

# Chapter 12

## Case Studies in Sociocultural Innovation



**Chris Cooper, Francois Bedard, Benoit Duguay, Donald Hawkins, Mohamed Reda Khomsi, Jaime Mata, and Yolanda Perdomo**

### 12.1 Cities

If the twentieth century belonged to nation states, then the twenty-first century will be dominated by metropolitan areas. The United Nations Habitat World Cities Report (2016) states that two-thirds of the global population is expected to live in cities by 2030 and produce as much as 80% of the global gross domestic product (GDP). Urbanization provides an opportunity to achieve the Sustainable Development Goals (SDGs), particularly SDG 11, which is to make cities inclusive, safe, resilient and sustainable. The world's cities occupy just 3% of the Earth's land, but account for 60–80% of energy consumption and 75% of carbon emissions. Rapid urbanization is exerting pressure on fresh water supplies, sewage, the living environment, and public health. But the high density of cities can also bring efficiency

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C. Cooper (✉)

School of Events, Tourism and Hospitality Management, Leeds Beckett University, Leeds, United Kingdom

e-mail: [C.P.Cooper@leedsbeckett.ac.uk](mailto:C.P.Cooper@leedsbeckett.ac.uk)

F. Bedard · B. Duguay · M. R. Khomsi

University of Quebec at Montreal, Montreal, Canada

e-mail: [bedard.francois@uqam.ca](mailto:bedard.francois@uqam.ca); [duguay.benoit@uqam.ca](mailto:duguay.benoit@uqam.ca); [khomsi.mohamed\\_reda@uqam.ca](mailto:khomsi.mohamed_reda@uqam.ca)

D. Hawkins

George Washington University, Washington, DC, USA

e-mail: [dhawk@gwu.edu](mailto:dhawk@gwu.edu)

J. Mata

VisitValencia.com, Valencia, Spain

e-mail: [jaume.mata@visitvalencia.com](mailto:jaume.mata@visitvalencia.com)

Y. Perdomo

UN World Tourism Organization, Madrid, Spain

e-mail: [yperdomo@unwto.org](mailto:yperdomo@unwto.org)

gains and technological innovation while reducing resource and energy consumption. The migration of the world's population to cities has significant implications for tourism demand, supply and governance in the future. The following cases illustrate the innovative approaches taken by selected world cities to this challenge.

## **12.2 Smart City Montreal: The Concept of 'Expects'**

### ***12.2.1 Introduction***

The city of Montreal was named '2016 Intelligent Community of the Year' by the Intelligent Community Forum and this case analyzes stakeholders' changing expectations in the context of a smart city and its evolution.

The arrival of new information technologies and the development of the Internet in the tourism industry has greatly influenced the management of destinations, especially in an urban context (Buhalis and Amaranggana 2014). In particular, mobile platforms and social networks targeted to all stages of the trip are proliferating and expanding, calling on destination management organizations to review their practices and adapt their strategies to this new reality. Pearce and Gretzel (2012) have identified a clear link between mobile technologies and social networks and the level of satisfaction of tourists with the destination. This also means that visitors want to be able to connect and share their experiences on social media platforms and that this contributes to their level of satisfaction. Cities would do well to make a deliberate effort to becoming a so-called smart destination by focusing on the visitor experience (Lenoir 2016).

### ***12.2.2 Expects***

Of psychosocial origin, the 'expects' concept serves to study and understand the motivations behind a decision or behaviour. There are ten categories of expects and no particular type of expect predominates in any given context:

1. A functional expect is a demand of a utilitarian nature;
2. A symbolic expect is an exigency of a representative nature, for instance that a good or service confer a positive image to its buyer, owner or user;
3. Aspirational expects are also requirements of a symbolic nature, but are rooted in the deepest aspirations of oneself, such as self-esteem and identity;
4. Sensory expects designate hedonistic wants;
5. Financial expects are related to economic matters;
6. Relational expects reflect the level of interaction a person wants with other human actors;

7. Societal expects encompass a broad range of concerns centered on collective welfare;
8. Aesthetic expects are related to beauty;
9. Informational expects express the desire to have access to advice, instructions, data, news or opinions; and
10. Temporal expects highlight the influence of time or, more precisely, the perception of time, in everyday life.

### ***12.2.3 Montreal's Smart City Initiative***

In 2015, Montreal launched a 2-year action plan with the objective to make Montreal a model smart city. Seventy projects were selected following an evaluation process from 2014 to 2015. To be selected, a project had to meet one or more of five criteria: economic development, urban mobility, direct services to residents, way of life and democratic life.

At the organizational level, Montreal's mayor set up a structure dedicated to the smart city initiative—the Smart and Digital City office. Its role is to:

- Promote the benefits of the smart city initiative with various stakeholders and the development of a common and coherent strategy for the whole city;
- Support stakeholders in the development of their project and the sharing of best practices among stakeholders to help them succeed in their project; and
- Facilitate interaction between stakeholders as well as efforts to advance cohesion (Bureau de la Ville Intelligent et Numérique 2015).

### ***12.2.4 Analysis of Tourist 'Expects' in the Context of Montreal's Smart City Initiative***

Of the 70 projects selected, the authors of this case study chose four as demonstrative of how the 'expects' of different tourism stakeholders are met: public Wi-Fi; smart mobility; open data; and support for innovation.

**Public Wi-Fi**—By deploying a public Wi-Fi network, the city aims to ensure that residents and tourists can use mobile devices to communicate, which may fulfill *relational expects*, and access all sorts of data at all times and throughout the Montreal area, addressing *informational expects*. Since the service is provided at no cost, it also fulfills a *financial expect*. The single login throughout the city also makes it easier for people to use the system, which responds to another form of *functional expect*. This makes their visit more pleasurable, meeting a form of *sensory expect*. Finally, the public Wi-Fi initiative also participates in fulfilling *aesthetic expects* in that it allows people to discover Montreal's most beautiful features.

Smart mobility—Projects linked to smart mobility meet several expectations. In the context of mobility, visitors may be unfamiliar with the destination and need tools to make informed choices. Ideally, they will need access to up-to-date information from different sources in order to find out how to best get from one place to another. In this sense, initiatives such as Ibus (a real time bus information system), smart taxis, the dynamic display of traffic conditions or the availability of municipal parking spaces provide crucial information in a timely and easily accessible manner, thereby fulfilling *functional* (ease of access), *informational* (crucial information) and *temporal expects* (timely manner).

Open data—Since 2013, Montreal has made its data readily available to the public and to businesses wishing to develop applications aimed at improving the visitor experience. This initiative may help meet several expects. Data access is a *sine qua non* requirement for any IT development project (*informational expects*). In addition, in the context of opening its databases, the city has developed application programming interfaces that allow extraction of data easily (*functional expects*) and quickly (*temporal expects*). Access to data at no cost answers *financial expects*. It also encourages the launching of start-up businesses, which means more revenues for Montreal (*financial expects*).

Support for innovation—As part of its smart city initiative, Montreal is introducing an innovation policy aimed at organizations who want to get involved in the development of applications to improve the quality of life of residents and visitors. This policy essentially encourages three types of initiatives:

- Collaborative events to find solutions to problems (*functional expects*) previously identified through a multidisciplinary team competition (*relational expects*).
- Collaborative events reserved for employees of the public, para-public and institutional sectors (*relational expects*). At these events, employees are asked to propose solutions to problems observed in the field based on their stories and experiences with users (*functional expects*).
- Accelerators and Living Lab: Montreal has set up dedicated areas to accelerate the incubation and development of the most promising start-ups (*temporal expects*), also offering them financial (*financial expects*) and logistical support (*functional expects*).

### 12.2.5 Lessons

Better knowledge on visitor expectations in order to enhance their experience is a recurring theme in the literature on smart city and smart destination initiatives. Generally, the expression “visitor expectations” is used in a generic sense, whereby the link to the smart city or smart destination is fuzzy. By using the theoretical approach of the concept of expects, this case provides practitioners with a framework for analyzing their smart city/smart destination initiatives from the perspective of the

visitor experience. The case of Montreal's smart city initiative serves to demonstrate the use of this framework.

## **12.3 Amsterdam: Towards a New City Tourism Paradigm—Off the Beaten Track**

### ***12.3.1 Introduction***

This case study shows how successful city tourism can be in conflict with residents and outlines the approach taken by the Municipality of Amsterdam and the city marketing organization to solve these issues.

The 'I amsterdam' brand was launched in 2004 by the Municipality of Amsterdam in order to improve the overall attractiveness of the city. The management of the brand was entrusted to a newly-created platform for government, industry, the region and organizations with marketing and promotional objectives: Amsterdam Partners. In 2013, Amsterdam Partners merged with the Amsterdam Tourism and Convention Board and the Amsterdam Uitburo, a company focussing on culture and primarily targeting inhabitants of Amsterdam and its region. For all intents and purposes, all three companies ceased to exist and gave birth to Amsterdam Marketing, the city marketing organization of the Amsterdam Metropolitan Area.

### ***12.3.2 A New Marketing Paradigm for City Tourism***

Helped by the creation of the 'I amsterdam' brand, Amsterdam experienced a massive growth of tourism both on the demand and the supply side. However, it also led to a debate in the city about the negative aspects of tourism. These changing attitudes toward tourism pushed key players in this field to adapt and redefine their strategies. Amsterdam Marketing is a good example of this trend. In its 2016–2020 strategy plan, the organization writes:

“It is time to redefine our strategy and to look ahead for the coming period 2016–2020. The emphasis will move in the coming years: we will invest more in targeted activities and less in general marketing... and we want to manage the reputation of the Amsterdam Metropolitan Area better than before. We will strive for more balance by focussing our attention, resources and activities on residents and businesses more. (Amsterdam Marketing, 2016)”

In practical terms, Amsterdam Marketing has put an end to a whole range of marketing activities targeting visitors: it has stopped participating in trade-shows, pulled out of collaboration schemes with the national tourist board and key industry partners which had been put in place for international promotion, and decided not to engage in campaigns abroad. Instead, it reinforces its guiding functions so as to

better inform visitors who already are in Amsterdam about the possibilities to discover lesser-known neighbourhoods of the city and the region. The neighbourhood campaign features eleven areas which are all presented with a tagline stressing their uniqueness. The underlying idea is that the more different each neighbourhood seems from the other, the more likely visitors are to visit them all.

Amsterdam Marketing and its partners have already been experimenting with a similar approach within the framework of a project named “Visit Amsterdam, See Holland”. The main objective of this project is to entice international visitors staying in Amsterdam to discover the surrounding region, thus enabling a better distribution of visitor flows in space and time. The project began in 2009 and brought 16 areas of interest under the attention of international visitors, each with a unique character. With time, some fine-tuning and clustering took place but the basic idea remained unchanged. In 2015, “Visit Amsterdam, See Holland” won the prestigious United Nations World Tourism Organization UNWTO Ulysses Award for Innovation in Non-Governmental Organizations. One year later, the project was thoroughly evaluated since it was reaching its end. The positive results of this evaluation led to continuation until 2020.

While Amsterdam Marketing is progressively changing from being a destination marketing organization to a destination marketing and management organization, the Municipality of Amsterdam is affirming its role as a key player within the discussion around balance in the city. In 2015, the Municipality launched “City in Balance”, a new program based on three core values:

1. Amsterdam aims to be an appealing city for everyone;
2. Amsterdam embraces growth and prosperity whilst preserving its liveability; and
3. Amsterdam chooses to operate on a human scale.

Because of the diversity of challenges which “City in Balance” needs to address, the program has a transversal nature. “City in Balance” identifies four different ways of channelling growth:

1. Make the city larger so as to achieve a better distribution of visitor flows;
2. Make the city smarter thanks to the use of technologies and collaborate with knowledge-based organizations located in the destination;
3. Seeing the city differently by conducting experiments from which the city could learn such as an app encouraging visitors to use routes “off-the-beaten” track; and
4. Calling on people to work together to reach its objectives.

### ***12.3.3 Lessons***

If anything, the diversity of the attempts made by Amsterdam to conciliate tourism growth and liveability shows that the answer to this problem is not easy and that it can be better addressed with a variety of approaches. Marketing, technology, regulation and local citizens all have an important role to play, but the destination is still looking for the right combination of these. For the moment, Amsterdam

experiments and, thus doing, develops new knowledge. Given the complexity of the problem faced, this is already one small step towards a solution.

## **12.4 Barcelona: Balancing the Needs of Residents and Tourists**

### ***12.4.1 Introduction***

This case builds on the Amsterdam example by showing the initiatives taken by Barcelona to balance up the needs of both visitors and residents. The brand Barcelona has been linked to outstanding economic and tourism success in the last few decades. The city has become a leading destination for leisure, business and cruise tourism. Its name is included in any international ranking as a cosmopolitan, attractive, innovative metropolis. However, the promotion of Barcelona as a tourist destination “is not a recent trend, but it has been an essential target for local authorities since the International Exhibition in 1888” (Cócola 2014, p 22).

The beginning of the modern tourism growth of Barcelona dates back to 1992 (Ajuntament de Barcelona 2010). The city hosted the Olympic Games, which launched its renewed image worldwide and allowed huge city brand exposure. The Games were a unique and indispensable marketing instrument in bringing about the Barcelona we now enjoy today” (Duran 2002, p 6). The Turisme de Barcelona Consortium was created for the Games in order to determine the main guidelines for planning tourism growth. Despite the good intentions of the city’s planners, the reality was that uncontrolled and mass tourism began to affect residents’ lifestyle and perception of tourism over the next few years.

### ***12.4.2 The New Tourism Strategy***

By 2015, after local elections, a new Municipal Action Plan was developed which included a commitment to drafting a Strategic Tourism Plan for the 2016–2020 period. The plan involved all the stakeholders in a participative process “to establish a local agreement for the management and promotion of responsible and sustainable tourism” (Ajuntament de Barcelona 2015, p 5). Several commitments were made: signing a responsible tourism city charter, obtaining the biosphere destination certificate, the declaration of the vision for responsible tourism and joining the world charter for sustainable tourism +20. The first step was to carry out a strategic diagnosis, identifying future challenges and goals to address and action proposals. The goals were as follows (Ajuntament de Barcelona 2016, p 4–5):

- To prepare a roadmap for Barcelona’s tourism policies to 2020, based on a participatory diagnosis;

- To generate public debate and shared knowledge on tourism and its effects, through an analysis of the current situation and anticipated future scenarios; and
- To integrate the planning approaches towards tourism in the city.

The measures to implement the plan are subdivided into the following main programs (Ajuntament de Barcelona 2016):

1. Governance—aiming to reinforce municipality leadership, ensuring stakeholder participation and efficient coordination between public administrations. This program also adapts the work of the Barcelona Tourism Consortium to better integrate the tourism marketing with local policy.
2. Linking shared knowledge with decision-making, deeper strategic understanding and richer public debate about tourism and city.
3. ‘Barcelona destination’ to build an economic, social and environmentally sustainable destination, that goes beyond administrative boundaries. The destination must be open, innovative, welcoming its visitors while guaranteeing the residents’ quality of life. Tourism assets and products must be adapted to sustainability criteria, empowering local providers and promoting singular cultural values.
4. Mobility—evaluating tourism transport needs to enable a coordinated mobility plan for any kind of user (including tourists, cruise passengers and day trippers), promoting more coordinated, sustainable mobility. Accommodation is also considered a core issue as major hotel growth and new providers require a solid, coherent regulation which avoids and/or reduces undesired gentrification.
5. Managing urban spaces under a cross-cutting, integrated vision such that residents’ life will not be dramatically affected by visitors, and the latter will enjoy the true essence of the city. The spaces considered in this plan are both the non-tourism districts as well as crowded places. Finally, this program also includes a plan for accessible tourism.
6. Communication and hosting to transmit the diversity and complexity of the city, in order to showcase new possibilities beyond the crowded, iconic attractions. In addition, the improvement of tourist information services, working closely with private influencers and adapting new technologies to communicate in real time with the visitors.
7. Taxation—the use and distribution of existing tourism taxes will be revised.
8. Financing measures and regulation—the balance between the costs and benefits of tourism is unclear, and the municipality wants to increase the city’s tourism return on investment. The incomes from tourism must be socially redistributed and partly used to reinvest in the destination.

### **12.4.3 Lessons**

The challenge for the city of Barcelona is twofold: on one hand, fighting against the loss of good brand reputation and competitiveness, as potential visitors may feel the



city is losing its essence. On the other hand, managing residents' negative perception towards tourism. As such the case of Barcelona is a paradigmatic example of the sensible balance of city tourism; Barcelona has been regarded as a model of tourism development by all its competitors. However, the steady growth of visitors and positive financial inputs might have been hiding a social conflict that needs to be readdressed. The question that many are asking themselves might be: is Barcelona a victim of its own tourism success?

## 12.5 Valencia

### 12.5.1 Introduction

This case study demonstrates the shifting nature of city tourism, driven by strategic decisions to diversify—in this case driven by innovation in mega-events. Similar to Barcelona this changing nature of tourism demands that both visitors and residents coexist in a sustainable and well-planned city. Tourism has been a strategic economic sector for the Valencia region since the 1960's, almost completely focused on beach tourism. The city itself was simply a meeting point for business travelers until the mid-nineties. Trade fairs and business trips were the basic motivations for visitors, besides some daily tours around the historic attractions—such as the cathedral and the surrounding old town (Sorribes 2015). Under pressure from local businesses, the Valencia Convention Bureau Foundation was created in 1992 by the municipality and other stakeholders. In 1996, the municipality delegated the promotion of tourism to the Valencia Tourism & Convention Bureau and since then, public and private stakeholders have had the chance to participate in the design, discussion, approval, financing, and implementation of their common strategy and annual plans.

From the early 1990s tourism arrivals grew every year, based upon the combination of business and leisure attractions and Valencia was a booming tourist destination (Nacher and Simó 2015a). However, there was still a lack of international brand awareness that could support the expected increase of arrivals. Hosting the 32nd America's Cup 2004–2007 gave the city the international profile that it needed. After the America's Cup momentum, despite the severe economic crisis affecting Spain since 2008, tourism activity has steadily grown in the city, becoming a strategic industry for the capital. Following the success of the America's Cup, both the regional and local governments financed the organization of further sport events, among them the Formula One motor racing championship. The tourism strategy for those years was mainly based on the marketing opportunities arising from hosting the large events.

The world financial crisis had a major impact in all Spanish destinations revealing structural weaknesses including a lack of private international marketing strategies, little product differentiation and disruptive competitors (such as Airbnb). This resulted in fierce internal price competition and a negative effect of cyclic

cannibalization. Therefore, what was needed was a new marketing strategy focused on diversifying markets and getting more visitors by highlighting the competitive value for money of Valencia and distinctive positioning, based on his main assets: heritage and culture (Nacher and Simó 2015b), the Mediterranean way of life, outstanding facilities and services for MICE and cruise industry (Cervera and Garcia 2016), natural attractions (beaches, urban parks, protected wildlife reserves) and the appeal of the marina and seaside.

### ***12.5.2 Strategic Challenges***

The current marketing plan has determined ten main strategic challenges (Valencia Tourism 2017):

- Improved connectivity;
- Regulation of new forms of accommodation;
- Reinforcement of unique selling propositions;
- Increasing brand awareness and redefining market positioning;
- Innovation and intense use of ICT;
- More segmented marketing and product development;
- Developing a model of tourism intelligence;
- Balanced growth, based on sustainability and economic performance;
- Public and private partnership; and
- Better governance of tourism, involving all stakeholders in the city.

### ***12.5.3 Lessons***

In comparison with crowded cities, Valencia represents the case of a medium sized capital where the tourism was welcomed some years ago as a new recipe to boost the local economy. In this category of destinations, the main indicators for authorities and managers are: revenues, daily expenditure and employment. Conflicts with residents are marginal or nonexistent, the local environment is not affected and crowdedness is very occasional. Therefore, in the short and medium-term, planners do not envisage the risks that cities like Barcelona, Amsterdam or Venice are facing (Responsible tourism 2017). However, a close look at what other cities are experiencing reveals that the scenario could change to worst faster than expected. Therefore, social and environmental sustainability must be a priority. Real governance, involving residents and visitors, must be enforced and smart systems must be implemented, endowing city and tourism managers with the tools to monitor data in real time, as well as generating and using new content for their competitive marketing strategy.

## **12.6 The Shift to Walkable Urban Tourism**

### ***12.6.1 Introduction***

Given current problems evident in places like Barcelona in the previous case study, where the influx of tourists is undermining city livability and tourist satisfaction, pedestrian and visitor friendly urban planning is becoming increasingly important. There is a structural shift in urban development towards walkable urban places as opposed to drivable sub-urbanism. This is taking place both in central cities and in urbanizing suburbs and is clearly shown by increased price and valuation premiums for all real estate product types in walkable areas—residential, retail, commercial and tourism related. Walkable Urban Places in metro areas create spatial dynamics for transforming the urban landscape through the rejuvenation of public space, enhancement of mobility and accessibility, development of heritage resources and expansion of recreational amenities. This process not only safeguards and enhances the quality of life for residents but also contributes to the realization of quality visitor experiences—creating a “front porch” for locals to share their neighborhoods with tourists.

### ***12.6.2 Walkable Urban Places***

Researchers at George Washington University have developed a methodology that creates a census of real estate in a metropolitan area which distinguishes:

- Walkable urban places (mixed-use, multiple transportation accessibility places that are higher density); versus
- Drivable sub-urban locations (segregated product types, only highway served and low density).

Findings to date in studies of Washington, Atlanta, Boston and New York have documented increased valuation premiums and tax revenues favouring walkable urban places over drivable locations which might lead to new investment alternatives for the private sector and changes in public policy. These results are in line with other recent research showing that higher density walkable urban development results in substantially less energy consumption per capita hence reducing greenhouse gas emissions, increasing visitor flows, promoting healthier lifestyles and increasing real estate values. More walkable urban places are needed to counteract urban traffic congestion and environmental degradation which are lowering the quality of life for local people and for visitors seeking authentic experiences.

We hypothesize that tourism activity and performance are highly correlated with walkable urban places and that the majority of tourism activity and business transactions occur in walkable urban places within metro areas. The major data sets per Walkable Urban Places which should be collected and analysed are:

- Hotel metrics: supply, demand, revenue, occupancy, ADR, RevPar (indicators will be refined using other variables from the US cities Hotel Census DataBase).
- Airbnb metrics: supply, characteristics, attractiveness, visitor satisfaction and related variables.
- Tourism-related credit card expenditures: total and share related to the origin of the credit card owner (local, domestic per state, international per country), share according the type of spending by market segments.
- Attendance at cultural/leisure facilities: total number of visitors to museums, landmarks, attractions, and parks/open spaces.

A major challenge facing cities today is how to use walkability as a means of developing positive relationships between visitors and locals and to stimulate the co-creation of positive and enriching experiences. This will require a clearer understanding of:

- The positive and negative effects of disruptive technologies (e.g. Airbnb's impact on hotels and Uber's impact on taxis); and
- The gradual transformation from today's dominant automobile culture to more efficient urban mass transit, ride sharing, biking and walkable options as well as the potential to convert parking spaces and garages into new uses like parks and open space.

### **12.6.3 Lessons**

The development and management of tourist-oriented walkable urban places transformed Washington, DC into one of the nation's most walkable urban metropolitan areas and one of the world's top tourist destinations. But there is still a missing level of governance which is urgently needed to improve the quality of urban tourism. This will require expanding beyond tourism promotion to a more inclusive destination management approach at the local level. We need to recognize the importance of neighbourhood organizations and community associations focused on place management. Moreover, urban development and place management have not generally been a priority for the tourism industry and, conversely, tourism approaches have not been given adequate attention when designing, developing and managing urban places. This needs to change.

## **12.7 The UNWTO Prototyping Methodology**

In this section of the chapter we review the UNWTO prototyping methodology and provide two case examples of the process in action—tackling seasonality and wine tourism. The UNWTO partners with non-governmental organisations in both the public and private sectors to assist in its activities through its Affiliate Members

Programme. This programme implements policies and instruments to foster competitive and sustainable tourism through the promotion of public-private partnership initiatives. As part of the Affiliate Members Programme, a prototyping methodology has been developed with a view to taking a range of cases and demonstration projects and showing how they can have lessons for other sectors of tourism and other destinations.

The prototyping methodology is based upon the process of knowledge exchange and sharing across tourism organisations and focuses upon improving competitiveness in an ethical and sustainable environment. The methodology is based upon transparency, flexibility and rigour and is designed to create a professional framework of guidelines for developing innovative tourism projects that benefit destinations, businesses and institutions. The prototyping methodology designs a “road map” based on initial research and analysis, incorporating the possibility of governance models, tourism development products, positioning and communication strategies and brand identity. The methodology requires compliance with the UNWTO Global Code of Ethics for Tourism in order to maximize the socio-economic contribution of tourism as well as minimizing its potential negative impacts. The methodology will produce a document recounting the lessons learned and key points encountered during the development of the cases and demonstration projects. These lessons are related to key elements of the prototyping methodology including analytical, technological, as well as certification and standardization, tourism proposal development, narrative development and governance models.

## **12.8 Prototype 1: Seasonality, Challenge and Opportunity—Punta del Este 365, Uruguay**

### ***12.8.1 Introduction***

As part of the UNWTO Affiliate Members Programme’s 2014–2015 Action Plan, Destino Punta del Este in Uruguay requested the development of a prototype aimed at overcoming seasonality (UNWTO 2015a). Punta del Este 365’s objective is to develop guidelines and strategies to find innovative proposals that will make it possible to establish a tourism offer during most of the year.

The approach was based on six concepts:

- The agri-food sector as a key component in developing tourism products;
- Culinary tourism;
- Sports tourism;
- Using technology to configure supply;
- Creating different theme-based events for various profiles; and
- Enhancing the role of the new convention center.

These points are structured within the development of the prototype, so as to enhance the value of the brand and the aspirational positioning of Punta del Este. To overcome seasonality and provide a year round product, there is a need for public-private collaboration with participation from companies and institutions to boost the area's economic and social development.

### ***12.8.2 Energy as the Guiding Theme***

The Punta del Este 365 Prototype works with “energy” as its guiding theme. This is a positive energy that has been a constant in Punta del Este’s modern history that can be attributed to the powerful energy vortexes crossing the site. On the supply side, ‘energy’ is the creative element that must be considered each time a new experience, product or service is designed. On the demand side, ‘energy’ fits with new human personality profiles such as “cultural creatives” or wellness. Such tourist profiles share a common theme: feeling well in a natural, healthy, human and truly sustainable setting. This exercise in innovation will make it possible to offer a completely different tourism product with a dual purpose:

1. Allow other destinations to address the challenge of seasonality; and
2. For Punta del Este to be a reference point in tourism-related experiences that combine the outer with the inner, with ‘energy’ as their link.

### ***12.8.3 Innovation in Experiences***

Participation of institutions and businesses in the Punta del Este 365 Prototype will bring extensive experience to the table in the design of the tourism product. Moreover, a model of private-public governance will be proposed, and this will manage and promote the products generated, as well as create and innovate new ones. Institutional participants will help to facilitate the development of experiences and collaborate with the members of the private sector. The participation of private sector stakeholders will provide the content—key in the process of innovation—since they will make it possible to create an offer that will solve the challenge of seasonality. The following core themes have been defined for working on this innovative creation process:

- Beyond the spa—innovation in wellness.
- Holística Premium Service—an organization that specializes in developing wellness services.
- The San Carlos incubator is taking part in the prototype by contributing innovation for the spa product, and the wellness product.
- Summum Design will collaborate on the development of innovative projects to bring people to the sea throughout the year.

- Gastronomy—majoring on local flavors.
- Art and culture—this core theme is key when it comes to overcoming seasonality. Auction houses and street art fairs make Punta del Este a gathering place for art and antique collectors. Punta del Este also boasts other types of artistic and cultural events.
- Agricultural realm—scenery, high-quality locally-sourced agricultural products, and the world of the gaucho are distinctive elements. Agroland provides tourism experiences among olive groves and mountains.
- Sports tourism—golf, regattas, sport fishing, sailing, surfing and bike routes.
- The meetings industry—the future convention center and fairgrounds in Punta del Este will be one of the major driving forces for solving the challenge of seasonality.
- Accommodation—specific accommodation offerings will be designed, based on the guiding theme of energy.
- Language tourism and academic training.

#### ***12.8.4 Key Elements in Punta del Este 365***

The Punta del Este 365 Prototype is based on three pillars that make this project possible:

1. Collaboration—achieving a collaborative environment among organizations. Other collaborating destinations include Cape Town Tourism.
2. Creative strategy and proposal unification—the application of the guiding theme of Energy offers the opportunity to innovate and think “outside the box” and introducing new elements.
3. Mainstreaming—the introduction of disciplines such as social analytics, positioning, continuous innovation, communication and quality has become fundamental to the innovation and success of tourism management models.

#### ***12.8.5 Lessons***

The Punta del Este 365 Prototype will end with the drafting of a document explaining the project and from which the lessons learned and the successes gained will be gathered and can be shared with other destinations facing the challenge of seasonality. The main lessons are:

- Analysis as the foundation of the innovation process;
- Technology as a tool that streamlines strategic and creative development as well as communication and future marketing;

- The structure of the tourism offer together with a strategic and creative theme capable of channeling the entire flow of experiences and its communication strategy;
- The creation of a narrative or storytelling about the destination and what can be found there;
- The governance model, to apply to the product generated afterwards to other destinations; and
- The certification process, so that strategic decision-making is successful in terms of management, marketing the proposal and communications.

## **12.9 Prototype 2: Wine Tourism**

### ***12.9.1 Introduction***

Wine tourism is an alternative and unique way to experience a destination. The UNWTO prototyping methodology has linked wine tourism with the UNWTO ‘gastronomy network’ (UNWTO 2015b). The wineries take on the role of lead players for an experience centered on wine but also encompassing a complex, inclusive, holistic set of related experiences, suitable for any demand segment.

### ***12.9.2 The Process 1: Fieldwork in Spain***

Fieldwork conducted in Spanish wine regions revealed elements that form a thread connecting the wineries with their surrounding environments, offering a new and different way to visit Spain (nature, cultural heritage, lifestyle, gastronomy, enjoyment of life). The fieldwork also points to a different way for wineries to position themselves under this new model, in which each winery becomes the tourism interpretation center for the surrounding locality.

### ***12.9.3 The Process 2: Analysis of Wine Tourism in Spain and Other Countries***

Analysis of other wine producing countries offering recognized tourist attractions found that Spain ranks first in the world in terms of land area under vine cultivation, and third in terms of wine production, after Italy and France. Wine tourism, however, is the principal motivation for only 2% of the tourists who visit Spain. The analysis also showed that wine tourism in Spain does not have an online presence and is not a priority for Spain’s key generating markets.



An examination of how Spain is positioned relative to other wine tourism destinations showed the scale of wine tourism internationally:

- Spain—2.1 million wine tourism visits;
- USA—15.0 million wine tourism visits;
- France—10.0 million wine tourism visits;
- Italy—5.0 million wine tourism visits; and
- Argentina—1.5 million wine tourism visits.

The greatest wine tourism destinations receive visitors from their domestic markets, from neighboring countries and from wine-consuming (but not producing) countries. Institutional support is important for the development of complete and competitive tourism supply. Relationships with opinion leaders and the media are vital to effective positioning.

### ***12.9.4 The Process 3: Survey of Opinion Leaders***

The survey of opinion leaders uncovered the following:

- Wine tourism relates to all other tourism activities in the surrounding area and can serve as a catalyst;
- Creating a good experience requires (i) connecting travellers with the destination's history and tradition, (ii) strengthening gastronomy, and (iii) providing good information;
- High quality, varied supply, a historical narrative differentiating the destination from others, and activities for those not interested in wine are important;
- Regions with opportunities for the development of wine tourism should be designed in an integrated manner, considering tie-ins with culture and gastronomy;
- The differentiating experience is fundamental to highlight local lifestyles, nature and heritage and incorporate such attractions as handicrafts and sporting activities; and
- Design of family-oriented personalized supply with messages customized for each winery is important.

### ***12.9.5 The Process 4: The Structure of Supply***

The product reflects the central theme of the locality to be interpreted by the winery. Under this initial premise, the idea of 'The Joyful Journey' is for the traveller to contemplate the possibility of experiences along the three lines of 'more time, happier, younger'. Not all the products of every winery need to incorporate all three threads, but they should be integrated overall.

The product has been enriched and refined with three additional themes: “generosity”, “effervescence” and “tranquility”. These refer to the types of wines that exist in Spain and that differentiate its products from those of other wine producing destinations.

### ***12.9.6 The Process 5: Design of the Product***

Product design workshops have been held in each of the participating wineries’ localities. The purpose of the workshops was to correlate the structure of supply with the tourism assets of each locality and establish connections with other nearby wine producing localities. Some of these workshops went further combining two culturally connected localities as a product, as in the case of Galicia-Toro and Ribera del Duero-Toledo. Once the product is designed with the wineries, joint work can begin with the tourism-related establishments to develop and market the supply.

### ***12.9.7 The Process 6: The Governance Model***

The governance model for ‘The Joyful Journey’ in Spain encompasses promotion, marketing and innovation processes and continuous monitoring of the experiences that have been designed, which must meet quality standards consistent with the values we wish to project to our travellers. Consideration is being given to delegating the management of ‘The Joyful Journey’ to the Leading Brands of Spain Forum. The model is inclusive and allows for the participation of public institutions and other wineries.

### ***12.9.8 Lessons***

This case study shows the importance of a ‘whole of destination’ approach to wine tourism. It also needs to be recalled that the objective of the prototype is to provide a model approach to generating a unique travel experience and a new vision as to how to see and perceive the destination concerned which can be generalized to other destinations.

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