

# WAY TO GROW

## Business plan for destination Gothenburg 2018–2020

**WAY TO GROW:** The destination's business plan describes how tourism to Gothenburg will have doubled by 2030. This development must be sustainable and in the best interests of the people of Gothenburg.

**WAY TO GO:** Göteborg & Co's business plan describes how the company will ensure as effectively as possible that the goals for the destination are realised, and thus create value for Gothenburg.



This publication is a concise version of destination  
Gothenburg's business plan for 2018–2020: WAY TO GROW.

## WE HAVE MADE OUR CHOICE. A BUSINESS PLAN FOR A NEW AGE.

Predicting the future is never easy. But there is one thing we know for sure: tourism to Gothenburg will grow. All trends point to continued strong global growth, and it is our aim that Gothenburg will share in this positive development. Gothenburg is a fantastic destination. We have two decades of unbroken growth behind us, the hospitality industry is growing, hotels are doing well, we are getting first-class coverage around the world and visitors are finding their way here in growing numbers. BUT, we cannot live on our past achievements. We have entered an arena that is bristling with competition and complexity. The factors that apply today may well be irrelevant tomorrow.

The destination is looking at the long picture, and we are now taking the first steps towards the 2030 goal of nine million guest nights and a visitor industry that will contribute even more to Gothenburg's long-term development. The big question is not *whether* tourism to Gothenburg should grow but *how* we should achieve this. And the answer is: sustainably and in the best interests of the people of Gothenburg. We must spread visits across the year, persuade visitors to stay another night, invest in visits that deliver added value and ensure that growth benefits as many people as possible. Tourism today plays a key role in the competition between metropolitan regions, helping to build a positive image and making the region even more attractive to those who already live here: students, companies, investors, fresh talent and new residents of Gothenburg. In 2021 Gothenburg will be 400 years old and the initiatives to celebrate this event will be an important milestone on the road to 2030 and making Gothenburg an even greater city.

Together, we make a difference.



### VISITOR INDUSTRY FORUM

**Dag Agård**, Göteborg City Shopping  
**Kristian Andreasson**, Association of Large Hotels  
**Malin Franck**, Gothia Towers  
**Mattias Goksör**, University of Gothenburg  
**Carin Kindbom**, Swedish Exhibition & Congress Centre/Gothia Towers  
**Bengt Linde**, Gothenburg Restaurant Association  
**Tony Michaelsen**, Stena Line AB  
**Mats Nilsson**, Volvo Cars  
**Camilla Nyman**, Göteborg & Co  
**Markus Oddestad**, Association of Gothenburg Hotels  
**Helena Söderbäck**, Göteborg Region Association of Local Authorities

The Visitor Industry Forum is a platform for developing Gothenburg as a destination, run in collaboration between the public sector, private industry, academia and the Gothenburg region. The group acts as an advisory board to the CEO and is represented on the board of Göteborg & Co by four sectors of trade & industry: housing, meetings, trade and restaurants.

[goteborgco.se](http://goteborgco.se), [goteborg.com](http://goteborg.com)



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# TOURISM WITH A PURPOSE

## OBJECTIVE FOR DESTINATION GOTHENBURG

# 2030

**By 2030, destination Gothenburg will have doubled its tourism by setting an international example and constantly challenging accepted ideas of sustainability.**

In this way the hospitality industry aims to take greater responsibility for Gothenburg's development.



# TOURISM – A GIANT GLOBAL INDUSTRY

Over recent decades tourism has shown constant high growth and become one of the most important driving forces behind socio-economic development around the world. As an economic sector, tourism is now bigger, for example, than the oil industry, food industry or automotive industry.

### TOURISM – A STAPLE INDUSTRY

In the new global economy, the development of tourism has become a staple industry for cities, regions and nations. The view of the hospitality industry as part of the service industry that targets visiting consumers has now changed, and increasing tourism spending is no longer the only goal. Tourism is recognised as having a key role in social development in terms of sustainable growth, new jobs, developing larger and more effective infrastructure and improving the quality of life of residents. The opportunities exist mainly in metropolitan areas that have the infrastructure, appeal, accessibility and the products and services that are needed to withstand competition. Gothenburg is an attractive destination with great potential to attract many more visitors. Our location, which offers easy access between the city, countryside and archipelago, is a great asset that makes it possible to spread visitors across several locations and encourage them to stay an extra night.

### TOURISM



Every tenth job in the world is in the tourism industry

According to UN World Tourism Organization, the number of international journeys is expected to grow from about one billion to almost twice that figure by 2030. The number of travellers to Europe will rise from 550 million in 2016 to around 750 million by 2030, according to the same source. In addition, statistics show that urban tourism is increasing faster than any other form of tourism in Europe.



# A BUSINESS PLAN FOR A NEW AGE

## SOME WEIGHTY FACTS TO KEEP IN MIND:

1. There is a growing global middle class – more people can afford to travel
2. Growing globalisation – more people are travelling farther
3. Cities attract the most visitors
4. Right now, second cities are very popular
5. Visitors are attracted by cities that are perceived to be genuine and where the residents are happy
6. The proportion of international visitors is growing



# STRATEGIC CHALLENGES

Our industry faces a time of enormous challenges in the form of increased competition, changes in retail behaviour, digitalisation and disruptive innovations. We also need to consider the impact of our industry on the climate.

### OVERTOURISM, HOW CAN WE GROW SUSTAINABLY?

Several popular cities in Europe have experienced problems with too many tourists. The Gothenburg region has a great opportunity to welcome considerably more visitors than at present, but growth must be achieved sustainably and must not conflict with those of us who live and work here. Deciding which interests should be given the highest priority to achieve our long-term goal of sustainable development is a difficult task.

### IMPACT OF AIR TRAVEL ON THE CLIMATE

The growth of air travel poses a major climate challenge that must be addressed. We need to continuously encourage visitors to travel by rail wherever possible. But the fact remains – the geographical location of Gothenburg means that air travel will continue to be of vital importance for access from countries where rail travel is not sufficiently competitive.

### THE SUPPLY OF SKILLS, A KEY ISSUE FOR TOURISM GROWTH

More travel, more experienced and well-informed travellers, and more demand for high-quality experiences, goods and services also require new and higher levels of skills from the hospitality industry. The industry is

currently experiencing a period of high demand and growth. At the same time there is a shortage of skilled labour, too few people are staying in the industry and too few are applying for industry-related further education. This is a threat to growth and a major challenge that many different parties need to address.

### GOTHENBURG MUST BE AND MUST BE SEEN TO BE A SUSTAINABLE, SECURE AND SAFE DESTINATION

In recent years the world has seen natural disasters, terrorism, climate threats and more. Although these things are obviously beyond our control, we must watch and analyse the situation in the outside world and take the measures that are at our disposal.

### DIGITALISATION AND CHANGING RETAIL BEHAVIOUR

Internationalisation, digitalisation and automation, along with growing demands for sustainability and respect for the environment are creating new opportunities and big challenges. In the past, destinations competed with each other by using advertising campaigns and printed brochures. In today's fragmented media climate, it is necessary to communicate in ways that are mobile, social, authentic and "always on" (a marketing strategy based on continuous content creation and presence, rather than discrete campaign initiatives). Successful marketing targets the media that customers use, not necessarily the destination's own channels. Existing commercial accommodation is also being supplemented and challenged by companies such as Airbnb, which use developments in the platform economy to promote new behaviours and opportunities.



# THE JOURNEY TO THE FUTURE HAS ALREADY BEGUN

Gothenburg aims to be a sustainable city that is open to the world. The hospitality industry has a natural and vital part in this. It influences several different social areas and plays an important role in the development of Gothenburg as an attractive and sustainable city for those of us who live here, and for our visitors.

## SUSTAINABLE GROWTH IS A CORNERSTONE

Destination Gothenburg will double its tourism by setting an international example and constantly challenging accepted ideas of sustainability. Safeguarding sustainable

growth is a cornerstone of everything we do. It also influences all our strategies. A destination that is not sustainable has no long-term future. As proud as we are of the results of our sustainability initiatives, we must be humble in the face of future challenges. We will actively contribute to a climate-smart, attractive destination that puts people first. However, deciding which interests should be given the highest priority to achieve our long-term goal of sustainable development is a difficult task. The growth of air travel is vital for access to Gothenburg, but at the same time poses a major climate challenge that has to be addressed.

## SUSTAINABILITY INITIATIVES FOR THE DESTINATION

- 1 Environment and climate**

We will make choices that respect the environment and show consideration for the sea and nature.
- 2 Welcoming and inclusive**

Our destination will support equality, diversity and accessibility.
- 3 A responsible economy and fair conditions**

We will work for a diversified trade & industry that benefits everyone who lives here.
- 4 Lasting positive effects**

The hospitality industry can contribute positively to issues such as exclusion and integration. By creating jobs and opportunities we help to change society – and people's lives.

# GOTHENBURG – BEST IN THE WORLD

In 2016 and 2017, Gothenburg came top of the highly regarded Global Destination Sustainability Index.

This confirms that we really are the best in the world at hosting sustainable meetings and events, and is also an incentive to do even better in other areas. Many of the factors that led to our success in the meetings and events industry can also be applied in other areas.



## THE HOSPITALITY INDUSTRY – A POSITIVE FORCE FOR CHANGE

### GOTHENBURG IS GROWING AND IT IS NOT JUST THE NUMBER OF VISITORS THAT WILL RISE

By the year 2035, the city must provide space for 150,000 new residents, 80,000 new homes and new workplaces. This creates challenges – but above all opportunities for us as a destination.

### DIGITAL TECHNOLOGY IS CHANGING OUR SOCIETY AT AN ACCELERATING RATE

This gives us the opportunity to do new things, and do things in new ways. We need to develop new services, find more efficient ways to organise activities, and learn how to manoeuvre through a brand-new marketing communication landscape. Digitalisation and digitalised working methods are absolutely essential for continued growth.

### VISITORS ARE DEMANDING MORE

To meet global competition, companies and destinations need to offer exceptional experiences, products and services. When consumers have the whole world to choose from it is vital to offer something that is unique and genuine. This requires that players in the hospitality industry, whether private or public, have a strong ability to innovate in order to safeguard the development of companies, products, services and processes.

# FIVE STRATEGIES TO REACH OUR GOALS

These are the key tools and insights that the destination requires to meet its objectives for 2030 and the 2021 anniversary year.



## TAKE COLLABORATION TO A NEW LEVEL

Gothenburg is all about collaboration. This is and always has been the destination's top competitive advantage. Now we intend to take collaboration to a new level. By creating better communication channels and new networks, we can act more coherently and create synergies. Different parts of the city act directly or indirectly to facilitate the hospitality industry and promote tourism. But we need coordination between them. Well-planned, long-term collaboration within new and existing groups of stakeholders is therefore essential to develop a sustainable destination.

### WE WILL GET THERE BY:

- Nurturing and improving already established networks and other groups of stakeholders.
- Setting up new models for collaboration and testing innovative ways of working.
- Inspiring young people and future creators to join new networks.

## SHOWCASE GOTHENBURG GLOBALLY

Gothenburg is ranked highly as a destination within Sweden and our neighbouring countries. But this is not enough. We want to achieve a much higher ranking internationally, as an attractive destination to visit, meet others, work, study and invest in. Gothenburg must become a destination that is well worth visiting any day, all year round. Visitors should want to stay here an extra night.

### WE WILL GET THERE BY:

- Promoting the digital presence of Gothenburg on our own platforms and on global and niche platforms.
- Promoting (and stimulating) unique assets, events and meetings that grab the attention of a global market.
- Contributing to the development of very high quality experiences.

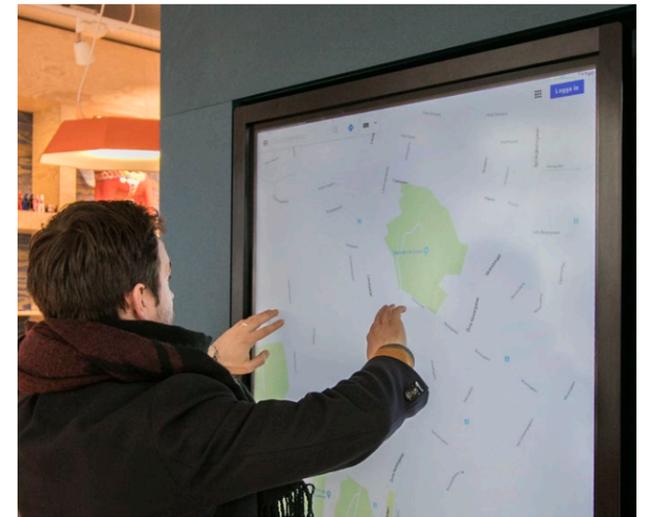


## CREATE INNOVATION FOR THE FUTURE

The future demands fresh innovation together with continuous development efforts. This is vital to match the potential, growth and challenges of tourism and the hospitality industry.

### WE WILL GET THERE BY:

- Developing new methods, concepts and solutions that make Gothenburg even more attractive.
- Reorganising to shift from our current role as "implementer" to the role of "facilitator".
- Leading the way in digitalisation and using new technology.



## SHARE A VIBRANT GOTHENBURG

In today's information onslaught it is vital – and very difficult – to stand out. Our lifestyle, cultural life, venues, attractions and closeness to nature in Gothenburg are strong messages and assets that appeal to visitors. But building a strong brand requires more than "just" delivering good products and services. How and where we project our messages to reach out and achieve our goal is equally important.

### WE WILL GET THERE BY:

- Creating real, genuine and engaging stories about the unique assets of the destination and sharing them with the world.
- Engaging trade & industry and the people who live here to create and spread powerful stories.
- Taking advantage of the emerging sharing economy.



## IMPROVE ACCESSIBILITY

It has to be easy to get to Gothenburg and easy to get around the city and the region. It must also be easy to find the relevant information at the various stages of a journey. It's as simple as that.

### WE WILL GET THERE BY:

- Preparing the destination for a time when Gothenburg is undergoing one of the largest urban development projects in northern Europe.
- Exploiting all the possibilities of digitalisation in a connected world.
- Supporting the expansion and development plans of Göteborg Landvetter airport and promoting better rail links.



# QUANTITATIVE GOALS FOR THE DESTINATION IN 2015–2030:

**🛏️** Double the number of commercial guest nights from 4.5 million in 2015 to 9 million in 2030. This requires approximately 4.5-percent annual growth in guest nights.

**+50%** 12,500 new full-time or part-time jobs, equivalent to 8,500 new annual work units by 2030, which is an increase of 50 percent.

**🛏️** The proportion of international guest nights will rise from 1.35 to 3.6 million.

**NO. 1** In a comparison of Scandinavian cities, Gothenburg will be perceived as more attractive than other metropolitan cities to live in and visit.

## OBJECTIVE FOR 2030

Confidence in the future is strong in the hospitality industry, and the ambition among stakeholders is that trade & industry will contribute more to the development of Gothenburg in the coming years. This is just as much about creating more jobs as promoting the brand of the destination and thus its attractiveness to visitors and residents of the city, new and old.

# MORE INTERNATIONAL VISITORS

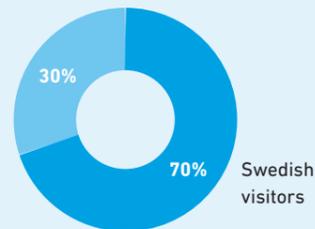


## WHO WILL TRAVEL TO GOTHENBURG?

The large majority of visitors to Gothenburg today are Swedes (70%), but with growing globalisation we will welcome a growing share of international travellers.

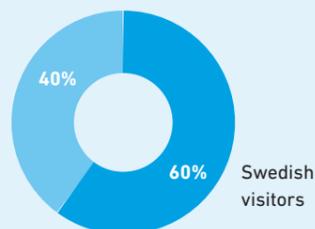
## 2018

International visitors



## 2030

International visitors

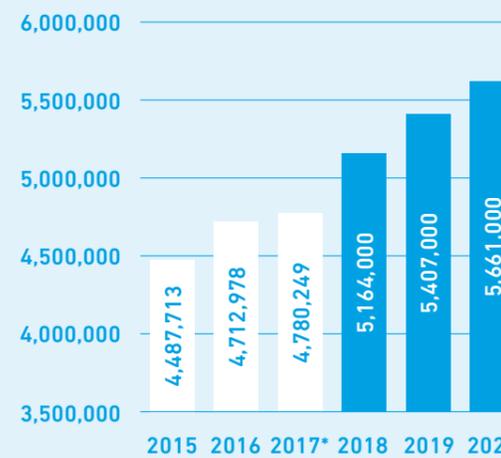


# KEY PERFORMANCE INDICATORS

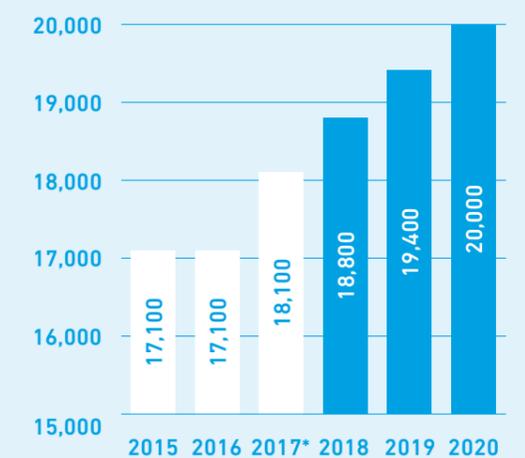
The assessment parameters for the destination have a quantitative element that mainly comprises guest nights, tourism turnover and employment. These measure the attractiveness of the destination and can be compared with other destinations in Sweden and abroad. In addition to the quantitative indicators described above, two qualitative

indicators are being introduced in 2018 to measure the attractiveness of Gothenburg. These are based on surveys of visitors and residents of the Gothenburg region. The results will form the basis for decisions on the development of the destination and will be monitored regularly as a qualitative indicator.

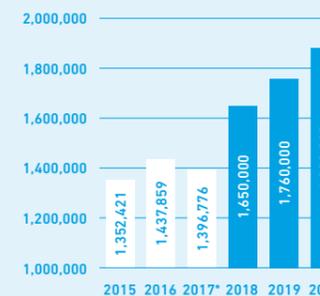
## COMMERCIAL GUEST NIGHTS



## EMPLOYMENT



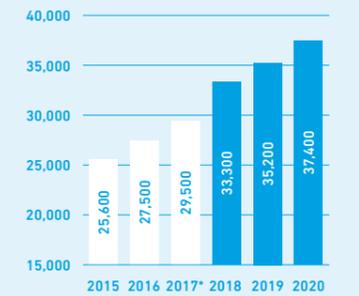
## INTERNATIONAL GUEST NIGHTS



## MARKET SHARE



## TOURISM TURNOVER





**THANK YOU TO EVERYONE WHO...**

The business plan for the destination was developed in collaboration with several hundred decision-makers, experts and representatives of different parts of the city, the region, academia and trade & industry.

The City of Gothenburg believes strongly in the hospitality industry and its importance to growth and future community building. This commitment is especially reflected in the City of Gothenburg's programme for developing the hospitality industry up to the year 2030, which was adopted in 2018. In this programme the City of Gothenburg sets out its objective to double tourism by 2030, and also provides much of the inspiration for the destination's business plan. This includes a guarantee of collaboration and commitment to a common goal.

One sign of the collective effort that is taking place in trade & industry is that the Association of Large Hotels, Göteborg City Shopping and Gothenburg Restaurant Association have drawn up their own business plans to improve the likelihood of actually achieving the destination's goals and thus contribute to the growth of the hospitality industry in Gothenburg.

The Visitor Industry Forum has also served as a strategic sounding board; clear proof of the commitment that exists in our industry. Together we are creating the best destination in the world!

Thank you!



# WAY TO GO

## Business plan for Göteborg & Co 2018-2020

**WAY TO GROW:** The destination's business plan describes how tourism to Gothenburg will have doubled by 2030. This development must be sustainable and in the best interests of the people of Gothenburg.

**WAY TO GO:** Göteborg & Co's business plan describes how the company will ensure as effectively as possible that the goals for the destination are realised, and thus create value for Gothenburg.

This publication is a concise version of Göteborg & Co's business plan for 2018–2020: WAY TO GO.

## FROM OLD TRUTHS TO NEW INSIGHTS

With 25 years of experience in destination development, marketing, meetings and events, Göteborg & Co has built a strong and well-established platform. But old truths and ways of working are no longer as effective as they once were. Strong global growth in tourism has led to the replacement of traditional marketing methods by creative destination development. We are also living in a very turbulent age when the pace of change is very rapid.

The goal for the hospitality industry to double the number of guest nights to 9 million by 2030 puts great demands on the destination and on the company. Our success depends on our ability to see the rapid changes in the world around us as opportunities for renewal. For the company as a whole we need to focus more on what we do best, have the courage to abandon other areas and see how we can really make a difference.

Stakeholders in the hospitality industry contribute to the overall attractiveness of the destination, while the role of Göteborg & Co is to stake out our course, make sure we are all working towards the same goals and not forget the importance of sustainable development.

It is now time for us to take a step forward and do even more of what Göteborg & Co is best at. To lead the development of the destination, to nurture collaboration and create new opportunities – for our partners, for the destination, and for everyone who lives here.

And to those who would like to stay in Gothenburg a while – we look forward to seeing you!



A handwritten signature in black ink, appearing to read 'Camilla Nyman'.

Camilla Nyman,  
CEO, Göteborg & Co

The mission of Göteborg & Co is to get more people to discover and choose Gothenburg. We do this through wide-reaching collaboration, by leading and promoting the development of Gothenburg as a sustainable destination, so that everyone who lives and works here benefits from a growing hospitality industry.

Göteborg & Co is the parent company of the Tourism, Culture & Events cluster, which includes Liseberg, Got Event and Göteborgs Stadsteater.

Göteborg & Co is owned by the City of Gothenburg and is part of Göteborg Stadshus AB.



# THE CITY OF GOTHENBURG PROMISES SUPPORT TO TRADE & INDUSTRY

## CITY OF GOTHENBURG'S PROGRAMME FOR DEVELOPMENT OF THE HOSPITALITY INDUSTRY BY 2030

In February 2018, the Municipal Council adopted the governing document: **The City of Gothenburg's programme for development of the hospitality industry by 2030.** This programme clearly stakes out the road ahead for the hospitality industry in Gothenburg, while also highlighting the city's strong commitment to this vision. Gothenburg is a city where the hospitality industry has a key role – not just to achieve sustainable growth and promote an attractive image of Gothenburg, but for social development in general. This insight is very, very important.

The programme is based on the objectives that the City of Gothenburg and stakeholders in the hospitality industry have jointly formulated for the destination. It states:

**By 2030, destination Gothenburg will have doubled tourism by setting an international example and constantly challenging accepted ideas of sustainability.**

## FIVE OVERALL STRATEGIES FOR THIS PROCESS

1. The City of Gothenburg will work to safeguard investment in areas that drive the growth of the hospitality industry.
2. The City of Gothenburg will develop sustainable long-term funding solutions for initiatives that aim to develop the destination and the city.
3. The City of Gothenburg will develop collaborative frameworks for sustainable destination development between the various parts of the city and between trade & industry and academia.
4. The City of Gothenburg will take into account the needs of the hospitality industry in city planning.
5. The City of Gothenburg will actively promote a favourable business climate and a suitably skilled workforce.

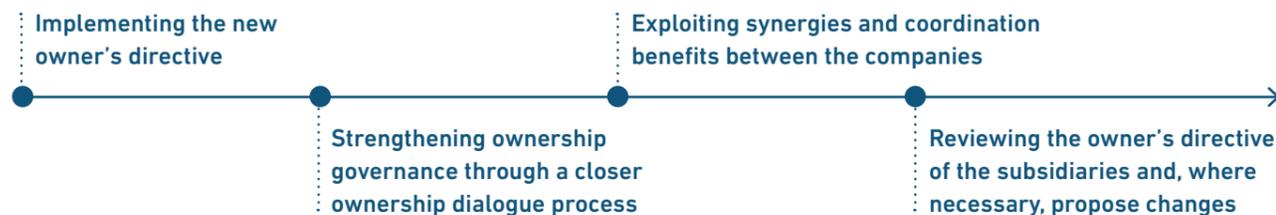


# THE POWER OF THE TOURISM, CULTURE AND EVENTS CLUSTER

Gothenburg is not a global metropolis. We have no Eiffel Tower or unlimited marketing resources. But things are still going well for the destination. Why? The answer is that we have powerful drivers such as Liseberg amusement park and the Swedish Exhibition & Congress Centre, a history of hosting events and meetings, a wide choice of attractions close to the city and nature, and above all a unique ability to collaborate. We also have a strong ambition and a belief that even as a small player we can claim our place on the global map. The hospitality industry in Gothenburg quickly realised the value of collaboration to maximise results, and in the same way the City of

Gothenburg has brought together Liseberg, Göteborgs Stadsteater and Got Event to form the Tourism, Culture and Events cluster, with Göteborg & Co as their parent company. Thanks to its breadth, expertise and collective know-how, the cluster has a vital role to play in the development of the destination and the goal of doubling tourism to Gothenburg by 2030, and will be a significant player in the growth of Gothenburg. In October 2017, the Municipal Council agreed on a new owner's directive for the merged company of Göteborg & Co AB. The owner's directive sets out the expectations of the parent company in its role as owner of the three companies.

## FROM THE CLUSTER PERSPECTIVE, IN 2018–2020 GÖTEBORG & CO WILL FOCUS ON:



# THE COMPANY'S MISSION

The mission of Göteborg & Co is to get more people to discover and choose Gothenburg. We do this through wide-reaching collaboration, by leading and promoting the development of Gothenburg as a sustainable destination, so that everyone who lives and works here benefits from a growing hospitality industry. Göteborg & Co is the parent company of the Tourism, Culture & Events cluster, which includes Liseberg, Got Event and Göteborgs Stadsteater.

**GOALS** Ensuring that the company's work leads to sustainable growth and helps to strengthen the image of Gothenburg as a destination

## FROM A DESTINATION PERSPECTIVE, IN 2018–2020 GÖTEBORG & CO WILL FOCUS ON:

- 1** Leading the development of the destination through collaboration and know-how
  - 2** Encouraging people to meet, through experiences, meetings and events
  - 3** Sharing stories and news about Gothenburg with the rest of the world
- By doing so we are helping to build a more dynamic Gothenburg.



# SUSTAINABILITY: AN OBJECTIVE AND A DUTY

Many environmental initiatives are under way in the City of Gothenburg. The ambition is to set an example in environmental issues and become one of the most progressive cities in the world in addressing climate and environmental problems. Gothenburg should set an international example as a destination and constantly challenge accepted ideas of sustainability. For Göteborg & Co, this bold objective means rolling up our sleeves, driving change, development and innovation, imposing demands on our partners and ensuring that the destination is in the top rank for sustainability.

More specifically, the company is involved in environmental certification, giving advice and implementing improvements, to ensure that our own events raise the bar and set fine examples for others. Thanks to the sustainability initiatives of stakeholders in the hospitality industry, meeting and event organisers can build on environmentally friendly infrastructure, environmentally certified hotels and restaurants, climate-smart logistics and more. Our collective challenge is to always try to persuade visitors to stay an extra night.

## SUSTAINABILITY STRATEGIES

The sustainability efforts of Göteborg & Co are based on three company-wide strategies that interact and reinforce each other.

**1** We will set an example and lead the way in our actions and our resourcefulness

### ACTIONS:

- daring to test new methods, new technologies, new models and new processes to achieve sustainable development.
- using/implementing international frameworks and participating in international contexts.
- driving and influencing the industry on sustainability issues – internationally, nationally and locally.



# BE A TOURIST IN YOUR OWN CITY

Göteborg & Co has been the process owner for the “Be a tourist in your own city” project, which aims to improve opportunities for residents to become tourists in their own city. Being a tourist at home is more sustainable than being a tourist elsewhere, and also enhances the range of local tourist attractions. It also creates opportunities to counter the issues we see in some European destinations, where local residents have become increasingly critical of tourism and the negative effects it can have if you neglect the three elements of sustainability.

Instead of demonstrations against congestion and commercialisation, we want residents to continue proudly welcoming visitors to their city. We will safeguard this by spreading visits in a sustainable way – throughout the year and across the various parts of the city – and by showing residents all the great things our city has to offer in addition to its most obvious attractions. By helping to improve the quality of life of residents, we are also creating influential ambassadors for the destination.

**2** We will encourage and challenge the destination’s stakeholders and partners to develop in a sustainable direction

### ACTIONS:

- sharing and developing know-how and experience.
- supporting and motivating our partners (in different ways).
- jointly identifying common challenges and developing sustainability solutions and sustainable innovations.

**3** We will inspire and help visitors to enjoy the destination’s attractions sustainably

### ACTIONS:

- letting people know “how we do things in Gothenburg”.
- promoting the destination’s sustainable alternatives.
- sharing good examples and being generous in sharing our experiences.



# WE ARE PREPARING THE WAY FOR GOTHENBURG'S 400-YEAR ANNIVERSARY IN 2021

Gothenburg's 400-year anniversary in 2021 represents a fantastic opportunity for the destination to contribute to positive development, show itself off to the world and exploit the power of a united hospitality industry. The anniversary acts as a catalyst and milestone for the destination on the journey to 2030 and we are now entering the most intensive phase of this work. Now is the time to take the big step up in development.

In 2009, Göteborg & Co was given the mission to develop a plan for Gothenburg's 400-year anniversary. Since then, thousands of Gothenburg residents have had their say in this process and contributed ideas and thoughts about how the city should develop. Many of these ideas have already been realised, to the delight of both visitors and

residents. For example, it is now easier to get from the city centre to the archipelago and you can now go for a swim or sauna in Frihamnen. Big investments, such as Liseberg water park and family hotel, and the planned city cable car will also contribute to the quality of life in the city, its attractiveness, and attract more publicity.

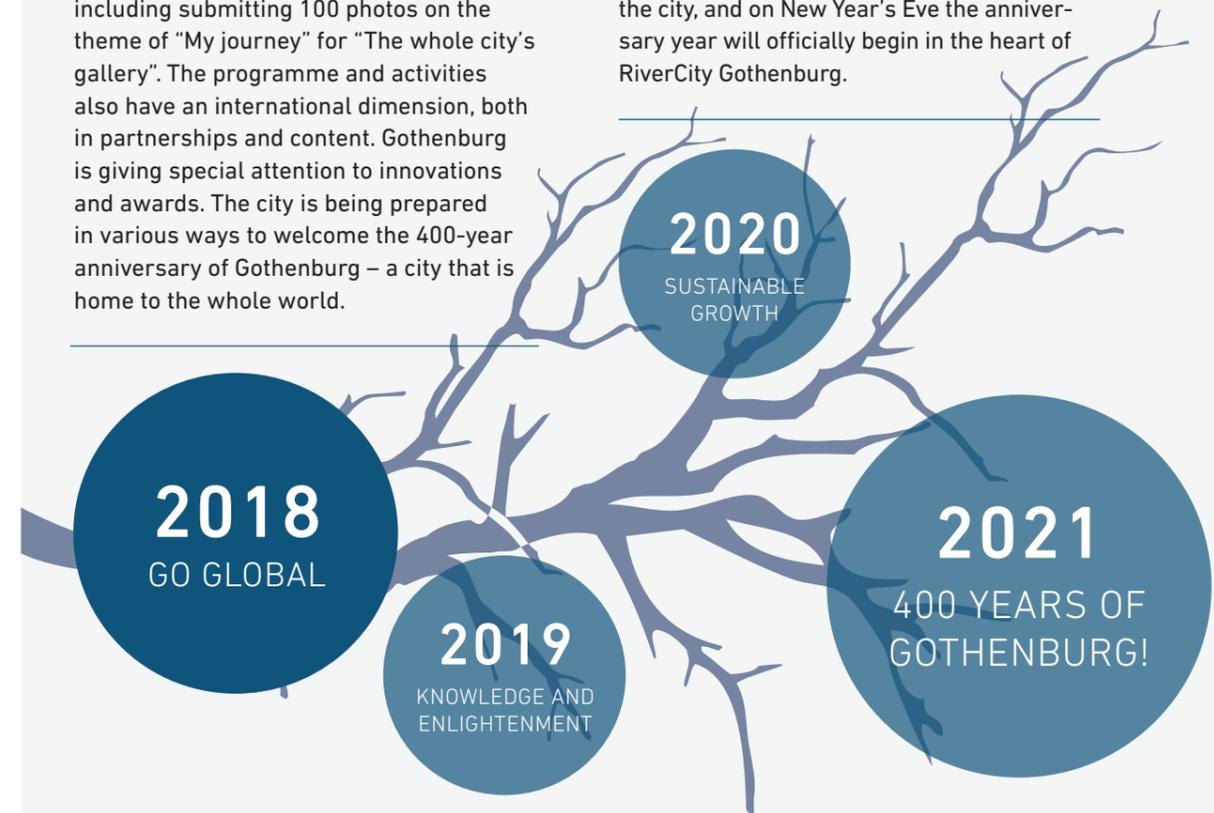
Göteborg & Co leads, coordinates, communicates and monitors initiatives that are part of the anniversary process. The company is also responsible for creating synergies linked to the long-term development of the destination. This work is all grounded in the involvement of the city's residents, and all the initiatives aim for positive, sustainable development. Thanks to their involvement, the people of Gothenburg are also proud ambassadors for their city, which contributes to the attractiveness of the destination and its ability to attract visitors.

## FOCUS YEARS 2018–2020

With three years left until the anniversary year in 2021, the programme for the celebrations is now being drawn up. The entire city will serve as an arena, and the whole world is invited.

The focus for **2018** is "Go Global", and it uses big events such as the Volvo Ocean Race, Nordea Masters, EuroPride 2018 and Gothenburg Culture Festival to bring people together. Residents of the city have had the opportunity to get involved in various ways, including submitting 100 photos on the theme of "My journey" for "The whole city's gallery". The programme and activities also have an international dimension, both in partnerships and content. Gothenburg is giving special attention to innovations and awards. The city is being prepared in various ways to welcome the 400-year anniversary of Gothenburg – a city that is home to the whole world.

**2020** will be an intensive year of preparations for the 400-year anniversary of Gothenburg. The effects of all the initiatives will now be combined in the focus theme for this year: "Sustainable Growth". At the same time, party preparations will be taking place throughout the city, and on New Year's Eve the anniversary year will officially begin in the heart of RiverCity Gothenburg.



The focus for **2019** is "Knowledge and Enlightenment". Ensuring a good supply of skills is a particularly relevant issue, and training bodies, academia and science parks will all play vital roles. The International Science Festival will be an important platform during the year and the Universeum Science Centre will commemorate the 50th anniversary of the first moon-landing with an entirely new learning experience about space.

## THE ANNIVERSARY YEAR 2021

It is time to combine all our efforts in the run-up to the anniversary year itself, which will be a perfect opportunity to showcase destination Gothenburg.

Gothenburg's 400-year anniversary will combine the realisation of various anniversary initiatives with guest performances from Gothenburg and around the world. One highlight will be the city's actual "birthday" on 4 June and the following weekend, but many other activities and events will also attract publicity. This will be an extraordinary celebration, a celebration that will continue to bring benefits to the city, the region and the destination long after the anniversary year. Göteborg & Co is the project owner for the anniversary year 2021.

# NOW WE WILL REALISE OUR OBJECTIVES

We know where we are going, what our objective is and how we will get there. Now it's time to put those strategies into practice in the everyday activities of the company. Below we describe the focus of the Convention Bureau, Events, Communications and the Trade & Industry Group over the next three years, to achieve our objective for 2030.



## OBJECTIVE 2030 A LEADING GLOBAL DESTINATION FOR SUSTAINABLE MEETINGS

Gothenburg is now a leading destination for sustainable meetings, thanks to major investments, first-class meeting facilities and close collaboration between academia, the city and trade & industry. But the market for international meetings is changing rapidly and competition for large and prestigious international meetings is growing all the time. New destinations with first-class facilities and well-organised convention bureaus are joining the competition and economic incentives are offered to meeting organisers. Gothenburg has come a long way, but to avoid losing ground, we must continue to invest in digital technology and collaboration with meeting organisers and our local partners.

### OUR MISSION:

Gothenburg will actively attract major congresses and corporate meetings that bring together academia and trade & industry in the region with research & development at a high national and international level.

We will market and sell destination Gothenburg to decision-makers, particularly for international meetings, political meetings and large corporate meetings. **In short,** we will attract research, talent and decision-makers to Gothenburg.

**We will attract large meetings that focus on specialist areas.** Large meetings with large numbers of delegates significantly boost the tourism economy and help to meet the commercial goals of the destination. We will attract more meetings that draw over 2000 delegates and corporate meetings that draw more than 500 delegates. The lower limit for national meetings will be increased to 1000 delegates.

**We will ramp up collaboration with regional trade & industry.** Large companies in the region invest heavily in research and development and therefore need to recruit staff with specialist expertise. We will identify and take steps to attract meetings that are strategically important and have a strong influence on local trade & industry.

**We will use Gothenburg as an arena to develop new meeting concepts.** We need to develop new meeting concepts and comprehensive solutions in order to meet market needs.

## OBJECTIVE 2030 THE TOP SUSTAINABLE EVENTS CITY IN NORTHERN EUROPE

Events are a rapidly growing sector, with clear synergies for tourism and the hospitality industry. Events accelerate growth, make the destination more attractive, provide communication platforms for the destination's brand and are increasingly important tools in urban and community development. But at the same time the requirements for hosting events are becoming increasingly complex and the competition is very tough. More and more cities around the world are choosing to invest in events and building new facilities. This places high demands on our ability to innovate and develop event activities. We will take a dynamic approach to event acquisition efforts and step up our activities to stimulate the development and creation of new event concepts. These concepts will create benefits for, and contribute to, the sustainable development of Gothenburg.

### OUR MISSION:

is to promote and strengthen Gothenburg as a city of events by strategically developing, facilitating and implementing sustainable events in sports and culture.

**In short,** we aim to create a sustainable city of events.

**We will innovate and create value.** We will do this by developing new event concepts, maintaining an international vision and an open attitude.

**We will focus more on the benefits to the destination during acquisition and development work** and attract events with the greatest potential to promote the destination worldwide.

**We will lead the way in hosting sustainable events.** Over the years, Göteborg & Co has developed a process for integrating sustainability criteria into the framework of events, particularly the Gothenburg Culture Festival. We want to take this process further with the aim of becoming a leading platform for collaboration in sustainable events. We will make greater demands – of ourselves and our partners.

**We will lead, drive and strengthen collaboration in the city's event initiatives.** Gothenburg is being rebuilt, and this will mean especially intensive work over the next few years. We therefore need to develop models for cooperation and routines for handling event issues. We want to take responsibility for leading this process of change, with an attitude of courage, humility and generosity.





## OBJECTIVE 2030 THE MOST TALKED-ABOUT DESTINATION IN SCANDINAVIA

By communicating effectively we will promote the image of our brand and make Gothenburg even more attractive. Over the past decade we have seen a revolution in market communication. Today, most travel transactions take place on global platforms. At the same time social media has put consumers in the driving seat, by spreading content and personal recommendations, and sharing travel tips. Platforms such as Facebook, Google and Wechat now dominate, and are the most effective channels for reaching consumers. Traditional campaigns have become less important and have been replaced by a constantly ongoing dialogue.

Our target groups are becoming increasingly global and discerning. This makes it important to identify trends and turn them into smart destination marketing that goes hand in hand with destination development, while also building good relationships with residents and visitors alike. We will attract visitors who want to experience the authentic Gothenburg.

### OUR MISSION:

is to develop themes, seasons and reasons to visit Gothenburg, as well as first-class hospitality. We are responsible for the company's destination communication and will ensure that it is digital, innovative and accessible. **In short**, we aim to have a creative digital presence that helps to promote new reasons to visit Gothenburg and always offers something to talk about.

### We will develop sustainable reasons to travel that spark interest in Gothenburg as a destination all year round.

Innovative concepts and experiences create interest in Gothenburg as a destination. Themes such as design, food and nature, and seasons such as Autumn City and Gothenburg Christmas City benefit the entire destination and strengthen collaboration across the municipal borders.

### We will work for global visibility and reach.

The new communication landscape is both challenging and promising. We will communicate using the same digital media as travellers use, and engage more widely with our audience on new platforms and in new channels.

### We will take the hospitality of Gothenburg to new levels through digital media.

Good hospitality, combined with well-developed digital marketing features, enhance business and the attractiveness and competitiveness of the destination. This leads to satisfied visitors who share their experiences digitally.

### We will make Gothenburg a strong ambassador for the brand.

Everyone who lives and works here will share in creating the image of the destination. Our role is to make it easier for people to share their feelings about Gothenburg as a destination. By doing so, we will strengthen the brand together.

### We will help to ensure that events and meetings leave a deeper impression and contribute to the creation of benefits for the city after the spotlight has shifted.

## AN ATTRACTIVE AND SUSTAINABLE METROPOLITAN REGION WHERE IDEAS, BUSINESSES AND PEOPLE GROW TOGETHER

The Trade & Industry Group (TIG) will help to ensure that knowledge and innovations benefit the future competitiveness of the region and sustainable welfare. By developing and setting up new frameworks for collaboration we want to make a real difference in the lives of people, businesses and the region as a whole.

### OUR MISSION:

is to serve as a platform for collaboration between trade & industry, organisations, municipalities and academia, in their efforts to make Gothenburg even more competitive and attractive. **In short**, we will be an active, powerful and long-term resource for enabling value creation and innovation.

We will use initiatives and projects to stimulate inclusivity and the long-term provision of skills, in order to contribute to an attractive, dynamic and sustainable metropolitan region. The tools we use for this work are projects and initiatives that focus on knowledge, trade & industry, events and culture.

**We will develop forms of collaboration.** The Trade & Industry Group has successfully developed many projects in collaboration with others. Now we intend to refine this work by using the resources and expertise of the group more effectively, so that our initiatives have greater impact.

**We will initiate and facilitate new projects.** In a growing metropolitan region it is important to take full advantage of new ideas and innovations. The Trade & Industry Group will be involved in and facilitate new projects and initiatives that enhance Gothenburg's position as an innovative and sustainable city:

**We will highlight and raise awareness of Gothenburg.** We will spread information about the various projects we are involved in. These projects can be used to help raise awareness of Gothenburg, the region and its attractiveness.



# WE CAN, WE WANT TO AND WE WILL – FIVE STRATEGIES FOR GÖTEBORG & CO

The mission of Göteborg & Co is to get more people to discover and choose Gothenburg. We do this through wide-reaching collaboration, by leading and promoting the development of Gothenburg as a sustainable destination, so that everyone who lives and works here benefits from a growing hospitality industry. Göteborg & Co is the parent company of the Tourism, Culture & Events cluster, which includes Liseberg, Got Event and Göteborgs Stadsteater.

The world and our industry are changing faster all the time, and the five main strategies of Göteborg & Co in many ways represent a new direction for the company. One thing is certain: the need for collaboration, knowledge and innovation has never been as great as it is now.



## BROADER COLLABORATION WITH STAKEHOLDERS IN THE HOSPITALITY INDUSTRY

Close and effective collaboration between academia, trade & industry and public bodies has long been a hallmark of Gothenburg and is perhaps the single most important factor behind the success of the destination. One of the company's most important tasks is to lead and extend this collaboration.

- Nurture and develop existing networks.
- Participate in international networks for benchmarking.
- Formalise the framework for regional cooperation.
- Introduce flexible and project-oriented forums for collaboration, focusing on young people.

## REORGANISING TO MEET NEW REQUIREMENTS

Global changes and new challenges require higher standards of knowledge, new skills and the ability to innovate.

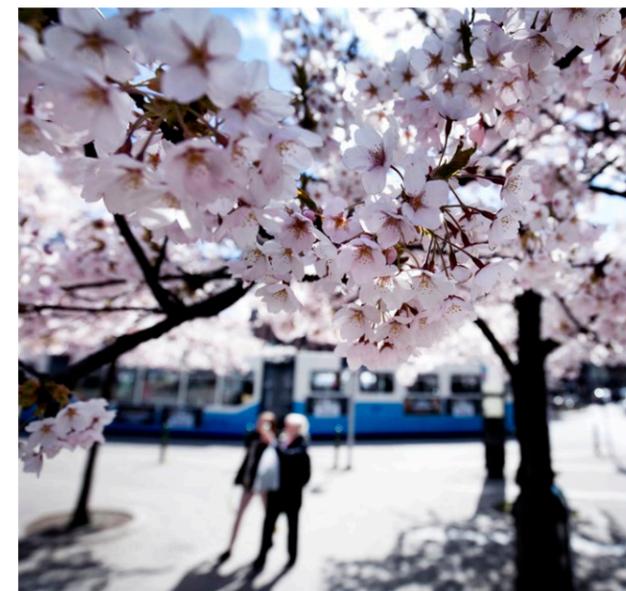
- Complete the restructuring of the company that has already begun.
- Ensure that the company has the right skills, not least digital skills.



## DEVELOP NEW FUNDING MODELS

New times and new demands, combined with new legislation, guidelines and policies have meant that previous funding models are no longer viable. New models therefore need to be developed.

- Develop proposals for allocating responsibilities within the city to support the costs of basic infrastructure projects.
- Work together with national bodies and metropolitan areas to obtain state funding for major meetings and events.



## CONTINUED FOCUS ON ACCESSIBILITY

Accessibility is vital for an attractive destination – for travellers and for digital visitors.

- Actively campaign for the expansion of Göteborg Landvetter airport in collaboration with other stakeholders.
- Promote sustainable transport solutions.

## KNOWLEDGE HUB

The process of gathering and analysing business intelligence must be extended and focused in a new unit.

- Ensure well-founded decision making.
- Share knowledge about the hospitality industry internally and externally.





## COLLEAGUES IN FOCUS

Göteborg & Co will be an attractive and human employer, with leaders and employees whose value base and combined skills will help create a destination company for a new age and meet the long-term objective of the destination.

Göteborg & Co will be an attractive workplace where equality and diversity are natural elements. We want to be seen as an innovative, creative and professional organisation that works proactively and is goal-oriented, based on clear values. Our biggest asset is our employees and collaborative partners.

To meet the demands of a new age and adapt to constant change, the company and its employees need to continuously update their skills in the short term and long term. New ideas require openness and tolerance of differences. To fulfil our mission we need committed and motivated leaders and employees who take responsibility for their own tasks.

For employees of Göteborg & Co, the attitude of the City of Gothenburg is rooted and reflected in encounters with colleagues, customers and partners – **We know our mission and who we are there for – We care – We work together – We think in new ways.**

**Our core values will shape the way we treat each other and what we do – Human – Pluralistic – Inspiring.**

Our employee philosophy is the foundation of how we view ourselves as colleagues, leaders and workplaces.

The efforts of the business planning period need to focus on the ability of a modern destination company to meet future demands and its ability to promote innovation and development.

### **WE WILL:**

- Make a cultural journey that creates the foundation for a shared organisational culture and shared attitudes.
- Create value-based leadership that supports innovation in a municipal context.
- Renew and develop the organisation for network-based working methods that support innovation and an overall perspective.
- Further develop the brand of Göteborg & Co as an employer.
- Develop new skills and exchange existing skills.