, most residents consider tourism to be an important economic driving force, and more than three quarters confirm that tourism creates a great many jobs.

The *Ciutat Vella Programme* proposed by the Strategic Plan **has as its main objective the preservation and sustainability of the territory**, and basically involves restricting the growth of tourist activity and managing its resulting effects. In this regard, the attainment of the objectives set out in the new District Use Plan – which determines the setting up of new tourist accommodations and sets out to rationalise, among other aspects, the development of activities in the public domain – is one of the factors that should make possible a new situation for the district. The quantitative restrictions in supply should foster an increase in quality and, above all, improve the quality of life in the district. The new Ciutat Vella Use Plan has a strong influence on tourism-related matters.

For some time now, the Ciutat Vella district has been undertaking initiatives to regulate the impact of tourism and establishing measures and interventions to tackle its negative effects. Indeed, the central location of the district has made such actions a necessity. As far as the management of the effects of tourist activity are concerned, Ciutat Vella is a pioneer compared with other districts in the city.

Throughout the development of the Strategic Plan, Ciutat Vella has played an important role in the reflection processes that have been promoted: the setting up of the specific Working Commission *Tourism in Ciutat Vella*; taking part in the Municipal Managerial Board for Tourism and the City, which has the aim of giving impetus to cross-cutting coordination that will ensure tourism fits in better with the needs of the city; the involvement of the local residents and neighbourhood associations on several working commissions and spaces for reflection begun during the Strategic Plan.

### **Governance and management of the effects of tourist activity -0301-**

To plan and manage tourist activity in order to improve and rationalise the uses of the territory by tourists.

At the present time, Ciutat Vella has the necessary experience in questions pertaining to the governance and management of the negative effects of tourism in view of the particular demands of its territory and its central location. Within the framework of the new governance of tourism in Barcelona, we must continue to manage, in coordination, the effects of tourist activity in Ciutat Vella. This must enable us to plan, predict and intervene. We propose involving and adding new efforts and actors to the structures of governance and processes for tourism management.

The actions for managing tourist activity which have already been implemented and the ones that are to be created, must enable us to minimise the negative effects stemming from tourism activity and to boost the positive ones, and must have as their main aim to preserve the territory and maintain its territorial, cultural, social, economic and urbanistic sustainability, as is described in the principles of the new tourism model of the destination.

[Governance of tourism -030101-](#)  
[Managing the effects of tourism in Ciutat Vella -030102-](#)

### **Delimiting tourism uses: the Use Plan -0302-**

The application and follow up of the Ciutat Vella District Use Plan in order to better regulate and monitor tourist activities.

The regulation and monitoring of tourist activity with regard to licences and permits must aim to restrict tourism uses of the territory and result in improving the quality of the supply, the tourism experience and life in the district in general.

[Application and follow up of the Use Plan -030201-](#)  
[Regulating and monitoring tourist apartments -030202-](#)  
[Regulating and monitoring souvenirs -030203-](#)

### **New tourist attractions: urban interventions on the perimeters of Ciutat Vella -0303-**

To strengthen the development of tourist attractions in the areas on the perimeter of Ciutat Vella and to ensure the quality of the tourism resources is maintained throughout the territory.

Ciutat Vella brings together many of Barcelona's tourism resources which attract many visitors on a daily basis. La Rambla, the monumental ensemble in the Gothic Quarter, the Born, a wide variety of museums and cultural centres, many of them centred on the Raval, the old harbour, or Port Vell, the seafront and the Barceloneta, are not just the highlights but they have also become the true icons of Destination Barcelona.

Ciutat Vella is home to some of the city's museums and cultural venues that attract the most visitors. There are also areas that are practically devoid of visitors. This is why it is accepted that in Ciutat Vella there are clear imbalances in terms of the uses and attractions of the territory.

The development of new attractions, specifically on the perimeters of the district, will help to diversify supply and disperse the demand that is highly concentrated in specific areas, while contributing to renewing the product. In this regard, we suggest developing a series of interventions that will boost and generate new attractions in the district.

[Urban interventions on the perimeters of Ciutat Vella -030301-](#)

**Spaces for reflection and debate on tourism -0304-**

To foster and give continuity to the creation of spaces for debate and reflection on tourism, encouraging the local community and agents involved in tourist activity to take part.

The creation of new spaces for debate and reflection and the continuity of those that already exist must foster greater involvement in and greater recognition of tourism by the local residents, particularly in terms of encouraging the community to become active participants in the processes of reflection and debate.

Encouraging an open, shared and contrasted dialogue between the different agents from the territory who are actively or indirectly involved in tourist activity, will be useful in fostering empathy, complicities and synergies among the population. In addition to this, participation in spaces of debate and reflection must also aim to resolve specific conflicts and to create shared knowledge of tourism.

**Creating spaces for debate and reflection on tourism -030401-**

## **PROGRAMME 04. UTILIZING TRANSPORT INFRASTRUCTURES FOR TOURISM AND NEW URBAN CENTRALITIES AND AMENITIES**

**To incorporate new transport infrastructures and urban transformations currently underway or planned, as opportunities to develop Barcelona's new tourism model which is characterised particularly by the greater deconcentration and diversification of the supply.**

This programme brings together a series of recent interventions, and the projects currently underway or in the planning stages that will shape Barcelona over the coming years.

An analysis is being made of the **opportunities represented by utilizing the potential of these infrastructures for tourism purposes**, based on the analysis perspective of the current Strategic Plan that raises as future challenges the deconcentration and competitive improvement of the destination, with the aim of giving a response to the future vision proposed.

The programme is divided into two main areas: one concerning transport infrastructures that have experienced a true change of scale that will culminate over the coming years, and another concerning all the future urban transformations and facilities under construction or in the planning stages that will enable us to shape a future map of less concentrated and more balanced tourist attractions.

### **Transport infrastructures -0401-**

**To take advantage of the opportunities represented by new transport infrastructures, from a tourism point of view.**

The new transport infrastructures (access, means of transport and nodal interchanges, as well as the services and amenities designed to improve passenger transit) certainly form a new field in the destination insofar as they facilitate the movement of visitors to new areas. In this regard, it can be stated that a true change in scale is taking place in the size of Destination Barcelona, partly due to new transport infrastructures.

In tourism planning and management terms, it is important to be aware of the existence of these infrastructures and their potential in terms of the movement of visitors. This is why we have to look at ways of utilizing the new transport infrastructures for tourism. The opportunities they represent in terms of the distribution of flows is certainly important; likewise their capacity to bring large numbers of visitors to the city.

**Barcelona Airport -040101-**  
**Port of Barcelona -040102-**  
**High-speed train -040103-**  
**Metropolitan transport network -040104-**

### **New urban centralities and amenities -0402-**

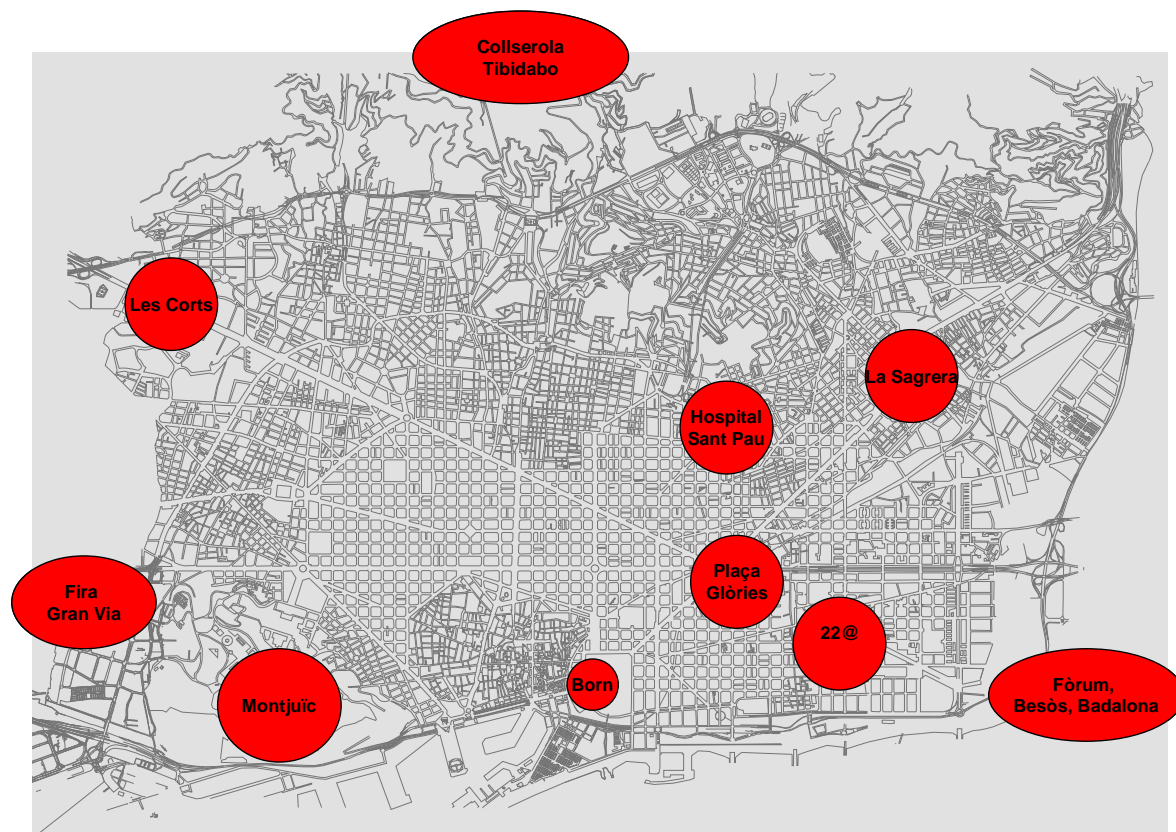
**To take advantage, from a tourism point of view, of the new urban centralities, the cultural facilities under construction and new community projects, with the aim of making them spaces with a high potential as tourist attractions, thus contributing to the deconcentration of tourist activity.**

Unlike other cities, Barcelona has not undertaken activities geared solely to tourism. In accordance with the tourism model, the new urban projects that ought to shape the tourism map over the coming years are the cultural facilities currently under construction or in the planning stages.

These new projects, understood as an opportunity, must reinforce the metropolitan concept of Destination Barcelona and contribute to one of the key challenges of the Strategic Plan, such as deconcentration.

The development of these new centralities and amenities must take into account all the criteria for managing the effects of tourist activity.

- Urban interventions on the perimeters of Ciutat Vella -040201-
- Parc de Montjuïc -040202-
- Les Corts -040203-
- Parc de Collserola -040204-
- Hospital de Sant Pau -040205-
- Sant Andreu - La Sagrera -040206-
- Plaça de les Glòries -040207-
- Eix Diagonal Mar / Poble Nou / 22@ -040208-
- Forum / Besòs / Badalona -040209-
- Fira de Barcelona - Gran Via -040210-



## **PROGRAMME 05. MARKETING**

**To adapt marketing to the new model and the challenges proposed, developing criteria and instruments that will make it possible to improve the overall promotion of Destination Barcelona, by bringing the different agents involved into line.**

Barcelona's success as a tourist destination has brought about important growth in recent years, making Barcelona one of the leading tourist destinations in Europe and around the world.

It can be said that the 1992 Olympic Games marked the beginning of the extraordinary development of Barcelona as a world destination, which has grown to such an extent that we are now running the risk of "being the victims of our own success". The analysis performed throughout 2009 by the Strategic Plan clearly shows us this.

The challenges facing tourism in Barcelona, which are grouped into four core areas (deconcentration, governance, generating complicity and competitive improvement), require renewed tourism marketing if they are to be achieved.

Aspects such as taking into account new attractions and territories; the nature of temporary citizenship which we seek to confer on all the kinds of visitors that visit us; the interrelationship between the tourism model and the city model; criticisms from local residents; the necessary involvement of the community; sustainability as it is understood nowadays; the deep-seated international crisis that is affecting our principal markets; increasingly fierce competition; the profound changes in the behaviour and needs of visitors; technological breakthroughs and new emerging countries, to name just some, make necessary a thorough renewal of marketing in terms of prioritising what we are able to and want to offer and who we want to "invite" and how we want to communicate.

To sum up, **the deep-seated international crisis, changes in technology and consumption and the characteristic traits of the New Tourism Model proposed by Barcelona call for a renewal of the marketing of the city.**

The *Marketing Programme* proposes six main lines of action: the first five were developed throughout the second phase of the current Plan, within the framework of what we have called "2015 Strategic Marketing Guidelines", and the sixth through *0506 Developing the Tourism Marketing Plan* undertaken by Turisme de Barcelona.

### **Strategic marketing objectives -0501-**

**To propose the main strategic marketing objectives which, in accordance with the challenges of tourism in Barcelona, define the main strategic decisions of subsequent marketing.**

Barcelona attracts 24 million visitors every year who are the potential users of tourism products during their stay in the city.

Barcelona and its metropolitan area have 4.9 million inhabitants who are also the potential users of tourism products throughout the year.

The target public of the Plan must include visitors and local residents alike, from the time they come together as the consumers and users of the many tourism products and services offered by the destination.

Destination Barcelona increasingly transcends the administrative boundaries and, from the viewpoint of the Strategic Plan, the resources of the territory must be increasingly considered as forming a single destination and to the mutual benefit of Barcelona and its territory.

The future of tourism in Barcelona firstly involves the ongoing recovery of and improvements to the quality of life of its citizens.

**Development objectives of the global supply -050101-**  
**Promotional objectives -050102-**



### **Positioning Barcelona as a tourist destination -0502-**

To analyse Barcelona's current position as a tourist destination and to propose a new position for 2015.

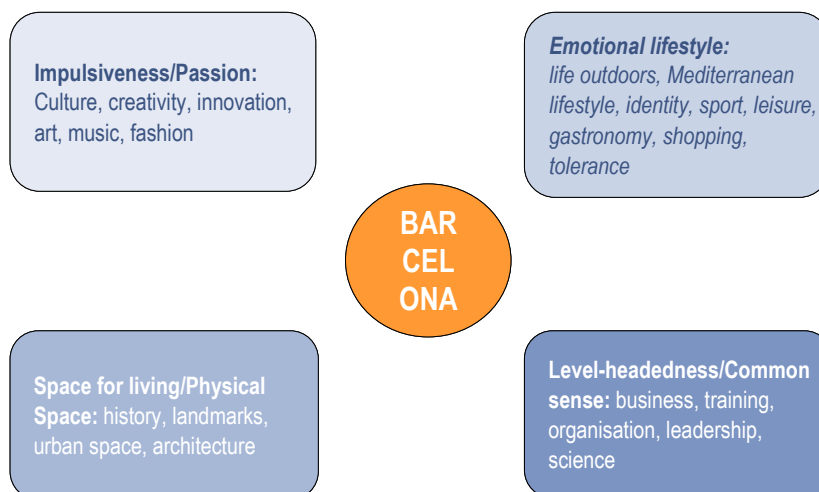
Positioning is understood as the comparative perception Barcelona's "clients" (visitors and citizens) have of the city in comparison to other cities.

Barcelona is a tourist destination that is reaching maturity. It has enjoyed a great deal of success over the past ten years and is now at a stage in its life cycle when it has to introduce new elements in order to generate a new life cycle that will sustain it in the future.

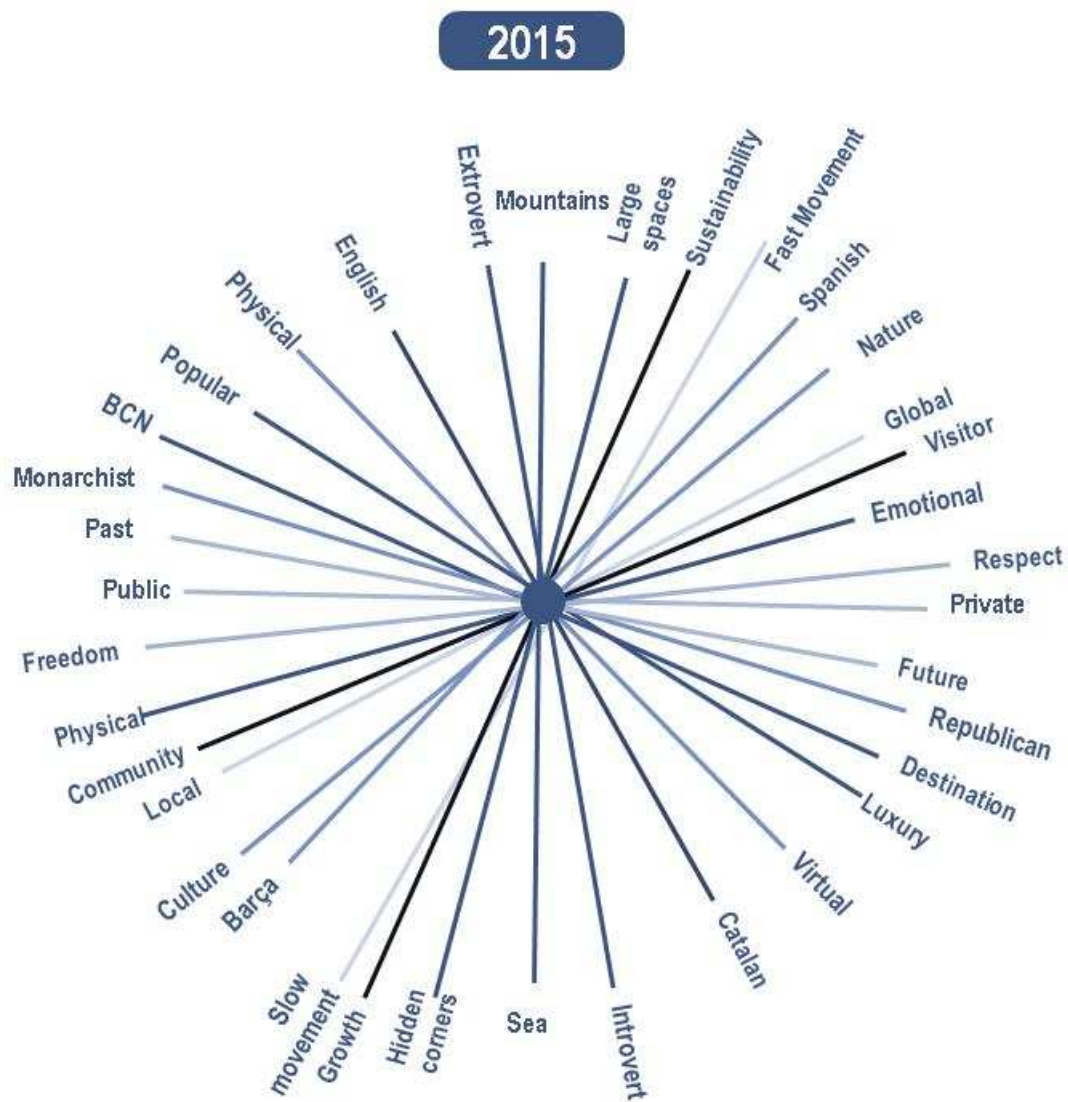
The image of Barcelona as a tourist destination is the result of "making" a city over the years that benefits its community, through private and public initiatives.

The way of "making" a city can be characterised by four core areas: *Mediterranean lifestyle; space for living on a human scale; and a balance between level-headedness or common sense* (the Catalan trait known as "seny") *and impulsiveness or passion* (known as "rauxa") *when creating a community feel and space*

To create its style of city, Barcelona has developed resources, products and, lastly, a major tourism brand.



By 2015, Barcelona should aim to be richer in contrasts which are more and more balanced so that there can be as many Barcelonas as there are visitors.



Barcelona's current position -050201-  
 Barcelona's desired position -050202-

**Strategic products and markets -0503-**

To prioritise (geographical) markets and strategic products for Barcelona for the horizon of 2015, in order to optimise future marketing efforts, taking into account the mission and desired tourism model.

Nearby markets, both short and mid-distance, will grow in importance depending on the development of the high-speed rail network across Spain and Europe.

As far as air transport is concerned, low-cost and regular transport models will tend to level out as far as the services they provide and prices are concerned, leading major airlines to specialise in particular geographical areas in order to increase competitiveness between them and the high-speed rail network.

We have identified 19 product types that are at different phases in their life cycle, and according to visitor numbers and revenue generated.

Product type	Definition	Product type	Definition
<b>Cultural: Heritage (material &amp; immaterial)</b>	<ul style="list-style-type: none"> <li>▶ Material: architecture, landmarks, museums, urban spaces</li> <li>▶ Immaterial: traditions, festivals, customs</li> </ul>	<b>"City break "</b>	▶ Created to stimulate interest in the city and to invite visitors to discover the city in person. These are usually short breaks geared to specific segments that are offered particular products and experiences of the city
<b>Cultural: Gastronomy</b>	▶ Includes products associated with gastronomy and wine culture	<b>Education</b>	▶ For people who come to the city to study at graduate and post-graduate level, Erasmus, exchanges, cookery courses, languages, etc.
<b>Cultural: Programme</b>	▶ Festivals, concerts, theatre, dance, musicals...	<b>Gay and lesbian</b>	▶ A tolerant destination with a specific product for this community
<b>Major Events</b>	▶ Competitions, presentations, festivals, major concerts	<b>Shopping</b>	▶ All kinds of shops, including fashion and design
<b>Sport</b>	▶ Spectator and participant, all kinds of winter and summer sports(water, football, skiing, golf, marathons)	<b>Luxury</b>	▶ Exclusive products for visitors with high spending power
<b>Business (MICE)</b>	▶ Includes business products, incentives, conferences and exhibitions	<b>Well-being and health</b>	▶ Includes well-being products (beauty, spa) and medical products (cures, phusio)
<b>Cruises</b>	▶ Port of call: passengers stay overnight in Barcelona in transit: passengers don't spend the night in Barcelona	<b>Sun and beaches</b>	▶ Includes all kinds of products associated with enjoying the beach and the seafront
<b>Family-friendly</b>	▶ Includes family tourist (parents with children, single-parent families)	<b>Nature</b>	▶ All the products associated with nature (mountains, rural B & Bs, the countryside)
<b>Touring</b>	▶ Routes or tours through areas, regions and countries by train, bus or car	<b>Green</b>	▶ All the products that promote sustainable tourism (environmental awareness and social inclusion).
		<b>Industrial</b>	▶ Industrial heritage including technology and work (old factories, mines, warehouses)

**Market strategy -050301-**  
**Product strategy -050302-**  
**Product / Market strategy -050303-**

**General promotional strategy -0504-**

To define the criteria that will define more specifically the future promotional strategies for Destination Barcelona.

The basis of a promotional strategy is to standardise information and promotion, visitors and citizens.

Strategy		
<b>To build an umbrella brand identity for Barcelona</b>	<ul style="list-style-type: none"> <li>• To identify the values that make Barcelona an attractive city for its (permanent and temporary) citizens but with a difference in comparison to its competitors</li> </ul>	<ul style="list-style-type: none"> <li>• To involve the different actors from the sector in using the brand</li> </ul>
<b>To centralize tourist/recreational information and promotion on a Single strategy</b>	<ul style="list-style-type: none"> <li>• To understand tourist/recreational information as a key element in the city's promotional strategy</li> </ul>	<ul style="list-style-type: none"> <li>• To look for areas in which the bodies that manage the tourist/recreational information/promotion of the city complement one another</li> </ul>
<b>To make the permanent and temporary citizens part of the universe of the target public of the Promotion Plan</b>	<ul style="list-style-type: none"> <li>• Active promotion and communication with the local community and visitors as key markets.</li> <li>• To promote and communicate the fact that the citizen is a permanent tourist and that the tourist is a temporary citizen</li> </ul>	<ul style="list-style-type: none"> <li>• To involve the community in the consumption of tourism products and encourage visitors to enjoy the city as members of the community</li> </ul>
<b>To build and maintain relationships with visitors</b>	<ul style="list-style-type: none"> <li>• To build and maintain relationships with visitors in order to forge long-term links, ensure that they come back to the city and increase value</li> </ul>	<ul style="list-style-type: none"> <li>• To use CRM tools to foster and maintain contact with visitors, whether members of the local community (local media) or visitors from abroad</li> </ul>

**General promotional strategy -050401-**

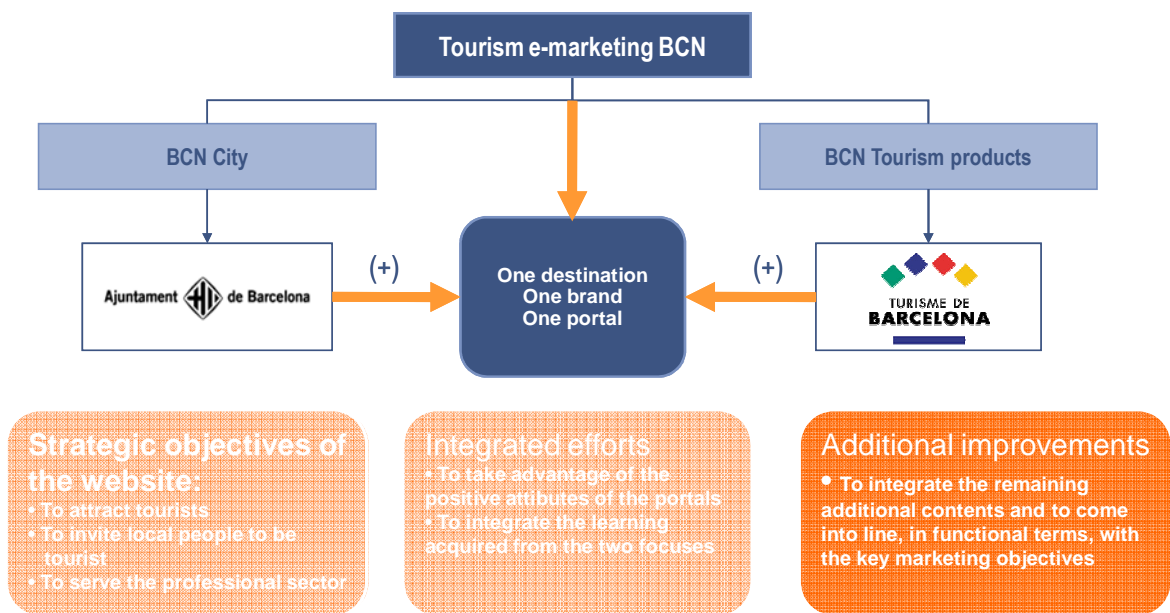
**E-marketing strategy and the basic structure of the new BCN portal -0505-**

Criteria for the development of Barcelona’s new e-marketing strategy and, in particular, Barcelona’s new Tourism Portal.

The internet must be an instrument that can attract clients and maintain a relationship with them, before, during and after their visit to the destination.

The main strategic objectives on the internet in order to promote Destination Barcelona are *to build a brand identity, maintain high-quality conditions, add web 2.0 functions and to continue to develop customer relations.*

There are currently two major websites geared to promoting the Barcelona tourism brand: City Hall’s, which focuses more on the promotion of the destination, and Turisme de Barcelona’s, which focuses more on selling tourism products.



**E-marketing strategy -050501-**

**The basic structure of the new BCN tourism portal -050502-**

**Developing the 2011-2015 Tourism Marketing Plan -0506-**

To develop the 2011-2015 Tourism Marketing Plan, in accordance with the strategic guidelines proposed in this Plan.

Once agreement has been reached about the strategic marketing guidelines, which have been set out throughout the present programme (actions 0501 to 0505), they must be implemented by drawing up the 2011-2015 Marketing Plan.

The responsibility for drawing up the Plan falls to the Turisme de Barcelona Consortium, the body responsible for promoting the city as a tourist destination. The involvement of the City Council’s Department of Corporate Communication and Quality and Barcelona Provincial Council’s Tourism Delegation is also of vital importance, due to their territorial links with Destination Barcelona, as well as the close relationship between tourism promotion and the promotion of the city.

**Developing the 2011-2015 Tourism Marketing Plan -050601-**

## **PROGRAMME 06. ADAPTING THE TOURISM PRODUCT**

**To adapt the destination and tourism products to the new trends and demand segments, developing a supply in accordance with the new model and vision of tourism in Barcelona.**

Barcelona is one of the world's top tourist destinations, both in terms of the proposed supply and visitor numbers.

Tourist Barcelona is characterised, among other aspects, by the fact that:

- > it is a recognised brand that has a worldwide reputation for business and pleasure;
- > it has a quality and competitive diverse offering with a balanced mix of local and global attributes;
- > it has new resources with great tourism potential;
- > it receives large numbers of visitors from around the world, from all backgrounds, throughout the year, not just in high season;
- > its way of "making" a city combines the Mediterranean lifestyle with a space for living on a human scale;
- > it has grown a lot and very quickly in recent years, running the risk of being the victim of its own success if decisive action isn't taken

We could say that Barcelona enjoys a prominent position and still has great room for improvement provided that we work according to the Strategic Cores set out in the Strategic Proposal.

The new vision and model of tourism 2020 (which includes the city model) means "adapting" the Barcelona Product (the city-destination), the products on offer and the leading sectors that directly determine products and services. **What we have must be consistent with what we want to offer.**

All the programmes proposed feature measures, interventions and recommendations that have a direct or indirect impact on improving and adapting the Barcelona Product (the city as a destination in itself), as a container (mainly programmes 01, 02, 03, 04 and 13), the specific programmes to be launched, boosted or consolidated (mainly programme 05) and the sectors that are more directly involved (mainly programmes 08, 09, 10 and 11).

The current programme sets out to gather the main aspects to be taken into consideration, from the threefold perspective of the Barcelona-Destination Product, tourism products and the sectors involved.

### **Adapting the Barcelona-Destination Product -0601-**

**To adapt Destination Barcelona to the new tourism model in order to make it more appealing by improving the way tourism fits in with the city and enriching its powers of attraction.**

In order to adapt the Barcelona Product 100% we need to bring Vision 2020 to fruition.

This is why we are faced with a broad spectrum of recommendations aimed at the destination as a whole which encompass urbanistic aspects such as transport and mobility, signage, services, territorial collaboration, sustainability and identity.

These are, of course, tourism-related aspects but they have a key impact on "building" what we have called a "city for citizens who like visitors".

### **Recommendations for adapting the Barcelona-Destination Product -060101-**

### **Adapting the product portfolio -0602-**

We need to put forward a new portfolio of tourism products for Barcelona 2015, by taking into account the current situation, the proposed tourism model and the new Vision 2020.

Barcelona's outstanding appeal as a destination, as well as its wide variety of tourist resources and attractions were aspects that cropped up over and over again during the process of drawing up the Strategic Plan.

Nevertheless, increased competition makes it necessary to adapt and improve the destination and products offered in order to meet the needs of new segments, new markets and new consumer habits.

During the second phase of development of the 2015 City of Barcelona Tourism Strategic Plan, the decision was taken to launch the **"2015 Strategic Marketing Guidelines"**, developed in association with the company Tourism & Leisure - Europraxis, in coordination with the Plan Office.

As a result of this work, the following actions were mooted:

[Recommendations for adapting the product portfolio -060201-](#)  
[Development Plan for new tourism products for Destination Barcelona -060202-](#)

### **Adapting the main sectors involved -0603-**

To enable the different sectors involved in tourism to adapt to the new model and vision of tourism.

There needs to be a line of action within the framework of the programme for adapting the tourism product that groups together the series of guidelines geared to the different sectors associated with tourism that have emerged throughout the process of drawing up the Plan, in order to adapt them to the proposed model and vision.

We are not seeking to put forward measures geared to improving the competitiveness of the different sectors associated with tourism in Barcelona (a contributing factor to several of the programmes set out in this Plan), but to provide guidelines in order to adapt their dynamic to the values associated with the new model and vision for tourism in Barcelona.

The guidelines presented here are grouped as follows: those that are cross-cutting and refer to the series of sectors that make up the industry as a whole (060301. *Tourism industry*); and those referring to different sectors in particular.

[Tourism industry -060301-](#)  
[Accommodation -060302-](#)  
[Receptive, guides and tourist transport -060303-](#)  
[Cruises -060304-](#)  
[Tourism and business -060305-](#)  
[Tourism and commerce -060306-](#)  
[Tourism and restaurants -060307-](#)  
[Tourism and culture -060308-](#)  
[Nightlife -060309-](#)  
[Medical tourism -060310-](#)  
[Tourism and sport -060311-](#)

**Barcelona Recommends -0604-**

To promote a progressive system that will raise awareness of and recommend tourist establishments and services at the destination which are characterised by their excellence

As a leading urban tourism destination Barcelona is constantly looking for ways to further establish its position as a benchmark tourist destination of world renown for the quality of its services, both public and private.

This initiative seeks to distinguish those businesses that provide excellent service, are striving to be socially and environmentally responsible and tailor themselves to the tourism model.

It seeks to promote and recognise those businesses that have codes of good conduct and codes of good practice in the sector in order to improve Barcelona as an excellent tourist destination.

It seeks to “reward” excellence by promoting and recommending the tourist establishments and services that meet the criteria specified in each case.

**Barcelona Recommends -060401-**

## **PROGRAMME 07. INFORMATION AND ASSISTANCE**

**To join forces to communicate with the local residents and visitors, fostering good information and quality assistance which is the basis of excellent tourist promotion and experience.**

The ability to provide the greatest amount of information and assistance to visitors is of key importance to the success and quality of the visitors' tourism experience. Visitors to a tourist destination expect, at the very least, to receive information about the city and its attractions, services, amenities... and the necessary guidance to make use of them, as well as the assistance they require throughout their stay.

The profound changes in travel, together with the increase in the number of trips by tourists around the world and increased competitiveness between metropolises, have made it necessary for cities to **renew the way they welcome visitors** in order to improve the experience and satisfaction of their guests, to increase their enjoyment, to foster loyalty and, as far as possible, to ensure they recommend the destination.

Moreover, when visitors receive good information and quality assistance, this means that the city and its professionals who work in sectors that come into contact with visitors, take the trouble to inform, welcome and offer services in accordance with their travel needs.

The breakthroughs in information and communication technologies of recent years are another important factor to be taken into account. This is why harnessing current technology must be a priority in order to improve and ensure enough information and visitor assistance are provided throughout their stay, and to help visitors organise and prepare the trip before they come into contact with the city.

This programme seeks to incentivise a series of measures in order to improve visitor information. These include: harnessing new technologies to boost and improve visitor information and assistance channels; improving the city's tourism signage system; continuing to strengthen and improve visitor assistance from the information office network as well as other assistance services.

It also seeks to develop a programme to improve the welcome extended to visitors and the assistance they receive from the different groups of professionals who have to deal directly with tourists, such as taxi drivers, shopkeepers, staff on public transport, etc., and a programme designed to forge links with those bodies that recommend Barcelona as a destination, Ambassadors and Friends of Barcelona, while making the most of the network of offices run by different government bodies in the rest of Spain and abroad, such as the Consulates of the Sea, Tourism Promotion Centre (CPT), the Catalan Government's Acció10, and Spanish Tourist Offices Abroad (OET).

Finally, in view of the widespread opinion that there is a need to generate or update the "story" of the city, there are plans to launch an interpretation centre that will answer the question "What is Barcelona?" and will generate, in an open, plural and dynamic way, reflection on this difficult question. This centre would provide a broad and all-encompassing view of the city, shared between citizens and visitors.

### **BCN? Barcelona Interpretation Centre -0701-**

**To provide a space that will make it possible to gain a greater knowledge of Barcelona, through a story shared with local residents, which will give visitors clues to "what the city is" and "what it has to offer".**

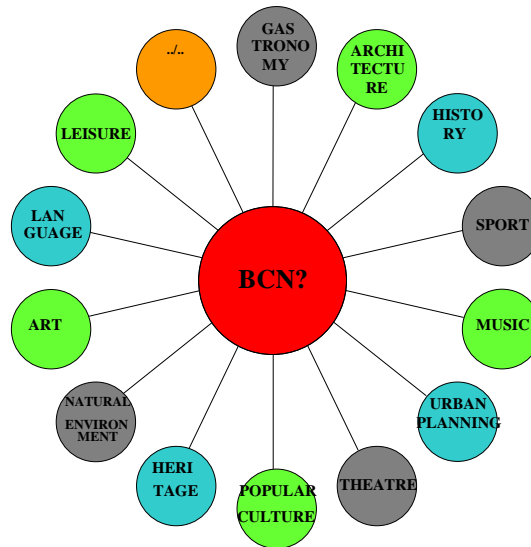
The need to build a "story" of the city, that would make it easier to explain the whys and wherefores of Barcelona to our visitors, was frequently considered throughout the process of debate about the Strategic Plan.

Despite its complexity, this shared story must focus attention on the characteristics that define us as a city and must explain Barcelona as a complex and plural reality, that proudly displays its social and cultural identity which is the result of its development and will provide a collective project for the future.



Given the vision of the Tourism Strategic Plan, the new story must place emphasis on the key aspects proposed: deconcentration, the Barcelona of the neighbourhoods, Metropolitan Barcelona, the capital of Catalonia and the Mediterranean, a diverse Barcelona that is open to the rest of the world...

### **BCN? Barcelona Interpretation Centre -070101-**



### **Information and new technologies -0702-**

To continue to improve the information available to visitors by harnessing the full potential of new technologies in order to increase the quality of the visitors' experience, before, during and after their stay.

Barcelona is one of the world's leading tourist destinations and needs to have at its fingertips state-of-the-art technology in assisting visitors and providing information about the city and its available products.

Tourist information, as any other link in the tourism value chain, needs technology in order to deal with changes and provide the best advice and information available to visitors, in accordance with their expectations and needs, depending on their seasonal and geographical situation.

- New visitor information and assistance technologies -070201-**
- Barcelona Visitor Agenda– AGENDAVISIT -070202-**
- Tourism Portal -070203-**

### **Visitor assistance -0703-**

To contribute to improving the visitor experience by improving reception, assistance and signage at the destination.

As a top tourist destination, Barcelona must ensure that its visitors and prescribers will receive the essential information about the city, its resources and amenities at all times.

In this way, some systems and services currently provided must be modernised and updated, by standardising and improving information, signage and assistance systems in order to increase levels of satisfaction among visitors to Barcelona and its prescribers, and to create loyalty.

This line of action gathers the following proposals:

- Signage of Destination Barcelona -070301-**
- Information and assistance offices -070302-**
- Welcoming visitors: Welcome to BCN -070303-**

**External antennae, ambassadors and friends of Barcelona -0704-**

To take advantage of the institutional network of different government offices in Spain and abroad and to involve people who have emotional ties with Barcelona, in order to improve its image, relationships with tourists and ensure Barcelona is recommended as a destination.

Over the years, Barcelona has developed numerous agreements and excellent international relationships that are of great interest to the city through its institutions and organisations as a whole. The different networks that represent the city abroad in and in the rest of Spain are working to develop these relationships. Despite ongoing efforts and the great success achieved, there is always room for improvement. This is why the 2015 Tourism Strategic Plan is seeking to explore this aspect in greater depth in order to maintain Barcelona's excellent position around the world.

**Relationships with external antennae -070401-**  
**Ambassadors and Friends of Barcelona -070402-**

## **PROGRAMME 08. ENVIRONMENTAL SUSTAINABILITY**

**To include environmental sustainability criteria in the planning and management of tourism in Barcelona.**

Since the launch of the Strategic Plan, sustainability – which refers to the economic, social, environmental and patrimonial balance of a territory – has been one of its main sources of inspiration. Nevertheless, the key importance of environmental aspects justifies the existence of a programme that brings together all the interventions that have environmental sustainability as their aim.

Increasing visitor flows pose a challenge to the environmental management of the city. There is a mid- to long-term increase in the wide range of activities undertaken by people who are not permanent residents in the city. Given these circumstances, it is necessary to apply sustainability criteria to prevent deteriorations in urban quality, which is a key aspect of the city's appeal as a tourist attraction.

**The concept of sustainability must be included as a sign of the city's identity, with the involvement of residents and visitors alike.**

Sustainability is a competitive advantage that will enable us to move forward towards a quality tourism model. Good environmental management is essential in order to guarantee the urban quality of the city, its appeal and added value to the economy and the social and cultural vitality that all types of advanced tourism can bring.

For a long time now, Barcelona has been applying environmental practices, as is borne out by the fact that it was one of the finalists for European Green Capital in 2012 and 2013.

This assessment recognises the efforts made by Barcelona in recent years to reduce noise levels, to adapt public transport to make it more accessible, to develop water-saving schemes, to foster the compact and mixed structure of the city, and for its levels of social coexistence and quality of life. These are all important factors in the city's appeal.

### **Assessing the environmental impact of tourist activity -0801-**

**To assess the environmental impact of tourism on Barcelona.**

The purpose is to analyse the implications of the strategies discussed within the framework of the Strategic Plan in the environmental planning and management of the city with relation to public space and mobility, housing and amenities, energy production and consumption, the water cycle and the treatment of urban waste.

The seasonal and geographical variability and diversity of the activities undertaken by people who are not permanent residents in the city, and the increase in these activities, create new opportunities for economic development and revitalise the city socially and culturally, but they also pose a challenge to efficient and sustainable management.

#### **Assessing the environmental impact of tourist activity -080101-**

### **Evaluating and promoting the environmental assets of the destination among tourists -0802-**

**To highlight the natural heritage and good environmental management practices of the destination while encouraging visitors to use and enjoy its attractions in an environmentally responsible way and play an active role in maintaining a quality urban environment.**

Visitors are showing their growing appreciation of a quality natural environment (beaches, parks), as well as the green spaces within the city. The environmental management of the city with innovative solutions is an emerging strategy that also appeals to certain professional sectors.

The Strategic Marketing Tourism Guidelines gathered in programme 05 also point out the growing importance of environmental aspects in promoting cities as tourist destinations.

The evaluation of environmental assets (such as beaches, parks, nature centres...) and the necessary and wished for joint responsibility of visitors are two of the proposed actions.

**Evaluating environmental assets -080201-**

**Making visitors jointly responsible for the environment -080202-**

### **Fostering expertise, innovation and good environmental practice -0803-**

To foster experience, innovation and good practice so that tourism in Barcelona will be recognised for its excellence in environmental practice.

This intervention includes all the actions geared to raising awareness about good environmental practice and making it an intrinsic part of tourist activity at the destination.

It is important to point out that in 2010 we embarked on an analysis of the environmental sustainability of Barcelona hotels within the framework of the 2010 Extraordinary Plans for Local Employment. This will enable us to find out about and become more aware of the levels of development and practices of the hotel sector in environmental matters. The Directorate of Territorial Promotion and Tourism and the Barcelona Hotel Association are the driving forces behind this Plan, with the support of Barcelona Activa and the City Council's Department of the Environment.

**Developing and disseminating good environmental practices in tourism supply -080301-**

**Promoting environmental certifications in the tourism industry -080302-**

**Fostering expertise, innovation and training in environmental matters -080303-**

## **PROGRAMME 09. PROFESSIONALISATION**

**To give impetus to the training and professionalisation of the workforce, managers, executives and businesspeople from the tourism industry in order to create a quality offering and to provide excellent services within an optimum framework of labour relations.**

As indicated in the Strategic Diagnosis of the Plan, the overall quality of tourism-related services (restaurants and bars, shops, hotels, etc.) falls short of the necessary standards, particularly due to the lack of training of workers in traditional areas of customer service. The precarious job market is becoming one of the main aspects that is hampering the overall quality of tourism-related services.

It must be borne in mind that one of the key factors in achieving high standards of quality service is the level of training which, generally speaking, is not sufficient. In addition to this, as we have already said, the working conditions of some workers in the economic sectors associated with tourist activity make it difficult to achieve reasonable quality standards.

Furthermore, there is a “chronic” disparagement of “low” professional categories directly associated with the sectors that attract the most tourists (such as waiters, receptionists, hostesses...). Something similar occurs in many of our neighbouring countries, as well as in the sectors that are very labour-intensive but not very capital-intensive.

There is a very direct correlation between **the quality of the jobs and the professionalism of the workers in the tourist sector** and the quality of Destination Barcelona, as well as the local community’s perception of tourism. This is why, throughout the Strategic Plan, we have highlighted the importance of improving workers’ conditions.

The *Professionalisation Programme* suggests defining the necessary tools and measures in order to increase the competitiveness of the destination from the viewpoint of the people who provide services in tourist activities or activities related to tourism.

It is considered essential to diagnose supply and training needs, to increase the appeal and prestige of the tourism industry, to bring on board highly qualified professionals, to improve the working conditions, skills and qualifications of staff, as well as managers and businesspeople.

The 2008-2011 Quality Employment Pact is considered particularly important as a tool for reaching a consensus on quality employment.

Lastly, it is essential to highlight the importance of developing, increasing and including the use of languages (English, Catalan and others) in the tourism sector, and to foster the quality and excellence of tourism training centres in Barcelona.

### **Reaching consensus on quality employment -0901-**

**“To promote a space for consensus where we can work together to develop a quality job market, which is inclusive and highly productive, and will generate professional opportunities for all, by committing to Barcelona’s economic growth that will include more added value and innovation, and will make it possible to achieve high levels of competitiveness, well-being and social and territorial cohesion” (Objective of the 2008-2011 Quality Employment Pact).**

In the current economic climate, the creation of the 2008-2011 Quality Employment Pact is proving to be the ideal tool to implement active employment policies that seek to reactivate the city’s job market.

The Quality Employment Pact has opened up new channels of communication and collaboration between the leading actors in order to provide an answer to the problems of unemployment and other employment-related problems in Barcelona.

It is important to point out that, as an initiative of the 2015 Tourism Strategic Plan, since May 2010 Working Group 3 of the Pact: *Improving employment among the professionals associated with the retail, hotel, catering and tourism sector* has included new agents associated with tourism, such as the Higher School of Hotel and Catering, the CETT School of Hotel and Catering and Tourism, the

Barcelona Restaurant Association and the Barcelona Hotel Association, and will take charge of the professionalisation of the tourism sector in particular.

**Quality Employment Pact -090101-**

**Identifying the available training opportunities and the qualitative analysis of the training needs of tourist activity -0902-**

To determine the training opportunities and needs of the professionals in the tourism industry in order to establish proposals for action to improve tourism training.

One of the initial measures given impetus by Group 3 of the 2008-2011 Employment Pact is to perform a diagnosis in order to analyse and make recommendations about the training opportunities available and the training needs that arise in the different activities and professions in the tourist sector.

This diagnosis will provide an instrument for establishing proposals for action and to act on supply as well as the contents and training needs of the workers in the tourism industry.

**Analysis / Diagnosis of the available training opportunities -090201-**  
**Qualitative analysis of training needs -090202-**

**Measures and incentives for developing workers' skills and qualifications and ensuring they remain in the tourism industry -0903-**

To give impetus to measures and incentives to develop workers' skills and qualifications and ensure they remain in the tourism industry and to guarantee quality employment and professionalism in tourist activities.

In accordance with the aim of giving impetus to the professionalisation of all workers in the tourism industry, in order to foster a quality offering and the provision of excellent services within an optimum framework of labour relations, we have to implement measures and incentives that will increase workers' skills and ensure they remain in the tourism industry, to reduce conflicts, and increase the appeal of professions in the tourism industry and their social prestige.

**Measures to ensure workers remain in the tourism industry -090301-**  
**Measures for developing skills and qualifications -090302-**  
**Measures for raising awareness and social prestige -090303-**

**Tourism training (regulated, occupational, ongoing, directive...) -0904-**

To improve the training of the professionals who provide services to the tourism industry. To improve the quality, suitability and excellence of the available training opportunities associated with tourism.

This line of action seeks to improve the training of all the agents involved in tourist activities at all socio-labour levels. In order to carry out the action, it will be necessary to establish and improve the training programmes for each of the collectives or segments, on the one hand, and to strengthen Barcelona's position as a key destination due to its excellent tourism training, on the other.

**To give impetus to, to improve and to extend tourism training -090401-**  
**To modernise and professionalise business management -090402-**  
**Barcelona as a training centre of excellence -090403-**

## **PROGRAMME 10. RAISING AWARENESS AND EDUCATION**

**To further awareness and acceptance of tourism and its effects among the local community, the media, visitors, institutions and the tourism industry as a whole, taking into account the positives (to be built on) and the negatives (to be minimised).**

For some years now, tourism has been part of the economic, social and territorial development of most of the large and medium-sized cities around the world. In recent years, growth in tourist activity in Barcelona has been accompanied by a number of effects, some of them directly generated by this activity, others indirectly.

At the same time, a broad spectrum of interpretations, opinions and perceptions about tourism and its effects on the city have been expressed. These assessments are often polarised, particularly when it comes to interests and points of view. This means that there are contrasting discourses that fluctuate between criticism and rejection and praise and satisfaction. Tourism is often used as a scapegoat for a series of issues that really go beyond tourism. The fact is that, in recent years, tourism has faced a series of criticisms that have brought it into disrepute. However, this is a common occurrence in many tourist destinations around the world. The negative discourses associated with tourism are part of a phenomenon that some writers have identified as “tourist phobia”, which usually surfaces when society sees that tourism has had an excessive impact on the territory or has reached its limits.

Throughout the Strategic Plan process we have not only noticed that there is a broad spectrum of discourses associated with the tourism phenomenon, but there is a lack of shared knowledge about this activity and its effects on the city, a fact that explains the preconceived notions about tourism that result in it being stigmatised.

It is understood that **the education and awareness-raising initiatives geared to the local community and visitors are important challenges which are designed to ensure that tourism fits in better with the needs of the city.**

The *Raising Awareness and Education Programme* has as its core objectives the strengthening of positive messages associated with tourism, as well as a greater knowledge of its negative effects. Indeed, a profound and shared knowledge of tourism can contribute to improving the hospitable attitude of the local community, which is a major challenge facing tourism in the city. Along these lines, another priority is to ensure that institutions should have a greater knowledge of and show more respect for tourism, particularly when you bear in mind that it is a cross-cutting activity that concerns many facets of the life of our society and creates many jobs at the same time.

It is also considered necessary to generate mechanisms to raise awareness among visitors to Barcelona. They are temporary citizens who have rights as well as duties. Knowledge of the habits and “coexistence rules” of the city by visitors must result in improving relations with and respect for the local community who are often made to feel uncomfortable by visitors’ “antisocial behaviour”. The development of civic-minded, respectful tourism is thought to contribute to a greater acceptance of this phenomenon by the local population.

In order to generate complicities among the members of the community, institutions and visitors, a series of actions have been proposed that are geared to increasing knowledge about tourism, to foster reflection, debate and empathy. The *Raising Awareness and Education Programme* also puts forward measures and proposals to improve coexistence within the urban framework, taking on board the fact that the people of Barcelona and its visitors have rights and duties, and that mutual respect must form the basis of good coexistence. As a whole, these are proposals and measures designed to reinforce messages and discourses about the social and economic importance of tourism and its sectors, which must have a different focus according to the target group.

### **Bringing tourism closer to the local community -1001-**

To foster a shared, positive awareness of tourism among the local community by creating and developing spaces for debate, reflection and knowledge, in order to promote a greater understanding of the tourism phenomenon in the city.

A series of interventions designed to bring tourism closer to the local community and to foster better overall knowledge of this activity.

The aim is also to socialise tourism resources, products and spaces, and as a result, to ensure the local community not only have a better knowledge of and greater respect for tourism but also enjoy the tourist city.

[Spaces for reflection and raising awareness among the community -100101-](#)

[Sightseeing in your city -100102-](#)

[Tourism at schools -100103-](#)

[Tourism in the media -100104-](#)

### **Raising awareness among visitors -1002-**

To make visitors aware of their rights and duties in Barcelona as temporary citizens.

The recognition of tourists as temporary citizens of Barcelona means that they have to assume a series of rights and duties that will ensure that their stay in the city evolves with respect for the rest of the community and in a cordial atmosphere. In order to make visitors aware of their rights and duties and to welcome them to the city, the Strategic Plan proposes drawing up and distributing the Charter of Visitors' Rights and Duties as a way of welcoming tourists and introducing them to the city, its habits and the way it functions.

[Drawing up and distributing the "Charter of Visitors' Rights and Duties" -100201-](#)

[Information about coexistence -100202-](#)

### **Relationship with institutions and the tourism industry -1003-**

To foster recognition of tourist activity among the different public and private institutions in Destination Barcelona, as well as the different sectors involved.

Throughout the process of the Plan, special emphasis has been placed on understanding tourism as a cross-cutting phenomenon in society, as it is an activity that involves different parts and facets of the city's life. As we have seen, tourism doesn't only affect one economic sector; it also concerns several aspects of society, including culture and territory.

A series of actions are proposed that are designed to ensure tourism has a more prominent presence in the institutional sphere and in industry, in order to take into account this reality when planning and developing interventions.

[Presence of tourism in institutions -100301-](#)

[Presence of tourism in the business world -100302-](#)



## **PROGRAMME 11. SUPPORT FROM AND PARTNERSHIP WITH INDUSTRY**

**To foster the overall improvement of the tourism industry, by committing to new technologies, quality and innovation as key elements in the competitiveness of businesses, services and tourism products; strengthening and improving coordination and cooperation between businesspeople, the associative network and the municipal administration.**

Barcelona's tourism potential goes beyond the commitments that currently exist: a potential that we must take full advantage of in order to continue as leaders in the sector and to continue to shape a powerful, committed and excellent tourism industry.

Throughout the entire process of drawing up the Strategic Plan, the importance of the tourism industry and its ability to bring in other sectors has become clear. **The capacity to continue to be competitive requires excellent sectors that are committed to the city.**

Moreover, the effects of the economic and financial crisis, which began in autumn 2008, have led to a sharp decrease in the profitability of businesses. Businesses are having to make important readjustments as a result of this decrease in profitability which can result in a loss of quality in supply and the provision of services. In this regard, if the economy of Barcelona's main tourism markets doesn't recover sufficiently, the rate of investments that are necessary to improve the industry could put the appeal of the destination at risk and, in short, jobs and sustainable development in the long term.

The *Support from and Partnership with the Tourism Industry Programme* seeks to improve the collaboration and competitiveness of businesses and the associative network, on the one hand, and to improve the appeal and further strengthen the city's tourism businesses and initiatives.

This programme seeks to:

Support and attract new business initiatives, talent and businesspeople.

Generate and enrich the platforms giving support to tourism businesses, and to innovative, responsible and sustainable initiatives in particular.

Strengthen the associative tourism network and the mechanisms of contact and coordination with other agents.

Give impetus to plans to improve the competitiveness of the tourism sectors.

Foster quality at all levels, with tourism services and products with the highest standards of quality and service.

Foster innovation as an element of competitiveness, in the businesses and the products and services at the destination.

Give impetus to new technologies in tourism businesses.

A programme in which the involvement of all agents concerned, both public and private, is essential.

### **Attracting businesspeople, businesses and investments -1101-**

**To be able to attract and facilitate new, quality tourism investments and business projects by improving the support given to businesses and businesspeople in the tourism industry.**

Within the framework of the *Support from and Partnership with the Tourism Industry Programme* we need to have a specific line of action that will boost the appeal of businesspeople and innovative projects and generate and improve the systems of support for tourism businesses.

Within the framework of the existing structures and programmes, and from the experience of public agents, such as Barcelona Activa, (with programmes including the Business Incubator, Centre for Enterprising Initiatives and the new area of employment Porta 22...), and private agents, mainly the Barcelona Chamber of Commerce, we need to increase the emphasis on tourism in all the programmes lending support to businesses.

- Supporting and developing skills among businesspeople -110101-
- Systems for attracting support from businesses and developing their skills -110102-
- Annual forums for businesspeople -110103-
- Accompanying investment in tourism in Barcelona -110104-
- Catalogue of projects and products of special interest -110105-

### **Strengthening the associative network and improving sectorial competitiveness -1102-**

To improve the associative network and sectorial competitiveness by strengthening the associations in the sectors associated with tourism and improving coordination between the private sector and the administration.

In Barcelona, despite the existence of well-established associative sectorial structures that will strengthen and improve the sectors, shortcomings and needs have been detected in some areas. In this regard, we need to give impetus to collaboration between the businesses in each sector in order to strengthen the way they associate and are represented and to facilitate their representativeness and capacity for sectorial improvement in joint projects concerning the city.

- Fostering associative and representational structures -110201-
- Coordination between the municipal administration and the associative network -110202-
- Plans for improving competitiveness -110203-

### **Fostering quality, innovation and new technologies -1103-**

To contribute to the competitive improvement of the tourism industry by fostering quality, innovation and new technologies in businesses.

Like any other activity, the tourism industry requires ongoing innovation, the improvement of products, services and processes, and the inclusion of technological breakthroughs that will help us to deal with an increasingly demanding and changing environment.

One of the priorities in this line of action is the introduction of tourism as a priority line in the initiatives and programmes already underway, and to help tourism businesses and agents gain better knowledge of, and have better access to plans, programmes and tools designed to support businesses (in Catalonia, the rest of Spain and abroad) for innovative, quality initiatives and new technologies.

- Quality for establishments and the tourist destination -110301-
- Fostering innovation -110302-
- Fostering new technologies -110303-
- Centre for developing technological skills among professionals -110304-
- Business opportunities generated by the new Use Plan (Ciutat Vella) -110305-
- Indicators and studies for improving business competitiveness -110306-
- Business committees -110307-

## **PROGRAMME 12. NEW GOVERNANCE AND FUNDING**

**To strengthen and adapt the planning, management, assistance and promotion structures of tourism to the new tourism model, which is conceived as part of the city model, and to improve and guarantee its funding.**

### **Starting point: City Council, Barcelona Chamber of Commerce and Turisme de Barcelona**

The Turisme de Barcelona Consortium was created in 1993 by Barcelona City Council, the Barcelona Chamber of Commerce, Industry and Shipping and the Barcelona Promotion Foundation.

It marked the beginning of a new phase in promoting the city as a tourist destination, in which the spirit of collaboration between the public and private sectors and the generation of own resources are two of its identifying characteristics. For nearly 20 years, Turisme de Barcelona has continued to develop and define a wide variety of programmes and interventions which, together with a rise in demand from around the world and the “macro advertising campaign” of the 1992 Olympic Games, have made Barcelona one of the most important tourist destinations in Europe and around the world.

The pact between the City Council and the Chamber of Commerce has borne a great deal of fruit for the promotion of the city as a tourist destination. Now, the City Council is being asked to play a more central role in the city’s tourism policy and to become more involved in anticipating and managing the negative effects tourism generates. Nevertheless, it is important to mention that from 2003 to 2007 the Economic Promotion Department included the Directorate of Tourism and Quality of Life, which launched a series of actions to tackle these issues.

### **Tourism management**

The management of what we call tourist activity goes way beyond what is commonly understood as the promotion, commercialisation and marketing of the activity.

**The tourist phenomenon has become particularly complex to govern due to its impact on the model of city and its economic, social, cultural and territorial ramifications.**

Unlike other industries, tourism has an inescapable responsibility to the public. Tourism takes place in a territory, in this case urban, where the city is the great container that has to be organised and made compatible with other uses. As opposed to what happens in other industries, growth cannot be continuous as there is a time when the load capacities, be they social, patrimonial or urban, are exceeded and the quality of the visitor’s experience is diminished, running the risk of being the victim of its own success.

Aspects such as leadership of the activity, the extent to which it is embedded in and links up the different political and administrative areas, the degree of public and private collaboration, relationships with other territories (particularly the metropolitan area or region), relationships with the local community, the nature of the promotion, responsibilities in the everyday management of impacts and the appropriate funding are key aspects to be taken into account for good governance of tourist activity.

### **Territorial sphere of action**

The overall management of tourist activity, in aspects such as planning, promotion, assistance and management, must be considered within a territorial framework located between the Barcelona Metropolitan Area (BMA) and the new land division of the Barcelonés, which includes the seven counties that make up the current Barcelona Metropolitan Region.

This is the natural territorial area for effective governance of tourist activity in Barcelona, from the point of view of its competitiveness and more efficient management.

This Plan seeks to help the current bodies evolve until a true metropolitan government of tourism has been created, taking advantage of the dynamics underway, such as those promoted by the BMA, with projects such as the development of a Metropolitan Economic Promotion Agency.

### **An opportunity**

The forthcoming municipal elections (May 2011) will be a good opportunity for tourism in Barcelona. A good opportunity to ask ourselves where we want to place tourism in the new municipal portfolio and the role it should play in the new MAP 2011-2015.

An opportunity to bring to the fore a renewed tourism policy in accordance with the new model which will provide an answer to the demands for greater protagonism in order to lead and to anticipate and manage. The current Plan has echoed these demands throughout the two years spent drawing it up.

### **Tourism and the City Board -1201-**

To create a broad area for debate and reflection shared between all the actors involved in order to safeguard the three principles of the tourism model: coherence with the city model, a balance between citizens and visitors, and sustainability as a guarantee of long-term success.

Throughout the process of drawing up the Plan we noticed the need to connect tourism and the city in the same space.

A space where the widest possible range of public and private actors who are involved in the future of tourism and the city would converge.

We need to create a broad area for participation, in which to provide advice about, compare and follow up the main guidelines of the Plan and the proposed tourism model in particular, in order to legitimise the process begun during the 2008-2010 reflection process.

The setting up of a board was mooted which will operate like a “senate” with a membership that will respond to cross-cutting criteria and represent the broadest possible spectrum of actors involved.

This board should be understood as a participative advisory body which will have broad institutional scope.

#### **Composition and functions -120101-**

### **Turisme de Barcelona Consortium -1202-**

To promote Destination Barcelona, both internally (citizen) and externally, within the framework of the agreed municipal tourism policy, which is the result of the 2015 City of Barcelona Tourism Strategic Plan.

To adapt Turisme de Barcelona to the new tourism model established by the 2015 Tourism Strategic Plan, in which aspects such as a broad vision of the tourism phenomena, the coordination of businesses and institutions that is broad in scope, the need for a bigger budget and the new territorial boundaries of tourism promotion, are key aspects to be taken into account.

#### **Funding Turisme de Barcelona -120201-**

#### **The main changes proposed -120202-**

### **Tailoring the executive structure of the City Council to the challenges posed by tourism in the city -1203-**

To ensure the City Council plays an appropriate role in the field of tourism that will facilitate tourist activity and ensure it is better adapted to the current situation of the city through the necessary competitive instruments of interdepartmental representation, management and coordination.

As has been seen throughout the process of drawing up the Tourism Strategic Plan – and many paragraphs in this document clearly and repeatedly show this – there are many areas of management in the city where the scope and importance of tourist activity require answers tailored to its characteristics.

Clearly, the City Council hasn't stopped dealing with the requirements of the growing numbers of visitors to Barcelona. The executive instruments for managing the city have responded, each one from its individual perspective, to the reality that has been gradually emerging over the past two decades.

This Strategic Plan clearly shows the need to provide a unitary perspective of these policies in order to improve their visibility and efficiency. The impetus given by the municipal government to tourism promotion policies through the Turisme de Barcelona Consortium (see point 1202) is not sufficient, but remains essential. We need to bring into line the interventions of the different municipal departments, in the "name of tourism", and in tune with the promotional efforts made, so that they can give an answer from the global perspective of tourism management in the city, and respond to the two main objectives that have dominated the drawing up of this Plan: to bring about improvements in tourist activity in Barcelona and improve the way it fits in with the city.

This is why the Municipal Managerial Board for Tourism and the City was created in June 2009 through the implementation of the City of Barcelona Tourism Strategic Plan. The purpose of the board is to be the driving force behind coordinating action. In 2010, the Directorate of Territorial Promotion and Tourism was created as part of the Economic Promotion Department to carry on with the initiative launched over the period 2003-2007 by Directorate of Tourism and Quality of Life. The directorate had already performed important work in coordinating (major congresses, mobility,...) and managing tourist activity in the city.

**Barcelona City Council Tourism Directorate -120301-**  
**Municipal Managerial Board for Tourism and the City -120302-**

#### **Global promotion of the city (City Marketing) -1204-**

To contribute to improving the position of the city around the world in order to facilitate the generation of value that is fundamentally economic, by developing talent and businesses and attracting investments, visitors and major events, thereby contributing to improving the quality of life of its citizens.

Tourism promotion is closely associated with the global promotion of the city, and this is why it has to be provided with formal bodies and areas of what could be called City Marketing, just like its main competitors.

A series of shared objectives and a shared strategy, as well as greater and better coordination of all the promotional tasks Barcelona carries out, would facilitate, lend coherence to and bring tourism promotion into line with the rest, making it more effective and efficient.

We propose development in two phases, based on the recently created *Barcelona World*.

**Barcelona World -120401-**  
**Barcelona Marketing Platform -120402-**

#### **Tourism and the City Economic Fund -1205-**

To give Barcelona a greater and more stable financial capacity to promote, assist and manage tourism as a prerequisite for sustainability and the competitive improvement of one of Barcelona's main industries.

Local governments contribute to the development of tourism by joining up services that are geared specifically to the sector and by resizing services that are generally available.

The influx of large visitor numbers makes it necessary for municipalities to resize some services for a greater volume of users than the resident population. This is reflected in greater spending on safety, civil defence, cleaning roads, waste management, the water supply and water processing, the promotion and dissemination of culture and the historic and artistic heritage. Nevertheless, its revenue system doesn't allow them to recover part of this spending.

In Spain, the contribution of the local public sector to the development of the tourism sector doesn't bring with it greater fiscal capacity stemming from the taxes levied from properties, businesses or vehicles, the income from which is rigid in terms of the economic growth stemming from tourism. Nor does it bring greater resources from transfers, which take into account the permanent population (present and past) but never the seasonal population; or from a greater performance from shared taxes (income tax, VAT and special taxes).

In the absence of additional efforts, the saturation of municipal services would harm the appeal of the municipality's tourism supply and be to the detriment of the residents.

In this regard, we must identify sources and determine the mechanisms for managing and apportioning resources:

- > To consider the political, legal and administrative viability of measures that will allow tourists to contribute to the Fund.
- > To consider the possibilities of greater contributions to State taxes in order to create new revenue associated with the activity generated by non-residents as a formula to compensate for the impact of tourist activity on the city.
- > To identify and study the viability of reaping economic benefits from the tourism management of public spaces (monumental and natural heritage) that are likely to enter into the dynamic of tourist activity.

As far as tourist promotion is concerned, it is important to point out that Barcelona is in a weak position compared to the leading world tourist destinations, due to the low net budget it is apportioned.

[Greater spending needs stemming from tourism -120501-](#)  
[Volume and structure of revenue from the Turisme de Barcelona Consortium -120502-](#)  
[Proposals for new funding -120503-](#)

### **PROGRAMME 13. MUNICIPAL MANAGEMENT OF THE EFFECTS OF TOURIST ACTIVITY**

**To guarantee the development of tourist activity in harmony with the community dynamic by coordinating the actions of the different municipal services involved.**

Throughout the entire process of the Strategic Plan, particularly during the Diagnosis phase, it was stressed how important it was for the City Council to manage the negative effects and externalities of tourist activity in the city.

This diagnosis highlights the following points in particular:

> The need to step up efforts in managing the negative impact all tourist activity generates in a city like Barcelona.

> The need to make headway in making tourist activity an integral part of the city's managerial and administrative bodies, fostering a more integrated vision of tourist activity in the city. Cross-cuttingness, a multisectoral approach and synergies with other activities are factors that can be taken advantage of to a greater extent, involving the world of education, cultural industries, foreign investment and attracting major events, among others.

> Many citizens perceive shortcomings in the everyday management of the externalities generated by tourism. Aspects such as noise, lack of cleanliness, overcrowding and lack of safety are also the main negative aspects put forward by visitors and the sectors involved in the day-to-day running of tourism in the city.

> Barcelona's success as a tourist destination, qualitatively and particularly quantitatively, which has occurred at a rapid rate over the past 15 years, and specifically between 2003 and 2008, is causing problems in the city and it is considered that the management of these problems is insufficient. The negative impact could make us the "victims of our own success".

When the Turisme de Barcelona Consortium was set up, efforts largely focused on promoting the city as a tourist destination. Now the pressing issue, which falls to Barcelona City Council, is **to explore, in greater depth, the municipal management of the effects of tourist activity.**

Many of the interventions proposed in this programme stem from the experience of the municipal services accumulated in recent years and the work and reflection carried out by the Municipal Technical Committee.

#### **Managing tourist areas -1301-**

To manage an integrated concept of the city's tourist areas.

To adapt the management of municipal services to visitors' intensive use of the urban space, at particular times or in specific places.

To establish measures that will improve the dynamic through management, and minimise the impact on the urban environment of those spaces that are overrun by a number of visitors who exceed their load capacity.

Tourist activity makes intensive use of the urban space, in specific areas or at particular times, when major events are being held.

Some areas and attractions in our city attract high visitor numbers that make them very complex to manage in order to create an equilibrium between the interests of residents and tourist activity itself. This can hamper coexistence, because of difficulties in vehicular and pedestrian circulation, as well as the feeling of insecurity, lack of cleanliness...

The municipal services have to guarantee that the quality of life of the residents in a place with a high density of tourists will be as good as, or better than, other places in the city.

At the same time, this overcrowding can be a source of dissatisfaction among visitors. The lack of conditions in which to enjoy a quality experience can have repercussions on the position and image of the city, devaluing the tourism product itself.

These considerations make it necessary to foresee its impact on the urban space with relation to the municipal services dealing with the environment, road cleaning, noise abatement, safety and mobility, among others.

Visitor Management Plan -130101-  
Management measures on La Rambla -130102-  
New entrance to the Museo Picasso from Plaça Sabartés -130103-  
Integrated Action Plan at the Park Güell -130104-  
Area around the Sagrada Família -130105-

### **Community safety and tourism -1302-**

To achieve optimum levels of safety for visitors to the city.  
To foster co-responsibility for the safety issues associated with tourism.  
To improve the image of Barcelona to the outside world in terms of safety.

Lack of safety has been one of the key aspects throughout the process of the Strategic Plan, from the way it is perceived to the importance of petty crime, and has become one of the main threats to the standing of Destination Barcelona around the world.

To achieve optimum levels of safety that coincide with tourism uses has become a key element in order to guarantee the economic and social sustainability of a quality tourism model.

Unfortunately, the current legislative framework makes it difficult to become involved in preventing petty theft and robberies that are committed repeatedly, and this is why the mayor of Barcelona has entered into an agreement with the Ministry of Justice and the General Council for Judicial Power.

The 2009-2011 Barcelona Community Safety Plan recognises that tourism is a priority area for intervention.

The Working Group for *preventing a lack of safety through the actions of socioeconomic agents* was set up within the framework of the Barcelona Community Safety Plan and the following interventions proposed.

Study of the perception and impact of safety -130201-  
Self-Protection Board -130202-  
Police services -130203-  
Response to lack of safety problems -130204-  
Involvement of tour operators and tourism managers -130205-  
Monitoring and promoting the image of the city elsewhere -130206-

### **Tourism mobility -1303-**

To establish measures for improving tourism mobility that will make it fully compatibility with the city's mobility dynamic.

Visitor mobility is one of the most important elements in the city's tourist activity.

As far as the means of transport used by visitors are concerned, we have to distinguish two types: those connecting with the city and those available inside the city.

In order to analyse tourism mobility, the Directorate of Mobility Services which is part of the City Council's Department of Prevention, Safety and Mobility has performed an analysis of mobility that lays the foundations and strategic guidelines for the knowledge and monitoring of the mobility of tourists and day trippers to the city, in order to boost lines of action that will improve experiences in the way our visitors can get around the city.



The following actions are proposed according to the diagnosis performed and in accordance with the strategic lines presented:

Information about tourism mobility -130301-  
Quality public transport for visitors -130302-  
Specialised transport for visitors -130303-  
Nodal interchanges -130304-  
Parking Plan for sightseeing buses -130305-  
Getting around on foot -130306-  
Getting around by bike -130307-  
Information and signage -130308-  
Managing and coordinating demand -130309-

### **Organising and monitoring tourist activity -1304-**

To organise tourist activity in order to achieve the necessary balance defined by the tourism model proposed by the Strategic Plan.

To apply the measures for monitoring tourist activity carried out in the municipality in order to guarantee the quality of supply and that it can be developed harmoniously within the community dynamic.

The development of tourism in the urban environment makes it essential for the municipality to organise and monitor tourist activity in order to achieve the principles of intervention of the tourism model proposed in this Strategic Plan.

The objectives of this organisation are: to achieve a necessary balance of uses, without overspecialising the space and creating a lack of identity, while seeking harmonious coexistence between visitors and residents.

It is a question of avoiding competition and conflicts between visitors and residents and, should they arise, to be able to resolve them to the benefit of all concerned. In short, the growth in activity should produce the least possible wear and give the community the maximum benefits.

Organising tourist activity in the Special Use Plans -130401-  
Tourist apartments -130402-  
Souvenir shops -130403-  
Inspections of tourist activity -130404-

### **Municipal Operations Centre -1305-**

To foster the appropriate management of visitor flows in order to anticipate their effects, coordinating municipal services and tour operators.

Since the 1992 Olympic Games, Barcelona City Council has had a great deal of experience in forming coordinating boards when the city plays host to major cultural and sporting events and trade fairs.

The increasing complexity of the different uses and flows that characterise tourist activity in our city, coupled with the fact that there are more and more events, major congresses and conventions and massive influxes of visitors, means that it is more and more advisable to create a permanent municipal coordination space that will provide an adequate response to the different situations regarding the use of public space.

Forecasting visitor numbers and previous contact with incoming markets, together with joint coordination, have become particularly important when it comes to hosting sporting competitions that attract large numbers of fans to the city. The organisation of Fan Zones by Barcelona City Council and Futbol Club Barcelona, to host the fans of the teams taking part in the qualifying rounds of the Champions League are a good example of how to manage these visitor flows.

Municipal Operations Centre -130501-  
Fan Zones -130502-

## **PROGRAMME 14. TOURISM INTELLIGENCE**

**To structure an integrated system of intelligence and innovation to improve tourism planning and management, both public and private, setting the benchmark worldwide in the knowledge of urban tourism.**

Many of the participants in the process of drawing up this 2015 Tourism Strategic Plan have pointed out the importance of tourist information and knowledge of tourism as a key to improving the destination and decision-making process.

While we were drawing up the Plan, significant efforts were made to examine in greater depth key aspects of the current situation of tourism in Barcelona.

Some of these studies, such as the economic impact of tourism, highlighted the lack of basic information, and the disparity in data from one source to another.

Barcelona's position and its desire to continue as a leading destination mean we have to make a qualitative leap in terms of specialised information and knowledge of tourism in general.

The current Plan of Action seeks to help to resolve the lack of information as well as the problems arising from the legitimacy of sources, and to make headway in generating and socialising knowledge of tourism among all the agents involved. In this respect, a fundamental question is to define what information is necessary and what is the most legitimate source: **"Who does what?"**.

The plurality and profusion of agents make it particularly complex to "coordinate" them in order to avoid duplicities, shortcomings, loss of synergies and a failure to harness resources.

Knowledge of tourism goes beyond statistics and basic information (quantification and visitor profile) and should take into account commercial information and information about the environment and the market, futurology, innovation and applied research, areas in which there is still great room for improvement.

The present intelligence programme proposes **studying and designing the future knowledge and intourism training network**, the relationships between the different agents involved and the agreement protocols between the different parties, to validate and categorise the existing statistical sources and to draw up an Information Requirements Plan which will help define the systems for disseminating tourism intelligence.

In order to implement these tasks, we need to create a platform for coordination and management called the Barcelona Urban Tourism Observatory, *OBTUR BCN*.

Innovation is also a key element in the tourism intelligence programme. We suggest creating a knowledge and innovation platform applied to tourism, BCN LABTUR. This tourism innovation centre would be responsible for coordinating the search for and exchange of knowledge between universities, other research centres, institutions and businesses. It would bring together good practices and existing technologies, perform studies and foster innovation in the tourism industry.

Barcelona needs a single portal for knowledge about tourism. This new portal should be designed with a view to improving and fostering access to information, so that it would become a true space for knowledge that would be shared by all the agents involved (professionals from the industry, public agents, researchers, teachers, investors, etc.).

Information, knowledge and innovation are the three mainstays that will help reinforce the ability of a territory or tourist business to compete.

### **BCN Urban Tourism Observatory -1401-**

To provide Barcelona with an integrated space for tourism intelligence that will act as a platform to attract, generate and distribute knowledge about the destination in tourism terms. The basic Tourist Information System will be a key element as it will provide official statistical data about tourist activity in Destination Barcelona.

At the present time, there are different bodies that will generate and disseminate information in order to monitor tourist activity in the city.

However, all the information collated isn't enough to cover current and future needs and, in some cases, causes confusion due to the disparity of the data and the methodologies used.

The growing complexity of tourist activities, the maturity of the industry and increased competitiveness between destinations, is making it more and more necessary to have more and better information in order to plan and make decisions, as well as to have permanent and reliable official sources, for all the statistical information that is considered basic.

**BCN Urban Tourism Observatory: OBSETUR BCN -140101-  
Recommendations for a better Integrated System of Basic Intourism Training for Barcelona -  
140102-**

### **Tourism Innovation Centre BCN: BCN LABTUR -1402-**

To contribute to improving Destination Barcelona and its businesses by creating a space that will constantly foster applied research, the ability to innovate, and technology transfer between universities, research centres, experts, administrations, businesses and productive agents.

Barcelona has established itself as one of the world's most important tourist destinations, consolidating the tourism industry as an important source for generating economic activity and jobs.

The open, innovative spirit of the city, which constantly seeks to renew itself, has been one of the factors behind Barcelona's success as a tourist destination.

In order to continue to be competitive in an increasingly "difficult" environment, we need to give impetus to spaces that will facilitate constant innovation in the destination, businesses and the products offered in order to continue to improve and guarantee the long-term sustainability of the tourism model.

Knowledge and the ability to innovate are key elements in order to constantly improve the destination as well as the tourist businesses and bodies that operate there.

**BCN Tourism Innovation Centre: BCN LABTUR -140201-**

### **BCN Urban Tourism Knowledge Portal -1403-**

To promote a single, interactive platform for disseminating knowledge and intourism training, that will make it possible to improve its accessibility and availability, eventually becoming a key virtual space for sharing knowledge about urban tourism.

The revolution brought about by widespread use of the internet has led to a proliferation of (published) information and thematic accessibility, and a large-scale spread of knowledge and information.

The multiplicity of available sources, webs and information, often makes it difficult to verify, substantiate and determine their reliability.

The above interventions set out in this programme (Observatory and Innovation Centre) fully justify the needs to give impetus to a space for socialisation of the knowledge that has been generated and/or consolidated.

A meeting place is needed for those users (businesses, professionals, experts, researchers...) who seek to acquire, share and convey information that will be of value in the sphere of urban tourism.

[BCN Urban Tourism Knowledge Portal -140301-](#)

## **PROGRAMME 15. LEADERSHIP IN TOURISM AND THE CITY**

**To contribute to Barcelona's leadership around the world as a sustainable model for urban tourism which has led the way in ensuring tourism fits in with the needs of the city.**

Within the framework of the changes that have taken place in western societies and urban nuclei in recent times, tourism plays an increasingly important role, being the cause and effect of many of these changes. This is precisely why **it is important to look at tourist activity and the dynamism it generates as an element for the global competitiveness of the city and the destination in general.**

Tourism contributes, among other things, to improving the city's overall competitiveness round the world, to improving the quality of life of the local community, to the modernisation and evolution of society, to project a positive image of Barcelona to the outside world and, in short, to continue to improve the quality of life of its citizens.

Throughout the diagnosis performed by the Strategic Plan it has been noted, through a number of studies, that Barcelona enjoys a good position as a desired international destination and is among the main tourist destinations in Europe and around the world.

Nowadays, competition between major cities is making it necessary to perform a change in the actual scale of Barcelona in order to address the future in a competitive way. This change in scale puts Barcelona in direct competition with other tourist destinations such as Paris, Rome, Madrid, Vienna, Berlin, London and New York, so that it is becoming increasingly important to understand the city as a city-region or Destination Barcelona in a broad sense, as is highlighted in *Programme 01, Destination Barcelona*.

Nevertheless, the desire to reflect on the future of tourism has provided a great opportunity to lay the foundations for a new tourism model. One of the basic principles of this model is to ensure tourism fits in better with the needs of the city. There can be no room for success without this and this success will contribute to improving the quality of life of its community.

Barcelona's role as the capital of Catalonia and one of the benchmark cities in Spain, Europe and the Mediterranean, is certainly an element that also "demands" the city exercises new "responsibilities", where sustainability and ensuring tourism fits in with the needs of the city are key.

The *Leadership Programme* puts forward lines of action to enable Barcelona to gain in prestige, internally and externally, improving its position by enriching institutional relationships with prestigious tourism bodies and organisations.

Support for leading projects that fit in with the desired model is also one of the mainstays of the current programme.

Finally, we need to highlight the fact that the process and methodology of drawing up this Plan involved a new and innovative working approach, fostered by the participation and involvement of an important number of actors, with the aim of placing tourism within the city and improving its competitiveness within the framework of sustainable development.

In short, the current reflection process on tourism and the city begun within the framework of the current Strategic Plan must continue over the years, giving continuity to the dynamics generated and making it possible for Barcelona to become the qualitative leader in a new way of understanding urban tourism in the 21st century, where the way tourism fits in with the needs of the city is a key element.

### **Tourism and institutional relations -1501-**

**To continue improving Barcelona's presence in key tourism and city associations, networks and institutions in Spain and abroad, through active participation, and to introduce new discourses to the way tourism fits into the city by establishing key headquarters in Barcelona.**

Aspirations to leadership in tourism and the city as a strategy make it advisable for Barcelona to formulate its aspirations to play an active part in international relations and be a leader, through its presence and work outside the region and in attracting international institutions and organisations to set up their headquarters in the city.

The 2015 Tourism Strategic Plan always seeks to rise to the challenge of leadership in tourism and the city and is committed to giving an impetus to all the initiatives in Barcelona that will make it possible to improve the presence and image of Barcelona in the global sphere.

In this regard, this intervention seeks to continue with, and insofar as is possible, to increase the active participation of the city's representatives in the different networks, bodies and organisations in Catalonia, the rest of Spain and around the world, in the tourism and urban sphere, in order to spearhead new discourses to ensure tourism fits in with the city and sustainable development.

**Attracting prestigious headquarters to the city -150101-**  
**Institutional presence, alliances and city networks -150102-**  
**Institutional presence in tourist bodies and promotion networks -150103-**

### **Leadership in knowledge about tourism -1502-**

Ensuring Barcelona will become and will be recognised around the world as a leading city in the knowledge and management of the relationship between tourism and the city.

In recent years, urban tourism, the tourism management of urban destinations and the relationship between tourist activities and the city have become subjects of great economic, political and social interest. Proof of this is the growing interest of the scientific community in this phenomenon, and the 2015 City of Barcelona Tourism Strategic Plan itself.

The challenges of leadership in tourism and the city means that Barcelona will have to be a major player in every sphere.

In this regard, we propose interventions geared to generating and disseminating knowledge and the leadership of Barcelona in the tourism and the city model.

**Tourism and the City Congress: BCN City & Tourism International Congress -150201-**  
**Knowledge of urban tourism and the relationship between tourism and the city -150202-**  
**Project "Tourism in Four European Cities: Barcelona, London, Paris and..." -150203-**

### **Initiatives and projects to strengthen Barcelona's strategic position -1503-**

To identify and give support to unique projects and initiatives that will help strengthen Barcelona's strategic position.

The quality and variety of the tourism supply of the destination cropped up repeatedly during the Analysis and Diagnosis Phase of the Plan. In order to maintain its quality and adjustment to the proposed model, Barcelona needs projects with high standards of innovation and excellence to ensure that it won't let down its public, starting with its own community.

In their evolution process, tourist cities need to strengthen development strategies that will make it possible to capitalise on all the investments made over many years in tourist attractions and amenities.

This intervention suggests the need to identify initiatives and projects that embody the vocation for excellence and to set a worldwide benchmark, with one of the most important aspects being the implementation of the Responsible Tourism System in order to obtain the BIOSPHERE certification in the destination category, thereby contributing to promoting and consolidating Barcelona as an innovative, leading, sustainable, quality and distinct tourist destination.

**Innovative projects of special interest -150301-**  
**Certification as a sustainable tourist destination "Biosphere destination" -150302-**

## **Drawing up a 2115 BCN Tourism Strategic Plan -1504-**

To give continuity to the participative process used to draw up the 2015 Tourism Strategic Plan, helping to consolidate the presence of tourism in society, and coordinating measures to make headway in ensuring tourism fits in better with the needs of the city.

Over a two year period, the 2015 Barcelona Tourism Strategic Plan has provided a superb instrument for reflecting on tourism and the city.

The methodology used to draw up the Plan was based on knowledge generation, transparency, participation, the cross-cuttingness of the approach and constantly adapting the project in the future as something living and constantly evolving. From the very outset, transparency has been one of the key criteria, and the website of the Plan as been an indispensable tool in conveying the breakthroughs and knowledge that the Plan has generated.

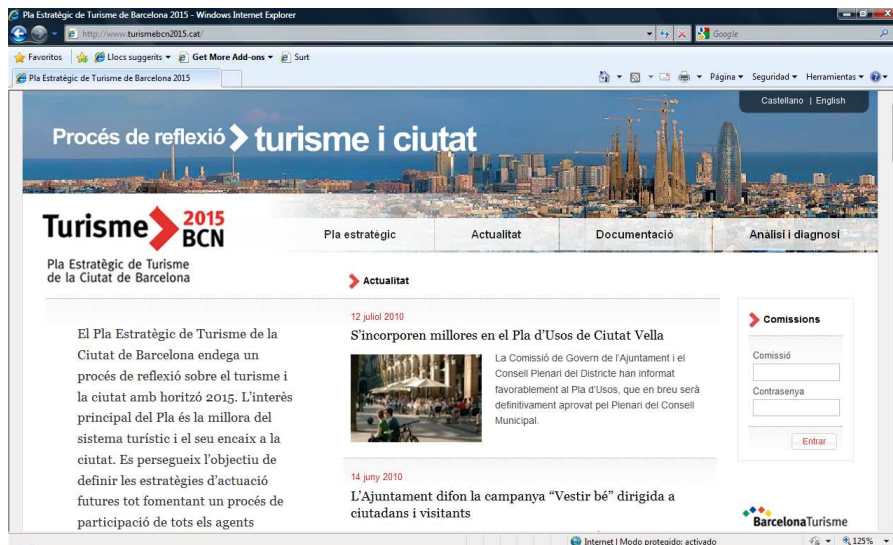
Methodology has been one of the strong points in the participative and cross-cutting process.

The current line of action suggests we remain committed to the methodological principles of transparency, cross-cuttingness, participation and ongoing improvement.

**Ensuring the Plan has a permanently prominent position : [www.turismeBCN2015.cat](http://www.turismeBCN2015.cat) - 150401-**

**Workshops and debates about the way tourism fits in to the city and its competitive improvement -150402-**

**Ideas for improvement: Open Innovation Lab Barcelona and Tourism Platform -150403-**



# **2010-2015 Plan of Action:**

## **List of interventions by area**

### **Tourism and the City Department**

### **Barcelona City Council**

#### **DESTINATION BARCELONA**

##### **Criteria and agreement**

Actions leading to institutional agreements  
The creation and promotion of tourism products and attractions in Destination Barcelona

##### **Gateway Barcelona**

To foster the strategic positioning of "Gateway Barcelona"  
Measures supporting and taking advantage of the launch of the bid to host the 2022 Winter Olympics

#### **NEIGHBOURHOODS AND DISTRICTS**

##### **The Barcelona of the neighbourhoods**

Actions giving impetus to local initiatives in the neighbourhoods  
Actions geared to creating and promoting tourism products in the neighbourhoods

##### **Tourism planning and management**

Tourism planning and management in the districts  
District Tourism Plan

#### **CIUTAT VELLA**

##### **Governance and management of the effects of tourist activity**

Governance of tourism  
Managing the effects of tourism in Ciutat Vella

##### **Delimiting tourism uses: the Use Plan**

Application and follow up of the Use Plan  
Regulating and monitoring tourist apartments  
Regulating and monitoring souvenirs

##### **New tourist attractions: urban interventions on the perimeters of Ciutat Vella**

Urban interventions on the perimeters of Ciutat Vella

##### **Spaces for reflection and debate on tourism**

Creating spaces for debate and reflection on tourism

#### **UTILIZING INFRASTRUCTURES FOR TOURISM**

##### **Transport infrastructures**

Barcelona Airport  
Port of Barcelona  
High-speed train  
Metropolitan transport network

##### **New urban centralities and amenities**

Urban interventions on the perimeters of Ciutat Vella  
Parc de Montjuïc  
Les Corts  
Parc de Collserola  
Hospital de Sant Pau  
Sant Andreu - La Sagrera  
Plaça de les Glòries  
Eix Diagonal Mar / Poble Nou / 22@  
Forum / Besòs / Badalona  
Fira de Barcelona - Gran Via

#### **ADAPTING THE TOURISM PRODUCT**

##### **Adapting the Barcelona-Destination Product**

Recommendations for adapting the Barcelona-Destination Product

#### **INFORMATION AND ASSISTANCE**

##### **BCN? Barcelona Interpretation Centre**

BCN? Barcelona Interpretation Centre



## **ENVIRONMENTAL SUSTAINABILITY**

### **Assessing the environmental impact of tourist activity**

To assess the environmental impact of tourism

### **Fostering expertise, innovation and good environmental practice**

Developing and disseminating good environmental practices in tourism supply  
Promoting environmental certifications in the tourism industry  
Fostering expertise, innovation and training in environmental matters

## **PROFESSIONALISATION**

### **Reaching consensus on quality employment**

Quality Employment Pact

### **Identifying the available training opportunities and the qualitative analysis of the training needs of tourist activity**

Analysis / Diagnosis of the available training opportunities  
Qualitative analysis of training needs

### **Measures and incentives for developing workers' skills and qualifications and ensuring they remain in the tourism industry**

Measures to ensure workers remain in the tourism industry  
Measures for developing skills and qualifications  
Measures for raising awareness and social prestige

### **Tourism training (regulated, occupational, ongoing, directive...)**

To give impetus to, to improve and to extend tourism training  
To modernise and professionalise business management  
Barcelona as a training centre of excellence

## **RAISING AWARENESS AND EDUCATION**

### **Bringing tourism closer to the local community**

Spaces for reflection and raising awareness among the community  
Sightseeing in your city  
Tourism at schools  
Tourism in the media

### **Raising awareness among visitors**

Drawing up and distributing the "Charter of Visitors' Rights and Duties"  
Information about coexistence

### **Relationship with institutions and the tourism industry**

Presence of tourism in institutions  
Presence of tourism in the business world

## **SUPPORT FROM AND PARTNERSHIP WITH INDUSTRY**

### **Attracting businesspeople, businesses and investments**

Supporting and developing skills among businesspeople  
Systems for attracting support from businesses and developing their skills  
Annual forums for businesspeople  
Accompanying investment in tourism in Barcelona  
Catalogue of projects and products of special interest

### **Strengthening the associative network and improving sectorial competitiveness**

Fostering associative and representational structures  
Coordination between the municipal administration and the associative network  
Plans for improving competitiveness

### **Fostering quality, innovation and new technologies**

Quality for establishments and the tourist destination  
Fostering innovation  
Fostering new technologies  
Centre for developing technological skills among professionals  
Business opportunities generated by the new Use Plan (Ciutat Vella)  
Indicators and studies for improving business competitiveness  
Business committees

## **NEW GOVERNANCE AND FUNDING**

### **Tourism and the City Board**

Composition and functions

### **Turisme de Barcelona Consortium**

Funding Turisme de Barcelona  
The main changes proposed

### **Tailoring the executive structure of the City Council to the challenges posed by tourism in the city**

Barcelona City Council Tourism Directorate  
Municipal Managerial Board for Tourism and the City

### **Global promotion of the city (City Marketing)**

- Barcelona World
- Barcelona Marketing Platform

### **Tourism and the City Economic Fund**

- Greater spending needs stemming from tourism
- Volume and structure of revenue from the Turisme de Barcelona Consortium
- Proposals for new funding

## **MUNICIPAL MANAGEMENT OF THE EFFECTS OF TOURIST ACTIVITY**

### **Managing tourist areas**

- Visitor Management Plan
- Management measures on La Rambla
- New entrance to the Museo Picasso from Plaça Sabartés
- Integrated Action Plan at the Park Güell
- Area around the Sagrada Família

### **Community safety and tourism**

- Study of the perception and impact of safety
- Self-Protection Board
- Police services
- Response to lack of safety problems
- Involvement of tour operators and tourism managers
- Monitoring and promoting the image of the city elsewhere

### **Tourism mobility**

- Information about tourism mobility
- Quality public transport for visitors
- Specialised transport for visitors
- Nodal interchanges
- Parking Plan for sightseeing buses
- Getting around on foot
- Getting around by bike
- Information and signage
- Managing and coordinating demand

### **Organising and monitoring tourist activity**

- Organising tourist activity in the Special Use Plans
- Tourist apartments
- Souvenir shops
- Inspections of tourist activity

### **Municipal Operations Centre**

- Municipal Operations Centre
- Fan Zones

## **TOURISM INTELLIGENCE**

### **BCN Urban Tourism Observatory**

- BCN Urban Tourism Observatory: OBSETUR BCN
- Recommendations for a better Integrated System of Basic Intourism Training for Barcelona

### **Tourism Innovation Centre BCN: BCN LABTUR**

- Tourism Innovation Centre BCN: BCN LABTUR

### **BCN Urban Tourism Knowledge Portal**

- BCN Urban Tourism Knowledge Portal

## **LEADERSHIP IN TOURISM AND THE CITY**

### **Tourism and institutional relations**

- Attracting prestigious headquarters to the city
- Institutional presence, alliances and city networks
- Institutional presence in tourist bodies and promotion networks

### **Leadership in knowledge about tourism**

### **Initiatives and projects to strengthen Barcelona's strategic position**

### **Drawing up a 2015 BCN Tourism Strategic Plan**

- Ensuring the Plan has a permanently prominent position: [www.turismeBCN2015.cat](http://www.turismeBCN2015.cat)
- Workshops and debates about the way tourism fits in to the city and its competitive improvement
- Ideas for improvement: Open Innovation Lab Barcelona and Tourism Platform

# **2010-2015 Plan of Action:**

## **List of interventions by area**

### **PROMOTION DEPARTMENT**

### **Turisme de Barcelona**

#### **MARKETING**

##### **Strategic marketing objectives**

- Development objectives of the global supply
- Promotional objectives

##### **Positioning Barcelona as a tourist destination**

- Barcelona's current position
- Barcelona's desired position

##### **Strategic products and markets**

- Market strategy
- Product strategy
- Product / Market strategy

##### **General promotional strategy**

- General promotional strategy

##### **E-marketing strategy and the basic structure of the new BCN portal**

- E-marketing strategy
- The basic structure of the new BCN tourism portal

##### **Developing the 2011-2015 Tourism Marketing Plan**

- Developing the 2011-2015 Tourism Marketing Plan

#### **ADAPTING THE TOURISM PRODUCT**

##### **Adapting the product portfolio**

- Recommendations for adapting the product portfolio
- Development Plan for new tourism products for Destination Barcelona

##### **Adapting the main sectors involved**

- Tourism industry
- Accommodation
- Receptive, guides and tourist transport
- Cruises
- Tourism and business
- Tourism and commerce
- Tourism and restaurants
- Tourism and culture
- Nightlife
- Medical tourism
- Tourism and sport

##### **Barcelona Recommends**

- Barcelona Recommends

#### **INFORMATION AND ASSISTANCE**

##### **Information and new technologies**

- New visitor information and assistance technologies
- Barcelona Visitor Agenda– AGENDAVISIT
- Tourism Portal

##### **Visitor assistance**

- Signage of Destination Barcelona
- Information and assistance offices
- Welcoming visitors: Welcome to BCN

##### **External antennae, ambassadors and friends of Barcelona**

- Relationships with external antennae
- Ambassadors and Friends of Barcelona

#### **ENVIRONMENTAL SUSTAINABILITY**

##### **Evaluating and promoting the environmental assets of the destination among tourists**

- Evaluating environmental assets
- Making visitors jointly responsible for the environment

# 07 Executing, monitoring and evaluating the Plan

**This puts into practice the recommendations and interventions proposed in the Plan (the implementation of the Plan), establishing the suitable mechanisms and instruments for monitoring the process (making headway on the Programmes and Interventions) and the degree of success (contributing to the Strategic objectives), as well as to give continuity to the collective efforts begun with the Plan so that the method used will become a permanent and natural part of our modus operandi.**

The City of Barcelona Tourism Strategic Plan was developed over a two-year period (July 2008 – July 2010), and is a project that is broad in scope and in terms of participation and consensus.

This document performs an overall diagnosis of tourism in Barcelona, and proposes a new tourism vision and model, and will roll out the Plan based on ten challenges (grouped into four main blocks or strategic core areas for action, 40 objectives, 15 programmes and more than 150 strategic interventions.

More than 600 people took part in the process, led by the Strategic Plan Office and directed by a Technical Committee consisting of representatives of Turisme de Barcelona and the City Council's Economic Promotion Department. They included experts, academics, public and private managers, businesspeople and representatives of economic, social and cultural institutions, who were all key to the results achieved.

**The process of drawing up the Plan has involved the beginning of a profound process of transformation, in which the scope of the tourism phenomenon in the city today, the territorial dimensions it is given and the involvement of many sectors and institutions that has already begun, are notable examples.**

During the process, a number of dynamics and interventions proposed have been implemented and some of them have been completed before the Plan concluded. It is important to highlight the setting up of the Directorate of Territorial Promotion and Tourism, the Municipal Managerial Board for Tourism and the City, work with the districts through the Territorial Directorates, technical reports with the Departments of Mobility, Safety and the Environment, collaboration agreements between Turisme de Barcelona and the Provincial Council, and drawing up the 2015 Strategic Marketing Guidelines, among others.

The current Plan was also the first step towards beginning a new process for the “**strategic management**” of tourism in Barcelona. **We must be able to move from the planning stage to strategic management. This is the great challenge of the entire Plan.**

**Now we need to design the tools and specify and set in train the mechanisms that make possible all, or a large part, of what has been jointly proposed and agreed over these two years.**

This is no easy task given the scope and ambition of the Plan. The Plan points out the strategic lines and new guidelines, as well as many interventions that must be specified among the main people involved in order to “**get down to work**”.

This section sets out to lay the foundations in order to continue this process: and, now, **what, how and who**.

This is a section that **requires the strongest commitment to “beginning” a new phase in Barcelona’s tourism policy in the 21st century.**

In order to continue to move forward with the guidelines of the Plan, and to make its implementation possible, we propose the interventions listed below:

### Permanent Strategic Planning

Strategic Planning is useful to us insofar as it enables us to anticipate events, by identifying and promoting strategies that will support the tourism industry and Destination Barcelona. This is why **we must always be alert, identifying opportunities, anticipating problems and putting forward solutions.**

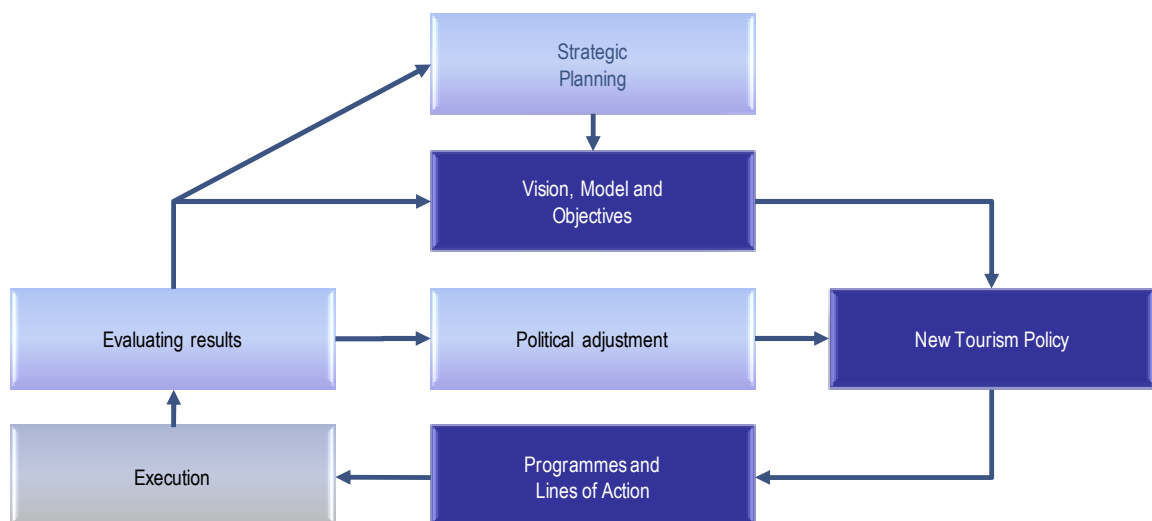
The Strategic Planning of Tourism is one of the functions assigned to the **Directorate of Territorial Promotion and Tourism.**

This is why it needs to provide itself with the necessary instruments in order to

- > Anticipate future challenges
- > Facilitate the necessary changes in order to address these challenges
- > Promote the participation of all the agents involved
- > Make possible consensus between diverging interests
- > Prioritise decisions

The working method will have to continue to be based on participation, consensus, shared leadership and cooperation between all the agents taking part in designing strategies.

### Permanent Strategic Planning



### Drawing up a Plan

We must give continuity to the open and participative process used while drawing up the Plan, by helping to consolidate the presence of tourism in society, coordinating the mechanisms in order to make progress in ensuring tourism fits in better with the needs of the city.

See the intervention ***Drawing up a 2015 BCN Tourism Strategic Plan -1504-***, which describes the following actions.

- > Ensuring the Plan has a permanently prominent position: [www.TurismeBCN2015.cat](http://www.TurismeBCN2015.cat)
- > Workshops and debates about the way tourism fits in to the city and its competitive improvement
- > Ideas for improvement: Open Innovation Lab Barcelona and Tourism Platform

### Executing and monitoring the Plan

- > 2011-2015 Operational Plan

We need to move from strategy to operation. We are working in order to pinpoint and prioritise the entire spectrum of interventions put forward in the 2015 Strategic Plan, establishing the Operational Launch Plan (2010) and laying the foundations for subsequent and successive annual plans 2011-2015.

We must now look in greater detail at the Strategic Programmes and Actions set out in the Plan, appointing people to be responsible for particular tasks, specifying time scales, developing and specifying contents.

The Operational Plan clearly specifies the scope and involvement of the city's agents who are firmly committed to tourism, such as Barcelona City Council, the Chamber of Commerce, Barcelona Provincial Council, the Directorate General of Tourism, the Barcelona Hotel Association, the Restaurant Association, the Trade Association, cultural operators and travel agencies, to name just some.

### **Barcelona City Council Tourism Master Plan**

Barcelona City Council is responsible for a broad spectrum of interventions proposed in the Plan which are gathered in such diverse areas as mobility, the environment, safety and communication.

One of the first tasks of the Directorate of Territorial Promotion and Tourism is to draw up the 2015 Barcelona City Council Master Plan, based on the proposals in the Plan and the work begun by the Municipal Managerial Board for Tourism and the City.

#### **> Turisme de Barcelona Business Plan**

Once the interventions have been defined by the City of Barcelona Tourism Strategic Plan Office, the Turisme de Barcelona Consortium, which is one of the prime movers in achieving consensus about tourism in the city, will include all the recommendations that affect it directly in the definition of its respective Plans, and establish measures in order to ensure its objectives come to fruition.

The guidelines concerning the marketing of the city established in *Programme 05* of the Plan have a pronounced impact on the guidelines, tasks and measures that the consortium will embark on over the coming months.

#### **> Monitoring**

We will need a methodology to follow up and monitor progress in order to evaluate correctly the execution of the Plan. This methodology will allow us to obtain reliable information about the progress that has been made and make it easier for the people in charge to monitor the situation, and to readapt strategic planning to changes and new scenarios.

In order to optimise and give this methodology coherence, it will be developed as part of the management by objectives system *Cognos*, which has been implemented in order to follow up and evaluate organisation by the City Council.

Defining a **System of Follow-Up Indicators (SFUS)**, that will distinguish between

- > Implementation of follow-up indicators: following up projects, interventions and programmes.
- > Indicators of successful results: degree of fulfilment of the Strategic Objectives.

We will also have to define how **the follow-up strategies will implemented and organised**, defining people in charge, instruments and decision-making mechanisms.

### **Organising follow up**

Barcelona City Council's Directorate of Territorial Promotion and Tourism will be the driving force behind the system of following up and monitoring the Plan.

The main sources of information will be drawn from the information put forward by the people in charge of interventions and follow-up reports.

## **City of Barcelona Tourism Strategic Plan**

### **Strategic Plan Office**

**Enric Truñó.** Coordinator

**Joan Serra.** Content Manager

**Xavier Suñol.** Operations Manager

**Jordi Moll.** Manager

**Saida Palou.** Manager

**Miriam Antequera.** Administration

### **Technical Committee**

**Pere Duran.** General Manager, Turisme de Barcelona

**Joan Torrella.** Director of Territorial Promotion and Tourism, Barcelona City Council

**Enric Truñó.** Coordinator, Tourism Strategic Plan

**Joana Homs.** Assistant Manager, Turisme de Barcelona

**Joan Serra.** Content Manager, Tourism Strategic Plan Office

**Xavier Suñol.** Operations Manager, Tourism Strategic Plan Office

**Jordi Moll.** Manager, Tourism Strategic Plan Office

**Saida Palou.** Manager, Tourism Strategic Plan Office

### **Advisory Committee**

**Josep Chias.** President, Chias Marketing-Barcelona

**Ángel Díaz.** Director, Advanced Leisure Services

**Francesc López Palomeque.** Professor, Department of Regional Geography, Barcelona University

**Josep Ros Santasusana.** Director, Ros Development and Planning, S. L.