



Edinburgh 2020

The Edinburgh Tourism Strategy



Foreword

The past twenty years have seen a remarkable transformation in the scale and nature of Edinburgh's tourism industry and its impact on the economic, social and cultural life of the city. Once a highly seasonal destination, dominated by leisure tourism, Edinburgh now has a rich, diverse year-round industry, with a very strong, high yield conference and meetings sector.

This transformation has not happened by accident. It is the result of exceptional effort by many key players and organisations, particularly the City of Edinburgh Council and Scottish Enterprise, who together initiated and/or supported many outstanding tourism related developments, including:

- Edinburgh International Conference Centre
- The Festival Theatre Edinburgh
- Dynamic Earth
- Edinburgh's Hogmanay
- The Royal Yacht Britannia

These projects in turn have helped stimulate substantial private sector investment, including large scale hotel development, development of the airport and the creation of new businesses, all of which have combined to ensure that Edinburgh now competes as one of Europe's top tourism destinations; and also other public sector investment, such as the 'new' Museum of Scotland and Scottish National Portrait Gallery.

Since 2008, recession has had a major impact on the scale, distribution and nature of tourism around the world, particularly in Europe and North America. Despite the challenges, tourism in Edinburgh has demonstrated strong resilience and continued to grow.

Now, at the beginning of 2012, the UK and Europe economies are seeing a further downturn, the length, depth and impact of which is uncertain. In Scotland and the UK in general, continuing economic uncertainty and major cuts in public expenditure will have significant implications for consumer demand and on the scale and nature of investment in destination development, management and marketing activity.

Developing and delivering a new Edinburgh Tourism Strategy against this background is clearly challenging. However, Edinburgh already has a strong and unique asset base and this, coupled with a pipeline of ongoing investments in our tourism-related products, facilities and transport infrastructure, gives us a great platform on which to grow our thriving tourism sector.

Edinburgh 2020 sets out a clear and ambitious vision for tourism for the period to 2020, which is based on extensive research and consultation. It will act as a catalyst for partnership and collaboration across the industry and build the case for, and prioritise investment in, the tourism product.

I should like to thank the many people who have been involved in developing this strategy. It has been a truly joint effort and brings with it a new and much needed focus to the sector.

Robin Worsnop
Chair of the Edinburgh Tourism Action Group
January, 2012

Edinburgh 2020

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1. The Vision for Tourism in Edinburgh in 2020

Edinburgh is a world class city, competing successfully as one of Europe's top visitor destinations, investing in its tourism assets, products and services to provide a unique and compelling year round visitor experience.

2. Achieving the Vision

2.1 The Aims

The Strategy has a primary aim:

- **To increase the value of tourism to the city and to its tourism industry:** creating a thriving, profitable tourism industry and delivering high levels of economic, cultural and social benefit to Edinburgh and Scotland as a whole.

And a supplementary aim:

- **To enhance the city's image and reputation:** developing tourism in ways which will greatly strengthen perceptions nationally and internationally of Edinburgh as an outstanding city - truly a world class city - in which to live, work, study and invest, as well as to visit.

2.2 Objectives

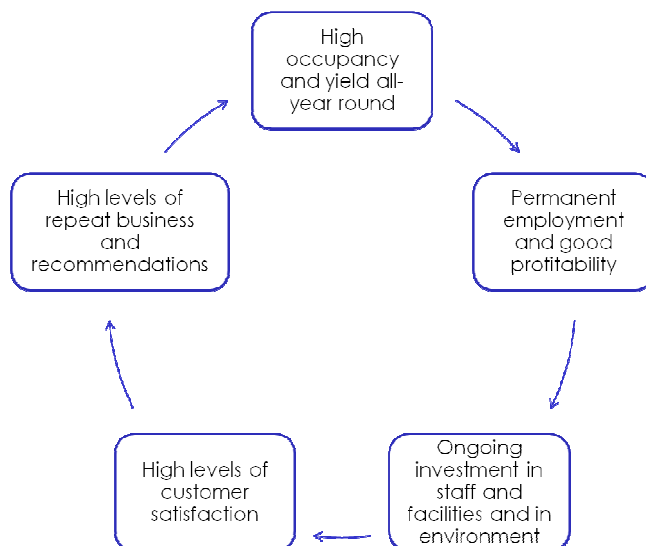
Supporting the Aims are three clear objectives to be achieved by 2020:

1. To increase the number of visits to the city by one third;
2. To increase the average spending of visitors to the city by 10% (at 2010 prices);
3. To reduce seasonality across the sector.

These objectives are discussed in detail in Chapter 7.

2.3 The essence of the strategy

The essence of the strategy is to achieve and maintain a mix of market segments that together will deliver good high yield, business all-year-round, enabling a 'virtuous circle':



Edinburgh's success over the past 20 years has been based on achieving a good mix of market segments, principally:

- The Association conference market, predominantly autumn and spring;
- The corporate meetings market, predominantly mid-week, autumn, winter and spring;
- Domestic leisure breaks: predominantly weekend, autumn and spring;
- Domestic and international holidays: predominantly in the spring and summer;
- Leisure events: variously timed over the course of the year.

Clearly it is vital to continue to strive for the optimum market mix, with an even greater emphasis on realising the best opportunities for additional winter business, particularly from leisure and corporate events.

3. Track record of success

As a tourism destination, Edinburgh has an outstanding track record of success. Over the past 20 years, both the volume and the value of tourism have increased dramatically:

- Visitor spending has increased from £250m in 1990 to more than £1 billion per annum in 2010 - the highest tourism spending in any UK city after London;
- It 'punches significantly above its weight' – arrivals, spend and bed-spaces per capita are all above its UK peers. It is attracting higher proportions and numbers (per capita) of discretionary holiday visitors. Business visits per capita are also above average. Its market is also characterised by a high proportion of overseas visitors;
- Average annual hotel room occupancy has grown from 57% in 1990 to 77% in 2010 - Edinburgh has outperformed most of its peer cities in Europe. Average achieved daily rate and revenue per available room is around the median for European cities - good but still competitive through much of the year;
- Tourism related employment accounts for approximately 12% of the workforce, increasing from 12,000 to 32,000 full-time job equivalents in the last 20 years;
- Edinburgh Airport, now Scotland's largest, had flights serving 120 destinations in 2010, up from 40 in 1991, and handled a record of nearly 10m passengers in 2011, up from 2.34m in 1991. The growth in the number of destinations has been due predominantly to the advent of the budget airlines, which has been highly beneficial for tourism in Edinburgh;
- Edinburgh Festivals continue to grow year after year – economic impact has increased from £184 million in 2005 to £261 million in 2010.

In addition, the city clearly delivers a product that meets visitor demand:

- In domestic markets, it is the UK's preferred city break destination and the winner of many accolades such as 2010 'Favourite UK City' as voted by Conde Nast Readers' Travel Awards, 2009 Best Destination Cruise Port as voted by CruiseCritic, and 2010 'Favourite UK City' in the Guardian & Observer Travel Awards for the eleventh consecutive year;
- Approximately 50% of our leisure tourism consists of repeat visits;
- Edinburgh is the UK's most popular city for international association meetings outside London.

During the recent recession and economic uncertainty, there have been fluctuations in business and leisure tourism. However, the strong product and visitor mix has enabled the sector to adapt, sustaining overall visitor impact and achieving growth in some areas.

Investment in the city's tourism product continues with the recent redevelopment of the National Museum of Scotland (a £47 million investment), Scottish National Portrait Gallery (£17.5m) and the new Tattoo Stands (£16m). Ongoing investment (see Section 5.1) includes the extension to the EICC (£34m) and the refurbishment of the Assembly Rooms (£12m) within the next two years. A further demonstration of confidence in the product can be seen by continuing strong investment in the hotel sector, with 1,400 new rooms planned for the period to end-2013 and substantial refurbishment projects underway at two of the city's five star hotels (The Sheraton Grand and the Caledonian Hotel).

Note: For more information and statistics on Edinburgh's current comparative position refer to the *Edinburgh 2020: Situation Report (November 2011)* available at www.etag.org.uk.

4. Investing for the future

Over the past 20 years, Edinburgh has been through an unprecedented period of growth in year round tourism - growth driven, in the first instance, and subsequently sustained, by large scale public sector investment in both product development (notably, major attractions, venues and festivals) and marketing. As a consequence, the private sector invested heavily and tourism grew rapidly right through to the present time. The outcome has been a major boost to the city's economy, in terms of jobs and income and a substantial enhancement to the city's amenities and services to the benefit of residents, investors and visitors alike.

This strategy is about maintaining the momentum of growth to 2020 and beyond. The potential for long term growth is there, but it is definitely not guaranteed and the city cannot rest on its laurels. Competition in the world marketplace is intense and both established and new destinations are investing heavily to attract market share, many of them targetting visitor markets similar to Edinburgh's, particularly the city breaks and the business tourism segments.

At a time of unprecedented uncertainty in the global economy, it would be easy to focus defensively only on the short term, when actually the need is all the greater to continue to invest, to ensure that Edinburgh maximises the opportunities presented by its existing and future assets in the short term and lays the foundations for long term growth .

Thus, it is essential to:

- Continually reinvest in existing products - most importantly, to maintain or increase investment in those outstanding assets of Edinburgh that are fundamental to the city's unique competitive positioning as a player of global stature, particularly the Festivals, Edinburgh's World Heritage, Edinburgh City of Literature, the city's unique major attractions and the city's conference product.
- Innovate with new product development and new forms of marketing in line with changing market requirements.

In terms of the city's economy, the need for growth is very real. The City of Edinburgh Council's Strategy for Jobs highlights the need to create nearly 40,000 new jobs or face a major unemployment problem. Growth in tourism provides one of the most realistic ways of providing new employment and can deliver a disproportionately positive contribution towards the Council's growth target of 1.8% p.a. to 2018. This is due to both the potential for growth and the ability to realise that growth with more limited investment than will be required in other growth sectors, such as the life sciences.

This employment potential is consistent with industry expectations. The British Hospitality Association Scotland has forecast that employment in the city's hospitality sector (which has a large overlap with tourism) will increase from 32,400 in 2010 to 38,800 in 2020.

The health of Edinburgh's tourism is important to the economy not only of the city, but of Scotland as a whole. Edinburgh is an iconic destination that is a key part of Scotland's offer - the primary motivator of visits to Scotland for many international visitors in particular. In this way, tourism in Edinburgh makes a major contribution towards the Scottish Government's Economic Strategy, the Cities Strategy, and the National Tourism Strategy. It follows that if Edinburgh fails to maintain its competitiveness and promote itself effectively, Scotland as a whole will suffer. Thus, it is absolutely in the national interest to maintain or increase its investment to ensure Edinburgh's future success.

Whilst the primary case for public sector investment in tourism relates to employment and quality of life for the people of Edinburgh and Scotland, there is also a very large direct return to the public purse, in terms of VAT paid by visitors, business rates paid by the tourism industry and taxation paid by employees in the industry; together, these add up to hundreds of millions of pounds each year.

The investment required to implement this strategy will be significant. The city's major tourism stakeholders have recognised the potential for funding some elements of the strategy through re-prioritisation of existing spending and alignment of future resources, recognising the strong synergies between the investment priorities for tourism and those of residents, businesses and investors. However, there will be a need to explore potential new routes of funding to support the ongoing development of the industry.

Whilst continuing public sector leadership and initiative is vital, so too is investment by the private sector - by businesses already engaged in tourism and by other players who can bring new markets and innovative techniques to the city. The private sector has been quick to realise the opportunities that Edinburgh has offered over the past 20 years. There is every indication that companies large and small, Scottish, British and international, will be attracted by the future opportunities that will arise from this strategy. The timing of some investment may be influenced by current economic uncertainty, but Edinburgh's track record of recent years demonstrates that growth is possible, even in difficult times, and that the medium to long term outlook for private investment is very positive.

5. Strengths and challenges

5.1 Product strengths

Edinburgh has considerable strengths as a tourism destination. Product strengths include:

- A superb city environment: compact, easily walk-able, scenically attractive, with a wealth of heritage and architecture set in a dramatic physical landscape that ensures a clear awareness of place and contains the marvellous amphitheatre of Princes St Gardens, set against the backdrop of the Castle and the Old Town skyline;
- UNESCO World Heritage Site status for the Old and New Towns;
- Outstanding cultural heritage, including its UNESCO 'City of Literature' status;

- The biggest and best festivals in the world - Edinburgh is recognised as the world's No.1 Festival City, reflecting particularly the unique combination of outstanding festivals during the month of August;
- A calendar of other major events, including the Royal Highland Show and the Rugby Six Nations home matches at Murrayfield;
- Many outstanding visitor attractions, including Edinburgh Castle, the Palace of Holyroodhouse, the Royal Botanic Garden, the National Galleries, the National Museum, Dynamic Earth, the Royal Yacht Britannia and Edinburgh Zoo;
- A strong all year round cultural offering, provided by the city's theatres and other performing arts venues and by the museums and galleries;
- A range of high quality conference products, including the award winning EICC, which, set in the outstanding city environment, has a strong appeal to the association market. Among UK cities outside London, Edinburgh is first in the ICCA ranking of cities for international association conferences hosted;
- Recent and planned infrastructure investment in existing and new products:
 - Newly refurbished National Museum of Scotland opened in July 2011 and further investment in eight permanent galleries by 2015
 - Redevelopment of the Assembly Rooms opening in June 2012
 - Additional function space at the EICC opening in 2013
 - Improvements to the Royal Highland Show Ground
 - Proposed development of West Edinburgh hotels and a multi-use venue
 - Substantial planned and prospective investment in hotels, including major new brands such as Motel 1 and Waldorf Astoria;
- Its position as the gateway to Scotland. There are high quality attractions (e.g. golf, natural, cultural, industrial and built heritage attractions and countryside activities) in the area around Edinburgh. The majority of international visitors to Edinburgh want to visit other parts of Scotland, with its outstanding landscapes and plethora of things to see and do;
- Its status as Scotland's capital city.

These assets are supported by:

- Around 1,000 year-round accommodation operators, providing more than 13,000 bedrooms. In addition, university accommodation provides about 3,300 additional rooms during the peak summer period;
- A substantial restaurant sector of over 400 restaurants and 27,000 covers, offering great variety and including some of very high quality, with five Michelin star restaurants, more than any other UK city except London;
- A quickly and easily accessed international airport, which has been voted as Europe's 'Best European Airport: 5m-10m Passengers' and one of Europe's top five airports for quality of service;
- A greatly increased network of air services, predominantly as a result of the growth of the budget airlines;
- A high-quality, frequent and accessible bus network that provides good access to all parts of the city, the Airport and surrounding areas.

5.2 Key challenges

Key challenges identified by Edinburgh's tourism stakeholders as critical to the future development of Edinburgh's tourism are:

- Major constraints on availability of public sector funding for tourism related activity. This impacts across almost every area of the visitor experience, ranging from the core destination assets of the built environment, the attractions and the festivals, to the day to day management issues around issues such as littering and parking;
- Delivering the standards of design and management appropriate for a city with World Heritage Site status;
- Heavy pressures and high prices at peak times, creating negative perceptions around value for money and quality of experience;
- Spare capacity across all parts of the sector outwith peak times, particularly during the winter months, creating challenges for sustaining full-time year-round jobs and therefore the appeal of the sector as an attractive career choice;
- Pressure on profitability as a result of the falling value of the pound sterling (reducing the return on sales in foreign currencies) and/or cost increases;
- Maintaining the viability of existing air and rail routes to the city and attracting new routes and operators to service key markets; recently established air routes (and the airlines that fly them) are particularly vulnerable during times of economic downturn;
- Constraints on capacity for further hotel development within the city centre – e.g. acquisition of suitable sites and planning constraints – coupled with the difficulty in accessing development finance for new hotel development in the 3 – 5 star range;
- Lack of a suitable venue for larger conferences and conventions (2,000+ delegates), live performances and large corporate events;
- An ICT infrastructure that is inadequate for the needs of international visitors, who increasingly require constant, affordable Wi-Fi access to high speed broadband in order to use location based services via smartphones and tablets;
- Meeting increasing visitor expectations to deliver an environmentally sustainable tourism product;
- Ensuring more effective co-ordination and collaboration across all areas of the tourism sector, including a clear leadership structure;
- Securing appropriate levels of investment for tourism marketing and promotion.

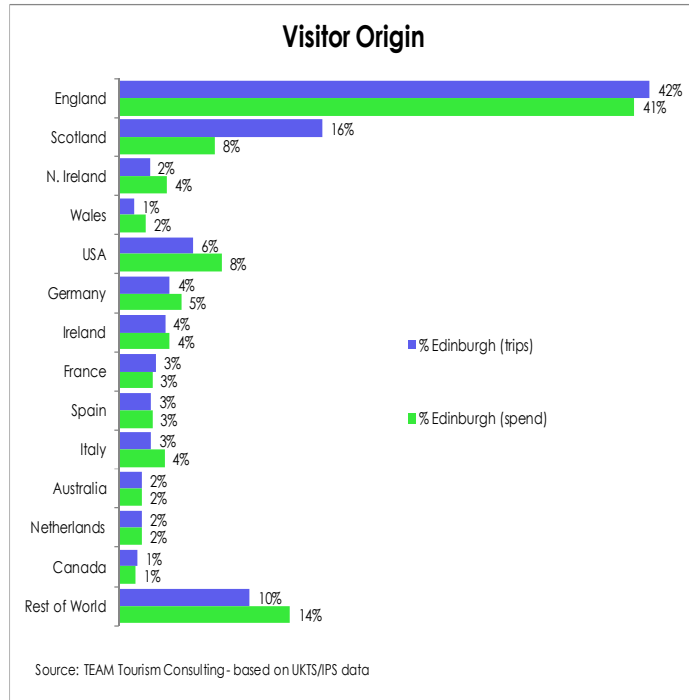
There are also challenges relating to quality of experience perceived by visitors. The Edinburgh Visitor Survey has identified that significant numbers of visitors wish to see improvements relating to certain aspects of travel and navigation around the city (particularly signing for pedestrians and road-users, the availability and cost of parking and road-works); information for visitors; the cost of visiting some attractions; litter and general lack of cleanliness; begging/homelessness and drunkenness on the streets.

6. Current and future target markets

6.1 Current market

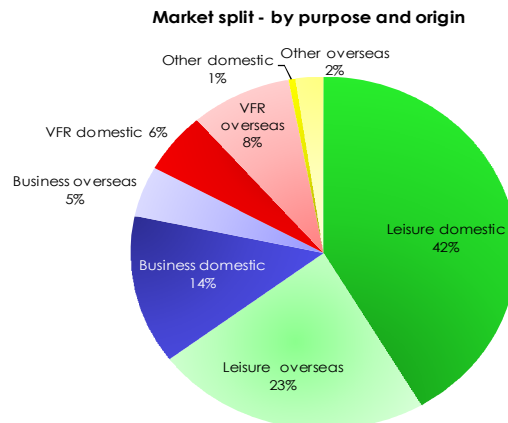
Edinburgh attracts approximately 3.27m staying visits per annum, generating more than 13m visitor nights and just over £1bn spending within the city. The city has a good market mix, attracting higher levels of holiday, business and overseas visitors than its peers. Specific features of the market are as follows:

- The English market represents approximately two fifths of both volume and value of tourism in Edinburgh.
- The Scottish market is substantial in terms of volume (16%) but low in value (8%), probably a function of a high proportion of people visiting friends and relations.
- Overall, the UK and Republic of Ireland account for 66% of staying visits to Edinburgh and 59% of spending.
- Among inbound markets, the USA is the largest, accounting for 6% of visits and 8% of spending, the same as the Scottish market.
- The main EU short haul markets (Germany, France, Spain, Italy and the Netherlands) account for 14% of visits and 16% of spending.
- Holiday and leisure are the main reason for a visit, accounting for 64% of staying visits to Edinburgh - more than 2.2m visits). Two-thirds of these are by domestic visitors.
- Business visitors are the next biggest segment, accounting for 18% of staying visits and 20% of spending. The majority of these visits are made by UK residents (75%).



The following table summarises the relative size of Edinburgh's staying markets in terms of visits and spending.

	Visits (%)	Spend (%)
Domestic	61	53
Holiday	42	35
VFR	6	6
Business	14	13
Other	1	0
Overseas	39	47
Holiday	23	25
VFR	8	8
Business	5	7
Other	2	7



6.2 Target markets

It is important to maintain a strong market mix to alleviate an overreliance on any one visitor market. International and domestic leisure tourism have been, and will continue to be, the largest part of Edinburgh's tourism market. However, attracting conferences and meetings will continue to have a high priority because of the potential for new business outside the peak summer months, and the relatively high associated visitor spending.

Target segments can be divided into three main groups:

- Domestic leisure markets;
- Overseas leisure markets;
- The markets for conferences and meetings.

In the **domestic leisure market**, growth is expected to be relatively modest over the period to 2020. UK domestic visitor expenditure is estimated by Deloitte to grow by 2.6% per annum. For Edinburgh, priority segments are those markets that will take out-of-season short city breaks. In broad terms, Edinburgh's core markets are from the north of England, London and the South East. Using VisitScotland's segmentation system, the main priority segments for Edinburgh are:

- Affluent southern explorers;
- Affluent active devotees;
- Younger domestic travellers.

Other VS segments with some potential for Edinburgh are 'Northern sometimers' and 'Southern travel junkies'.

Amongst **international leisure markets**, the priority, for the short term at least, is markets that will deliver growth during the autumn, winter and spring. Perhaps the greatest potential here is in short haul European markets, where there are direct air services, offering the opportunity for tactical marketing in partnership with the low cost carriers. On this basis, European target markets are defined as Germany, France, Spain, Italy and Ireland.

Within these markets, the priority for Edinburgh is VisitScotland's Younger Cultural explorers: aged 25 to 40, high or middle socio-economic group and well educated. They are generally single, pre-children or no children households. They want to experience new countries and cultures and learn new things. City breaks are a good option for a quick escape from normal life, providing a mix of culture and nightlife.

In terms of our long-haul markets, the 'Distant Cousins' segment defined by VisitScotland, primarily in the USA, Canada and Australia, will continue to offer the potential for growth, as there is often a strong affinity with Scotland. As these visits generally last more than a week and often include an element of touring, they generate relatively high spending per trip and remain a priority for Edinburgh and Scotland, even though overall growth of these markets is likely to be relatively slow.

Although not a priority market in the shorter-term, the city must consider the opportunity presented by the major long-term growth markets of central and eastern Asia, most importantly, China. As the number of visitors to the UK from these emerging markets grows over the next decade, so Edinburgh will need to be active in achieving a high market share, adapting its products and services to meet the requirements of visitors from these countries.

Whilst the main focus for promotion to these traditional and new long haul markets will be 'in market', there may be considerable potential in targeting ex-pats from these countries, living

and working in London; and exploiting University links (alumni and friends and families of current international students).

Within the conference and meetings sector, **international association conference markets** remain very important, because:

- They are a high yield market;
- They are subject to influence by targeted marketing and sales;
- They directly support initiatives to develop other economic sectors;
- They use various types of meeting and functions venues and a wide range of accommodation providers;
- Pre and post conference leisure activity is common;
- Delegates are often accompanied by partners.

Edinburgh is very well positioned to attract conferences and meetings of associations relating to the many subjects in which the city's academic or commercial R&D sectors excel, such as medicine and life sciences. Edinburgh has the potential to grow market share in the associations market through better resourced marketing activity and new venue development.

The **corporate meetings market**, particularly from within Scotland and Northern England, is equally important, primarily because of its greater propensity to come during the low occupancy months of the winter. This market is less easy to influence and does not have all the side benefits of association conferences. However, the potential to attract this market will be greatly enhanced by development of the proposed multi-purpose venue.

7. Defining the Objectives

7.1 Introduction

The primary aim of this strategy is about "creating a thriving, profitable tourism industry and delivering high levels of economic, cultural and social benefit to Edinburgh and Scotland as a whole". Achieving this will require:

- A policy of growth, to create new opportunities for the private sector and to contribute in a major way to achievement of the City Council's target for the creation of nearly 40,000 new jobs by 2018;
- Maximising the average spending of visitors and hence their value to the industry and to the city's economy;
- Achievement of the 'virtuous circle', described in Section 2.3. The key requirement here is to maximise the usage of the city's capacity across the whole year, giving a particular priority to growth during the months October to March.

7.2 The potential for market growth

The factors that have led to Edinburgh's tourism success over the past ten years will continue to drive growth in the future, i.e.:

- The outstanding strength and diversity of Edinburgh's range of visitor attractions, including the city's built and natural heritage and its many festivals of outstanding variety and quality;
- Further expansion of direct air services - more routes, increased frequency and greater capacity;
- The service orientation and relative prosperity of Edinburgh's economy;
- The good mix of leisure and business related tourism and of UK and overseas markets;
- Substantial planned and prospective growth in hotel capacity, including major brands new to Edinburgh that will help to realise new market opportunities, i.e. Motel 1 and Waldorf Astoria;
- The city will also realise further growth resulting from continuing investment in the tourism product, including over the next few years:
 - Redevelopment of the Assembly Rooms opening in June 2012
 - Additional function space at the EICC opening in 2013
 - Eight new permanent galleries at the National Museum of Scotland by 2015
 - Improvements to the Royal Highland Show Ground
 - Proposed development of West Edinburgh hotels and a multi-use venue
 - International blockbuster exhibitions planned by the National Museum to attract visitors to its new exhibition spaces
 - Pandas at Edinburgh Zoo for the next 10 years
 - The British Open Golf being hosted at Muirfield in 2013 and St Andrews in 2015
 - The Ryder Cup and Commonwealth Games in Scotland in 2014
 - The ongoing 'Year of' campaigns, including Year of Creative 2012, Year of Active 2013 and Year of Homecoming 2014, which will have very direct relevance to Edinburgh.

In addition to these factors that are specific to Edinburgh, there are various general market trends from which the city will benefit:

- The growth of UK 'staycations': economic pressures have helped to create new opportunities in the domestic (UK) market. The phenomenon is expected to continue for several years, potentially opening up new UK market opportunities for Edinburgh;
- As couples wait longer to have children, the double income pre-kids market has grown and has considerable economic power; this is a strong and growing market for Edinburgh;
- Over the last two decades, there have been increasing numbers of people who are 'cash rich, time poor' with patterns of trip taking shifting towards higher frequency shortbreaks. Clearly this is a very favourable trend for Edinburgh as the UK's pre-eminent short break destination;
- Tourism is becoming increasingly experiential. Tourists are more experienced and are looking for immersion in a culture, unique experiences, and authenticity. Edinburgh has existing and potential products to take advantage of this, but the city's offer needs to be enhanced and enriched for the purpose;

- Use of mobile technologies and social media continues to grow in importance in the way we communicate. The profile of Edinburgh's visitors is similar to the profile of users of both smartphones and social media – with significant implications and opportunities for future marketing communications.

However, there are other factors that are less positive and suggest that Edinburgh should show some caution in setting its tourism growth targets. These include:

- Actual or anticipated austerity: Britons (and other Westerners) are expected to become significantly less affluent. Average disposable income will decrease over the medium term. Value for money (actual and perceived) will become increasingly important;
- Slow anticipated growth rates, in the medium term, in UK domestic and inbound markets. Edinburgh as a relatively mature destination will face greater competition and need to innovate to stay ahead;
- Constraints on public sector spending may mean that the levels of continuing investment required to implement this strategy are not available;
- Climate change will have an increasing impact on the tourism industry and destinations. More and more, customers will want to reduce their own carbon footprint and seek assurance regarding the green credentials of places where they might stay and transport that they might use;
- Oil production is anticipated to reach its peak in 2020, with implications for transport costs, particularly for long haul travel.

Overall, the World Tourism Organisation (UNWTO) anticipates that in the period 2010-2030, international tourism arrivals will grow by an average 3.3% a year, a more moderate pace than in the past 20 years. However, there will be variations by world region; emerging world economies will grow at a more rapid pace, whilst for Europe, UNWTO anticipates more moderate growth of +2.5% a year in international arrivals. Also, the UNWTO recognises that there will be fluctuations reflecting factors, such as recession, SARS, tsunamis, etc, but believes that they will have limited impact on the long term growth trend.

Deloitte has forecast that by 2020 spending by inbound visitors to the UK will grow by 4.4% per annum to 2020 whilst domestic visitors' spending will grow by 2.6%.

There is every reason to believe that cities generally will continue to be the main beneficiaries of tourism growth, particularly cities like Edinburgh that have a very high quality environment and authenticity of offer, and can attract both leisure and business tourism markets.

However, although the potential for substantial long term growth is evident, it is clear at the time of writing (January 2012) that western economies may face several more years of economic downturn, which could impact most importantly on spending by the corporate sector. This necessitates some caution in setting targets. Consequently, the target of this strategy is to increase the volume of demand by one third over the period to end 2020 (3% p.a.), from 3.27m visits and 12.07m nights in 2010 to 4.39m visits and 16.22m nights in 2020. On this basis, tourism could potentially provide up to 30% of the new jobs required by the city - i.e. around 11,200 new jobs or 8,400 full time equivalents.

A further consideration is the physical capacity for growth. There remain significant opportunities for development near to the city centre. These may well be the most attractive to potential investors in the short to medium term. However, there is both the need and the opportunity in the longer term for tourism growth points in West Edinburgh, close to the airport;

and on the Waterfront. As these gain momentum, they will become increasingly attractive for investors. On this basis, it is assumed that lack of physical capacity will not constrain achievement of the market potential.

7.3 Increasing the average spending of visitors to the city

It will clearly be beneficial to the economy of Edinburgh if the value of each visitor to the city can be increased, through higher levels of daily spending and/or longer stays. Potential actions to this end are listed below. In the period to 2020, the impact of any one of these actions is likely to be limited. Taken together, the impact could be significant. However, there are counter-balancing factors: the continuing impact of recession, the rapid growth in budget hotel accommodation and the anticipated short term increase in hotel capacity, which is likely to depress prices. The target for increased yield per visitor is therefore a modest one of 10% by 2020.

On this basis, the overall value of tourism (i.e. visitor spending) to the city will grow faster than volume, by about 48% from £1.015bn in 2010 to £1.500bn in 2020 (at 2010 prices).

Ways in which this might be achieved are by:

- Enhancing the quality of the city's retail offer, including the provision of outlets for locally produced, authentic arts and crafts;
- Increasing visitor awareness of the full range of things to see and do in the city, in order to increase length of stay and maximise opportunities for visitor spending;
- Product development and targeted marketing, to attract market segments which spend the most. For example, new corporate events at the proposed multi-purpose venue will attract more high spending corporate business visitors to the city;
- Marketing to increase occupancies during the off-peak periods, thereby reducing the current fluctuations in hotel prices and increasing the achieved daily rate.

7.4 Maximising usage of the city's capacity across the whole year

Edinburgh has very high occupancy during the peak summer period, particularly during the August festivals. Occupancy during the rest of the year is relatively good, but the city nevertheless has approximately one million unutilised serviced accommodation room nights each year – of which 70% are in the months October to March. In addition, there may be as much as another third of a million unused room nights in self catering accommodation. The underuse of accommodation capacity is reflected in other sectors of tourism, particularly in restaurants, attractions, air and rail capacity; but also in arts and entertainment venues.

Filling this spare capacity as far as is realistically possible is a high priority; more visitors can be accommodated without the cost of building additional capacity. There is a significant promotional cost for delivering new business at off-peak times - a higher cost per visitor than during the summer - but this is likely to be heavily outweighed by the benefits.

As noted in Section 6, the key to developing tourism all year round is to achieve an optimum mix of different types of market, with corporate and leisure events offering the greatest potential to deliver high yield business at times when otherwise occupancy would be relatively low.

It will never be possible to use all spare capacity - i.e. achieve an exact match between supply and demand across the whole year. A potential maximum is an average annual room

occupancy of 85% (i.e. around the level experienced in London). If this could be achieved, it would result in a reduction of one quarter in the amount of spare hotel capacity.

It would also result in a change in the balance of tourism between summer and winter. At present about 40% of tourism visits are during the months October to March. The target is to increase this to 43%.

7.5 The Objectives in Summary

Based on the previous sections of this chapter, this section now defines the objectives. In doing so, the aim has been to achieve aspirational and ambitious growth targets that will deliver significant economic growth and at the same time strengthen the sustainability of the tourism sector.

The three objectives, supported by specific and measurable growth targets, are as follows:

Objective 1: Increase the number of visits by one third by 2020

The target is to increase the number of visits by one third by 2020, from 3.27m visits to 4.39m visits, generating an additional 4.15 million visitor nights. This equates to an increase of 3% per annum.

Objective 2: Increase the average spending of visitors by 10% by 2020

The target is to increase the average visitors' spending in the city by 10% by 2020, from £310.40 in 2010 to £341.44 per visitor trip in today's prices. Combined with increasing the number of visits by a third, this will generate an extra £485million per annum by 2020, taking the total visitor spending from £1.015bn to £1.5bn in 2010 prices.

Objective 3: Reduce seasonality across the sector

The target is to achieve 50% of the additional visits during the months of October to March and reduce the current 40:60 split in visits to 43:57 between October to March and April to September.

8. The enablers of growth

"Enablers for Growth" are key factors that must be addressed in order to enable tourism in Edinburgh to flourish. Many of these issues are not unique to tourism and delivery will be dependent on effective collaborative partnerships at both the local and national level, to ensure that the needs of tourism are effectively represented. A key role for the tourism sector within this partnership is to inform the development process from a tourism perspective and to support partners in building the case for investment. The Enablers of Growth are set out in the following sections.

8.1 Maintaining a high quality destination

The overall quality of the city's unique environment and heritage is the fundamental attraction that underlies the city's success in tourism - a view strongly supported by the city's tourism stakeholders. These unique assets provide an outstanding backdrop for the city's festivals and events and for business and leisure tourism generally. The quality is the factor that makes the difference and adds huge value for the city. It must not be taken for granted.

Thus, maintaining and improving the quality and authenticity of the physical fabric of the city and the management of the public realm may be seen as the single most important thing that the city must do for the future health of its tourism industry. Concerns were expressed many times by tourism stakeholders that this fundamental requirement is not being properly addressed and many different examples were given of the need and opportunity for improvements.

8.2 Competitiveness

A key factor in competitiveness and visitor satisfaction is cost, particularly of accommodation and transport. Regarding accommodation, some stakeholders expressed concerns regarding price levels, particularly at the times of major leisure or business tourism events. Available evidence indicates that Edinburgh's prices are about mid-range amongst European cities. However, it is usually the case in cities that high levels of demand lead to higher prices, so that, given the aspiration that Edinburgh's occupancy rates should increase further over the period to 2020, a key focus of the strategy must be to compete on the basis of value for money rather than price. The quality of the destination (see previous section) is the primary factor in delivering high value.

There are clearly many specific elements of the city's offer that impact on visitor enjoyment and hence competitiveness. Visitor research indicates that key areas of concern are the ease and cost of car parking, visitor information and signage, cleanliness of the city and perceived cost. Also, from our social media analysis, it is clear that food is a major subject of discussion about destinations generally, including Edinburgh.

Transport is also a critical factor in competitiveness, impacted by the UK government's imposition of the Air Passenger Duty and support for higher than inflation increases in rail fares. To a large extent, these are factors beyond the city's control or even influence. However, the city must work closely with the carriers to help them to increase the number and frequency of low cost air routes and to develop special offers that can be promoted at times of low occupancy.

8.3 Extending tourism's footprint within the city

The majority of leisure visitor activity is concentrated in the Old and New Towns, with significant pressure of visitor numbers in key locations at peak times. However, Edinburgh has much more to offer in other parts of the city - interesting, vibrant neighbourhoods within the city, areas such as Stockbridge, Bruntsfield, South Queensferry and Portobello. Each of these areas has a substantial stock of visitor accommodation, providing very attractive, out-of-the-ordinary places to stay on a visit to the city. To realise opportunities like these, it will be essential to increase visitor awareness of what the city as a whole has to offer and provide tools for easy navigation around the city.

On a much more substantial scale, there is the potential for the development of tourism and recreation in Leith and the areas west along the Firth of Forth, through the Waterfront project. This focus of this project, started in the mid-1990s, has diminished in recent years as a result of economic constraints, Scottish Enterprise's reduced emphasis on regeneration and the changed priorities of the new owners of the Forth Ports Authority. However, the Waterfront continues to offer major opportunities for new tourism related development in an area of economic need and, for that reason, it remains a priority development zone for the City Council.

Another area of major tourism potential is West Edinburgh, where there are plans for large scale long term development, incorporating the development of the Royal Highland Showground's operations, a large multi-purpose venue (for exhibitions, large conferences and concerts, product launches and other corporate events), new hotels, all set within a high quality environment. Like the Waterfront, this area has the potential to become a fully integrated destination in its own right, but with a strongly synergistic relationship with tourism in the city centre, facilitated by the new tram service.

In the longer term, the expansion of Edinburgh's life science research and development operations in the South East of the city may lead to the development of new hotels, which, although they may be developed for business visitors in the first instance, will be used also by leisure visitors to the city.

8.4 New technology for tourism

New technology has a key role to play in ensuring Edinburgh's future competitiveness in two broad ways:

- Creation of new technology-based products and services for Edinburgh that will enhance the quality of the visitor experience and generate new income streams. This could include:
 - The use of new technology, particularly augmented reality and other location based services, to enhance visitors' navigation around the city and their understanding of the city and the stories that it has to tell;
 - The use of new technology to enhance visitors' understanding and enjoyment of visitor attractions;
 - Creation of entirely new tourism experiences, based on the use of leading edge technology.
- ICT services that will help Edinburgh's tourism businesses to achieve efficiencies, exploit opportunities for enhanced customer service and to market their offer more effectively

and efficiently - this includes the integration of booking and ticketing systems, to enhance services at ticket offices and on the web, including dynamic packaging.

The vision for this area of action arises from the 'Tourism Technology Edinburgh' project, undertaken in 2010. It is to position Edinburgh as a global market leader in the innovative use of information technology to attract visitors to Edinburgh and to maximise their satisfaction through visitor services of outstanding quality. There were five main priorities for cooperation between multiple stakeholders; namely that together they should:

- Develop a single high quality destination website and portal for Edinburgh, followed in due course by a mobile version;
- Create a pool of rich multi-media content, together with high quality mapping, for use by all stakeholders and tourism businesses;
- Ensure that there is a highly efficient and effective real-time online booking of accommodation for Edinburgh, with a large pool of accommodation and commission income to support marketing;
- Cooperate to implement pro-active social media programme, CRM and SEO on an integrated basis;
- Ensure availability of ICT services that will help Edinburgh's tourism businesses to achieve efficiencies, exploit opportunities for enhanced customer service and to market their offer more effectively and efficiently.

The Action Plan from the 'Tourism Technology Edinburgh' project will now be progressed by a dedicated project group of stakeholders.

8.5 Sustainability and yield – achieving a balance

Economic, social and environmental sustainability is a fundamental part of the Edinburgh Tourism Strategy. **Economic sustainability** will be achieved through maximising occupancy and yield across the year and achieving an upwards spiral of increasing occupancy, profitability, investment in products and people and increased customer satisfaction.

Social sustainability is about ensuring that tourism genuinely benefits, and is perceived to benefit, the people of Edinburgh. The aim for the strategy is to ensure a high level of common interest between visitors and residents; more specifically, that future provision for visitors - in terms of attractions, events, facilities and amenities and the management of the public realm generally - should serve to enhance the quality of life in Edinburgh, not detract from it. This relates directly to the questions of scale and location of growth, as outlined above, and the types of tourism that are developed. There is also a real need for excellent communication regarding the benefits of tourism to the residents, as well as the businesses, of the city, to ensure that the people of Edinburgh are fully 'on side' and will act as ambassadors for the city in their interaction with visitors and potential visitors.

Environmental sustainability ultimately depends on effective action at national and international levels, in which respect, the tourism stakeholders of Edinburgh should support action by industry, particularly the airlines and major hotel groups, to reduce their carbon footprint dramatically; and the development of the proposed new high speed rail service from London, which will stimulate the shift of domestic travel from air to rail.

There is both a need and an opportunity also for local action: notably for the industry to take action to reduce carbon impacts of visitor activity – examples for local action include

'greening' tourism businesses (and improving their productivity and resource efficiency), and utilising locally sourced produce. Greening of businesses will become increasingly important, not just because it is right for the environment, but also because customers will increasingly expect it and it can lead to significant cost savings.

Local action should also encompass encouraging and enabling visitors to use public transport to get around the city. This is partly about providing visitor information and partly about working with the bus operators to ensure that the city's bus services are as attractive and easy as possible for visitors to use.

8.6 Improving access to and within Edinburgh

A significant proportion of Edinburgh's visitors arrive by plane or train (43% and 29% respectively). Edinburgh's ability to continue to grow visitor numbers will be dependent on improving its services and accessibility by train and plane. This is particularly the case for short break and business markets where direct connectivity is highly advantageous.

Future air passenger market development will be as much or more about increasing frequency and capacity of existing services (which is more economic for airlines) as developing new routes. Both have great value for the city's tourism industry. For long term growth, opening up new markets, particularly those with greatest potential, is clearly important, so it will be an ongoing priority for the city to work closely with Edinburgh Airport in encouraging and promoting new routes. Priority new destinations for the Airport include:

- Canada – Toronto, Montreal and the Middle East (Dubai, Doha and/or Abu Dhabi);
- The United States – Boston, Chicago, New York, Philadelphia;
- Asia – Beijing, Hong Kong, Kuala Lumpur;
- Europe – Luxemburg, Vienna, Helsinki, Copenhagen, Rome, Barcelona, the Baltic States.

Edinburgh Airport's plan for continuing long term development and enhancement is of fundamental importance to the strategy, to facilitate growth and provide a first class point of arrival and welcome to the city. The visitor's experience of arrival will be further strengthened by the advent of tram transport into the city centre.

Rail access is particularly important for Edinburgh's domestic visitors and for long haul visitors, many of whom arrive in London and travel to Edinburgh by train. It is highly likely that rail will increase in importance over the next 20 years as environmental factors lead to a switch in UK travel from air to rail. For Edinburgh to remain competitive with other UK cities for connectivity to core UK markets (the North and South East of England), the advent of the proposed new high speed railway will be highly important.

Within the city itself, the priority is to improve ease of access for visitors around the city, especially to places of interest outside the city centre - perhaps most importantly to Leith and the Waterfront, to open up the opportunities for destination development there. This is about making the city easier to explore through improved information, signage, branding of routes (walking and bus) highlighting places of interest.

Difficulty and cost of parking are two causes of visitor dissatisfaction. The most realistic response to this is continued promotion of the opportunity and desirability of using public transport to travel around the city, supported by excellent information on bus, taxi and bike hire services.

8.7 Business support and training

There are an estimated 3,500 tourism related businesses in Edinburgh, made up of a diverse range of both large and small scale operators, who play a fundamental role in delivering the city's visitor experience, and in ensuring Edinburgh's future competitiveness as a tourism destination. Creating a leading edge sustainable tourism business community is therefore critical to Edinburgh's ability to maintain and grow its market share.

Building a strong and innovative tourism industry, enabling it to maximise the opportunities presented by the city's existing and future assets, is a key priority.

Business Support

The industry's ability to access relevant and timely business support is a key factor in improving business performance and enabling future growth. It was widely recognised throughout the consultation process that business support activity should focus on driving:

- Innovation - ensuring improved business performance and sustainability through increasing business efficiencies and informing new product development;
- Collaboration – facilitating collaboration and co-ordinated action across the sector;
- Market Intelligence – driving sector development through visitor and competitor intelligence, and through international best practice.

The strategy recognises the existing efforts of key organisations in support of these key areas and aims to ensure continued investment from organisations such as:

- Scottish Enterprise – supporting destination and business development through driving innovation, collaboration, and new product development;
- VisitScotland – supporting businesses to adopt sustainable practices through the Green Tourism Business Scheme, providing marketing support through schemes such as the VisitScotland Growth Fund, and creating opportunities for innovation around the Scottish Government's 'Year of..' campaigns;
- Edinburgh Tourism Action Group (ETAG) – supporting and facilitating tourism sector development through business development and networking events, sharing best practice and marketing intelligence, driving industry leadership;
- Creative Scotland – supporting the development of the Cultural sector across Scotland;
- City of Edinburgh Council's Business Gateway – supporting new and growing businesses in Scotland.

Talent Attraction and Tourism Skills:

The growth of the tourism sector is heavily dependent on attracting the right talent and on ensuring businesses have access to appropriately skilled staff. It is widely recognised as an issue of national importance and is therefore being addressed at a national level.

The National Tourism Skills Group brings together key partners including Scotland's Colleges, Skills Development Scotland, Scottish Qualifications Authority, Springboard Scotland and Hospitality for Industry Trust Scotland, People 1st and, of course, the industry. Collectively these key players are co-ordinating activity around four priority areas:

- Improving the appeal and attracting talent – improve the perceptions of hospitality and tourism as a career choice;
- Improve Skills – raise skills levels across the whole sector and address specific skills shortages;
- Customer Service – improve customer service standards across the whole sector;
- Management and Leadership – encourage businesses to support and develop supervisors and managers through continuous professional development.

9. Delivering the Strategy: Areas for Action

Based on the analysis and issues set out in the previous sections, particularly Sections 7 (Defining the Objectives) and Section 8 (Enablers for Growth), this strategy proposes action in three broad areas, outlined below and summarised diagrammatically on the next page:

- Five Strategic Priorities for Action, which are summarised in Chapter 10 of the full report and form the basis of the accompanying Action Plan. They are:
 - World Class City Management
 - Quality of Experience
 - Winter Product Development
 - World Class Meetings City
 - Extending Tourism's footprint

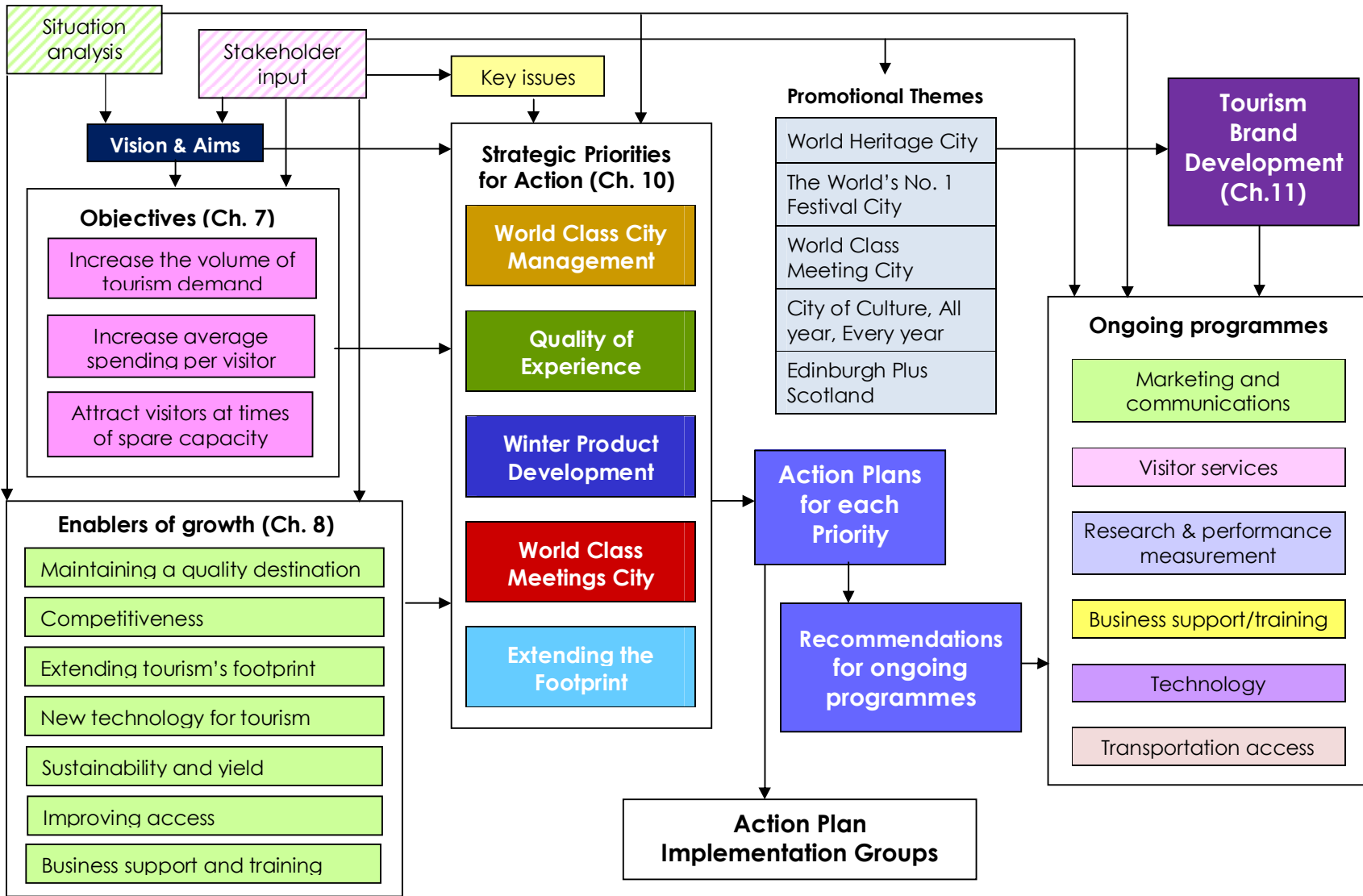
For each of these priorities, a high level Action Plan has been prepared in conjunction with a group of key industry players and Implementation.

- Development of the Edinburgh tourism brand, reflecting the promotional themes arising from our stakeholder comments.
- Recommendations for key areas of ongoing activity, including:
 - Marketing and communications
 - Visitor services
 - Research & performance measurement
 - Business support/training
 - Technology
 - Transportation access

Continuing activity in each of these areas is necessary, in order to provide essential foundations for implementation of all aspects of the strategy. A separate paper will be produced to identify the implications of the strategy for each of these areas of work and provide recommendations accordingly.

This programme of new action is fundamentally important in ensuring that Edinburgh continues to flourish as a tourism destination. It is equally important that Edinburgh continues to invest in those assets that give Edinburgh its outstanding global positioning - its Festivals, its World Heritage, its rich cultural legacy. Investment in new activity must not jeopardise the success of these assets that have underlain Edinburgh's immense success in tourism over the past 20 years.

Edinburgh Tourism Strategy Thought Process



10. Strategic Priorities for Action

In order to achieve the objectives and address the challenges and opportunities identified by the stakeholders, five '**Strategic Priorities**' have been identified, as below. For each of these priorities, a high level Action Plan has been prepared in conjunction with a group of key industry players.

World Class City Management

The City Centre – in particular the Old and New Towns – is widely recognised as the city's most unique asset and is therefore of fundamental importance to the tourism strategy.

The outstanding natural and built heritage of the city centre provides a superb 'theatre' in which the majority of the city's tourism activities take place. In addition to its inherent value for tourism, the fact that it is a UNESCO designated World Heritage Site (WHS) gives the city a global status of huge worth. These are outstanding competitive advantages for the city that must be both celebrated and protected.

The strategy consultations have emphasised the importance of ensuring that the Old Town and the New Town are managed with great care, to standards that are both appropriate to a WHS and worthy of a five star visitor attraction.

It is important also to address the challenge of maintaining the quality of the cityscape (through the highest standards of spatial planning, architecture, landscaping, design, etc); and agree whether any action is required to support the existing mechanisms or effect improvements.

Core priorities for concerted action over the next three years are:

- Well planned and coordinated day-to-day management of the public realm, especially in heavy footfall areas. This includes addressing the issues of litter, graffiti, begging, etc.
- Maintaining and enhancing the quality of the cityscape. Key elements of this are to:
 - Formulate and deliver a coherent vision for the Royal Mile, enhancing the quality of the streetscape to support retail and improve the visitor experience, managing it as a five star visitor attraction.
 - Define the identity of Princes Street and its role in the city and implement action to achieve it.
- Cherishing and enhancing the city's many green spaces, which help to make the city attractive for visitors and enhance the city's green credentials.

Quality of Visitor Experience

A programme of action to deliver the highest quality of visitor experience to maximise satisfaction (leading to repeat visits and recommendations) and to extend visitor stays and/or expenditure.

Core priorities for action over the next three years are:

- Further development and enrichment of Edinburgh's outstanding festivals and attractions.
- 'Legible Edinburgh':
 - Enabling visitor understanding of the city, through storytelling and interpretation, orientation from points of arrival, maps/ leaflets, signs/street signs, banners, trails, bus branding, apps, etc.
 - Enhancing navigation around the city through improved connectivity ('threads') between areas with distinct identities.
- 'Edinburgh at Twilight': Improving the availability and promotion of things for visitors to see and do during the early evening (5-8pm).

- 'Good Food Edinburgh': Developing food as a major attraction for visitors and source of satisfaction for them.
- 'First Impressions': making Waverley Station and Bridge a superb central arrival point for many visitors.
- 'Excitement through Innovation': using technology to make Edinburgh's heritage more interesting and exciting, particularly for young people.
- 'Science for Visitors': realising the full potential of Edinburgh's scientific and technological resources for tourism.

Winter product development

The focus of this programme is to fill unused capacity across the city's attractions, entertainment venues, winter festivals, restaurants and bars, as well as transport and accommodation, by growing demand, particularly during the period October to April. Core priorities for action over the next three years are to:

- Develop a highly targeted winter marketing campaign, featuring the city's existing permanent cultural and heritage attractions (including their seasonal events programmes) as well as the winter festivals (e.g. Science, Storytelling) and other events.
- Ensure that businesses are able to fully exploit and harness the opportunity to benefit from the city's wide range of existing winter attractions; encouraging collaboration and innovation in developing dynamic packaging and pricing for different offers (events, theatres, food and attractions, etc).
- Develop at least one new event (such as a Food Festival or winter lighting event) to help fill one of the main troughs in demand.

World Class Meetings City

This action area is intended to position Edinburgh amongst the top MICE destinations worldwide for the quality of its offer and ensure that it has the right products and services to realise the market opportunities of the next ten years.

Core priorities for action over the next three years are to:

- Maximise the use of existing capacity: within the existing offer (venues, hotels air routes) there is potential for additional business and there is scope for the city to increase its share in certain markets. A priority is for increased targeted research and sales activity on particular prospects.
- Grow the value of business tourism through new venue development: the development of a multi-purpose events venue, capable of seating 2000 people or more, would enable a step change for the city and its business tourism sector and a priority is to start to develop the business case for investment in such a facility.
- Review the need and opportunities for Subvention funding. There is a danger of Edinburgh becoming less competitive as other destinations increasingly offer Subvention Funding.
- Improve the quality of product and service across the sector.

Extending tourism's footprint

The opportunity and the challenge here is to exploit the full geography of the city and build capacity for future growth by:

- o Fully exploiting existing resources such as the interesting, vibrant neighbourhoods within the city, areas such as Stockbridge, Bruntsfield, South Queensferry and Portobello and the city's green spaces.
- o Utilising development areas for the city to build infrastructure capacity, including Leith, West Edinburgh and the Bio-Quarter (servicing business tourism needs).

The use of existing areas is largely being addressed through the 'Quality of Visitor Experience' Priority. Thus the focus for this Strategic Priority is:

- To review the longer-term development opportunities for tourism, taking account of current proposals to re-zone Leith Docks east of The Shore for the development of renewable energy. The Waterfront has the potential to become a primary component of Edinburgh's offer for visitors - in terms of the existing product (The Royal Yacht Britannia, the extensive and varied food offer, the unique history and setting of the area, and its entry point for cruise passengers). The need is to develop the Waterfront as an integrated part of the city's tourism experience, with a more comprehensive range of tourism products, including more attractions, more accommodation with meetings facilities, improved information and interpretation, enhanced cruise liner facilities.

To this end, the Waterfront Tourism Destination Development Plan will be updated, taking account of the Council's recently produced 'Investment Zone Plan for Waterfront'.

- To review and, where appropriate, inform tourism-related development proposals for West Edinburgh, including a multi-use venue and hotel developments.

11. Developing Edinburgh's Tourism Brand

An effective tourism marketing programme, developed and delivered by Marketing Edinburgh and VisitScotland, is fundamental to the successful implementation of this strategy. At the time of writing, Marketing Edinburgh is developing its own corporate plan, which will be informed by this strategy.

It is of paramount importance that both Marketing Edinburgh and VisitScotland, working with their partners, including Festivals Edinburgh, Edinburgh World Heritage and Edinburgh City of Literature Trust, have the resources required for the brand and product communication and marketing required to fully realise these opportunities and compete successfully in the global marketplace.

Current investment in the marketing of the city is far too low. A recent survey of key European business decision makers rated Edinburgh 32nd out of 34 as the European city they thought was doing the most to promote itself¹. Public and private stakeholders in the city must work together to redress this.

Throughout the consultation process the issue of branding was a recurring theme. The existing 'Inspiring Capital' brand was regarded as having limited value for tourism marketing, particularly consumer marketing. The brand needs to evolve to be regarded as an asset for this purpose.

¹ European Cities Monitor 2011, Cushman & Wakefield

Relevant to the city branding issue, a number of key promotional themes emerged from our stakeholder discussions that together provide the basis for the city's competitive positioning:

- World Heritage City - celebrating the extent and quality of Edinburgh's World Heritage Site;
- The World's No. 1 Festival City - celebrating Edinburgh pre-eminent position amongst world festivals;
- World Class Meeting City - potential positioning for Edinburgh amongst the world's top cities for quality of its provision for meetings, conferences and exhibitions;
- City of Culture, All year, Every year - celebrating the quality of Edinburgh's all-year-round cultural offer;
- Edinburgh Plus Scotland - recognising and supporting VisitScotland's focus on promoting products and experiences that combine visits to Edinburgh with visits to other parts of Scotland, in line with international market requirements.

The first two of these themes position Edinburgh as a genuinely 'world class' city. The third and fourth have the potential to do so in future. The final themes position Edinburgh as the gateway to and capital of Scotland.

The key challenge is for Marketing Edinburgh to work with its partners to embrace these themes successfully within an evolving tourism brand for the city. Each theme has an organisation that is ideally positioned to activate and champion the theme, as shown in the table below.

Theme	Proposition	Organisations
World Heritage City	With the whole of its city centre designated as a World Heritage Site, Edinburgh has a special global status.	Edinburgh's World Heritage
The World's Number One Festival City	Comparative analysis has identified that Edinburgh is indeed the World's No. 1 Festival City, in terms of both quality and quantity of festival productions.	Festivals Edinburgh
World Class Meeting Place	Edinburgh will never be able to compete with the world leaders in the MICE sector in terms of number and size of events. However, it can aspire to establish a strong, differentiated position as a leader for quality of provision across the full range of requirements - hotels, meetings facilities, function venues, PCO and technical services, etc.	Marketing Edinburgh, Convention Bureau
City/capital of Culture, All year, Every year	Edinburgh has a special positioning as UNESCO's first City of Literature. More generally, it has an increasingly strong cultural product available 52 weeks a year: galleries, museums, performing and visual arts, literary heritage, heritage of the Enlightenment, etc. It should celebrate this strongly on a continuing basis, without need for UK or European designation as a 'Capital of Culture'.	Marketing Edinburgh, Creative Scotland, City of Literature Trust, TAB
Edinburgh + Scotland	A majority of international visitors come not only to Edinburgh, but to other parts of Scotland as well, with Edinburgh positioned as the gateway to the country. Packages incorporating visits to other areas of Scotland may be presented as an added value part of Edinburgh's product.	VisitScotland

12. Strategy Implementation - Leadership and Governance

The effective delivery of this strategy requires a mechanism that brings together the public and private sectors at a senior level. An Edinburgh 2020 Strategy Implementation Group (SIG) will be formed, including key city political leadership, council officers, business leaders, investors, marketeers and some leading national players - all people with a real passion for the city and a stake in growing the tourism industry.

The SIG will meet two to three times per year. Its role will be to champion the tourism strategy at the strategic level, review progress against the objectives and provide a forum for discussing and resolving key issues and challenges as they arise.

In addition to the SIG, Action Groups will be established to progress defined projects or areas of action. The Action Groups will have clearly defined terms of reference and comprise of industry representatives who can bring specialist knowledge and expertise to inform the projects.

ETAG will act as the co-ordinator for the Action Groups and progress against delivery targets will be reviewed via the ETAG Full Group meetings on a bi-monthly basis.

A key issue for the Action Groups is ensuring that they are effectively resourced. It needs to be recognised that industry has a key role to play, but limited staff resources are available to commit to the development and delivery of priorities which are not specific to their own day to day business needs.

Therefore, making the case to secure resources from agencies such as VisitScotland, Scottish Enterprise, Marketing Edinburgh and the City of Edinburgh Council will be an important role for the SIG.

The development process for Edinburgh 2020 has created a strong momentum and opened a new more inclusive dialogue amongst the tourism sector in Edinburgh. This gives a strong platform on which to develop these mechanisms, strengthen existing partnerships and building a strong collective leadership structure going forward.

Acknowledgements - stakeholder engagement

ETAG and TEAM would like to offer sincere thanks all those who contributed their time, knowledge and expertise to the preparation of this strategy.

Name	Company name
Adam Wilkinson	Edinburgh World Heritage
Alan Bennell	Royal Botanic Garden Edinburgh
Alan Gibson	Edinburgh Festival Fringe
Alan Thomson	Edinburgh's Hogmanay
Ali Bowden	Edinburgh UNESCO City of Literature
Allan McLean	Virgin Trains
Andrea Stirling	Expedia
Andrew Dixon	Creative Scotland
Andrew Johnson	Camera Obscura
Andy Neal	Essential Edinburgh
Angela Mackenzie	East Coast Rail
Anita Clark	Creative Scotland
Anna Young	Edinburgh & Lothian's Area Tourism Partnership
Antonia Jackson	Montpeliers (Edinburgh) Limited (Tigerlily)
Archie Glendinning	Royal Highland Centre
Bob Downie	The Royal Yacht Britannia
Bruce Ritchie	Edinburgh International Festival
Callum MacKinnon	Edinburgh Playhouse
Calum Macnee	Rabbie's Small Group Tours
Caroline Bolland	Jazz & Blues Festival
Caryn Carroll	Art Roch Hostel
Catherine Holden	National Museums of Scotland
Catrin Tilley	National Galleries of Scotland
Chris Barnes	University of Edinburgh / Edinburgh First
Chris Stewart	Chris Stewart Group
Claire Yetton	St James Shopping & Multrees Walk
Colin Paton	Portland Hotels
Craig Irving	Haggis Backpackers
Craig Wilson	The Royal Terrace Hotel, Edinburgh
Dave Anderson	The City of Edinburgh Council
David Cochrane	Hospitality Industry Trust Scotland
David Hicks	Edinburgh World Heritage
David Hinrichs	Allison House Guest House
David Holman	Scottish Enterprise
David Taylor	Creative Scotland
David Waddell	City of Edinburgh Council/Thundering Hooves
Denise Hill	VisitScotland
Denzil Skinner	Essential Edinburgh
Douglas Logan	Speciality Scotland Travel Ltd
Dr Anna Leask	Napier University
Eddie Brogan	Scottish Enterprise
Elaine Green	Edinburgh Bus Tours
Emma Loane	Montpeliers (Edinburgh) Limited (Tigerlily)
Faith Liddell	Festivals Edinburgh

Florence Shanks	A Georgian Residence
Gary Scott	Kingsway Guest House
Gillian Swanney	Scottish Enterprise
Gordon Drummond	Harvey Nichols Ltd
Gordon Rintoul	National Museums of Scotland
Gordon Robertson	Edinburgh Airport
Graeme Ward	Radical Travel
Graham Birse	The Edinburgh Chamber of Commerce
Greg Ward	The City of Edinburgh Council
Guy Parsons	Travelodge
Heather Anderson	Experience Scotland
Hilary Pearce	Scottish Government - Culture Division
Hugh Aitken	EasyJet
Iain Herbert	Scottish Tourism Forum
Ian Ferguson	ScotlandsPeople
Ian Gardner	National Trust for Scotland
Ian Hamilton	Kew House
Isabella Miller	John Lewis Edinburgh
Jack Munro	Edinburgh Hotels Association
Jackie Skinner	Assembly Rooms
Jackie Westbrook	Edinburgh International Festival
James Fraser	Ramada Edinburgh Mount Royal
James McVeigh	Edinburgh Festivals
James Wardby	Mama's Pizzas
Jane Ferguson	National Museums of Scotland
Janice Antonson	Edinburgh Airport
Jemma Reid	TFI Group
Jenny Haliday	Hawke & Hunter
Jim Galloway	The City of Edinburgh Council
Jim O'Sullivan	Edinburgh Airport
John Leighton	The National Galleries of Scotland
John Tindal	Archie & Richie Ltd
Karen Robertson	JAC Travel
Kate Park	The Audience Business
Kathleen Brogan	Mercat Tours
Kathleen Sinclair	Arran Aromatics
Ken McLean	Radical Travel
Kenneth Clarke	Scottish Development International (SDI)
Kevin Brown	Edinburgh Airport
Kevin Stewart	Harvey Nichols
Kirsty Knust	John Lewis Edinburgh
Lucy Bird	Marketing Edinburgh
Lynda Dalgleish	The Royal Yacht Britannia
Lynn Jones	Lynn Jones Research
Malcolm Duck	Edinburgh Restaurateurs Association
Malcolm Rann	The Rezidor Hotel Group
Malcolm Roughead	VisitScotland
Mandy Exley	Jewel and Esk College
Manuela Calchini	VisitScotland
Margaret McLeod	The Scottish Tour Guides Association

Margaret McNeil	Scottish Enterprise
Marina Ferbej	The Sandaig
Marion McKean	Premier Inn Edinburgh Central (Lauriston Place)
Mark Turley	The City of Edinburgh Council
Martin Boyle	Congrex UK Ltd
Mary McAllan	Scottish Government
Michael Halsall	The Balmoral
Michelle McLeod	Ocean Terminal
Mike Penny	The City of Edinburgh Council
Neil Anderson	Edinburgh Airport
Neil Ellis	Neil Ellis Consulting
Niall Pinkerton	Royal College of Surgeons Commercial Services
Nick Finnigan	Historic Scotland
Nicola White	Edinburgh International Climbing Arena
Nikki Picken	Highland Explorer Tours
Paul Bush	EventScotland
Paul Philip	The City of Edinburgh Council
Pete Williamson	NMS Enterprises Limited
Peter Schuller	Morrison Tours
Professor John Ensor	Napier University
Quentin Young	Edinburgh & Lothian's Area Tourism Partnership
Ray Chandler	Edinburgh Central & Edinburgh Metro Youth Hostels / Scottish
Richard Kington	Edinburgh First
Robin Worsnop	Rabbie's Small Group Tours
Ros Lamont	The Audience Business
Rosalyn Marshall	Queen Margaret University
Sally Nelson	The City of Edinburgh Council
Sarah Cooke	Marketing Edinburgh
Scott Robertson	Heritage Portfolio
Shaun Burnett	Lothian Buses
Shauna Hay	Royal Botanic Garden Edinburgh
Stephen Duncan	Historic Scotland
Stephen Leckie	National Tourism Industry Leadership Group
Steven Hall	Hilton Edinburgh Grosvenor
Stuart Ward	Scottish Development International (SDI)
Sue Bruce	The City of Edinburgh Council
Sue Stuart	Marketing Edinburgh
Susan McNaughton	Sandcastle Holidays (Scotland) Ltd
Susan Rice	Lloyds Banking Group Scotland
Tom Buchanan	The City of Edinburgh Council
Tom Davy	Scottish Government
William Snow	National Galleries of Scotland



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