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**ANNUAL REPORT 2016**

Göteborg & Co Träffpunkt AB and  
Göteborg & Co Kommunintressent AB



CONTENTS

A DESTINATION THAT HAS THE COURAGE TO BELIEVE IN THE FUTURE.....	4
MAIN STRATEGIES FOR DESTINATION GOTHENBURG .....	6
CONTINUED GROWTH FOR THE TOURISM INDUSTRY .....	8
EASIER ACCESS AND MORE PASSENGERS .....	10
EXPLORE YOUR OWN CITY LIKE A TOURIST .....	12
CITY OF TOURISM .....	14
CITY OF MEETINGS .....	18
CITY OF EVENTS .....	22
TRADE & INDUSTRY GROUP .....	28
COMMUNICATION .....	32
GOTHENBURG’S 400TH ANNIVERSARY IN 2021.....	36
ORGANISATION .....	40
ANNUAL REPORT FOR GÖTEBORG & CO TRÄFFPUNKT AB.....	48
ANNUAL REPORT GÖTEBORG & CO KOMMUNINTRESSENT AB .....	62
ANNUAL REPORT GÖTEBORG & CO KOMMUNINTRESSENT AB .....	64



## A DESTINATION THAT HAS THE COURAGE TO BELIEVE IN THE FUTURE

There are few expressions worse than “it was better in the old days”. In truth this is very rarely the case. The future is almost always better than what we left behind. At the end of last year we had moderately positive expectations.

We realised it was unlikely that we would exceed the exceptional results of 2015, when the destination was growing in many ways and new investments in accommodation and attractions gave an extra boost to growth.

We now know that destination Gothenburg grew by a further six per cent in 2016. That’s not bad, considering that the rest of Sweden grew by four per cent and global growth was three per cent. We know that there is growth beyond our borders, so it is encouraging that the trend we have seen over the last two years is continuing. International guest nights now make up over 30 per cent.

The three segments of tourism, meetings and events are well balanced and ensure that Gothenburg gets an ideal mix of visitors. 2016 was a particular success for the City of Meetings. Gothenburg was invited to debates with key conference organisers, we were singled out as a global leader in sustainability and we won several bids for big events.

One of the main strategies for the destination that has been adopted by the City of Events is the shift from implementer to facilitator. Right now there are many talented stakeholders and creatives who need our help to find the right path. We must make it easy to do business with Gothenburg. And to do this we need to know our own city. We need insights and knowledge about the needs of organisers and how we can make their job easier.

The City of Tourism has shifted its focus from products, to stimulating the development of new reasons to visit the region. This means taking advantage of the city’s closeness to nature, inspiring people to discover different sides of Gothenburg and building partnerships for the future. The archipelago is one of our unique assets that is slowly but surely developing.

The city’s Tourism, Events and Culture cluster includes four of Sweden’s strongest companies in their respective segments. This is a fantastic asset for the destination, and in 2017 we will exploit this advantage by working even more closely together.

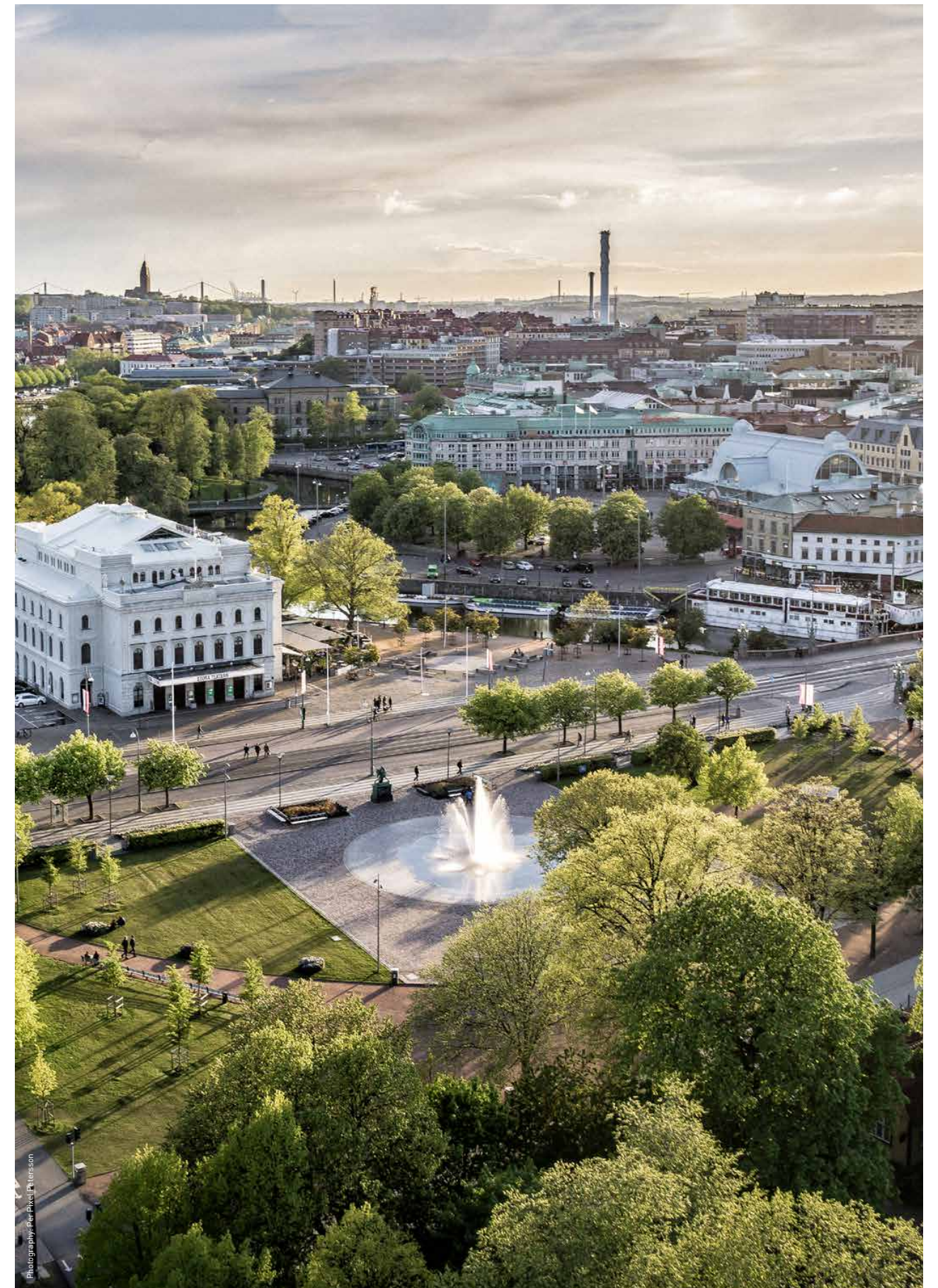
There is a strong sense of optimism in the tourism industry. This was reflected in the strategic talks on development of the tourism industry that took place in the Gothenburg region during 2016. How do we continue to support growth? How can we contribute to building the sustainable society of the future? What values and opportunities can set us apart from other industries? What we do know is that few other industries offer so many employment opportunities.

These are jobs that are available to many young people. The tourism industry in the wider sense also contributes to our impressions of a city; how attractive it is, not just to visit, but more importantly for those of us who live and work here. This creates content that makes life a little more fun, every day and all year round.

It is what makes it so incredibly stimulating to act as a collaborative platform for the development of destination Gothenburg. It is our privilege to work alongside the many stakeholders who are helping destination Gothenburg to continue flourishing and stand strong against the competition. Together, we have set up the challenging objective to double tourism by 2030. In 2017 we will step up discussions about the course we should follow to that goal.

*Thank you for a fantastic 2016. You have helped us pave the way to an even better 2017.*

Camilla Nyman, CEO  
Göteborg & Co







## MAIN STRATEGIES FOR DESTINATION GOTHENBURG

Gothenburg has developed a strong and successful tourism industry, but there is good potential to further improve the attractiveness of the city and region. Competition is razor sharp, and to achieve growth and development we require a focused strategy, hard work, innovative solutions, proactive investments and constructive cooperation. The goal is that the tourism industry in Gothenburg should continue to build on its international competitiveness and grow in a rapidly changing world.

### 🕒 Developing a new model for collaboration

Collaboration is the key to promoting our destination, and over the years Gothenburg's model for collaboration has been very successful. Globalisation, new technology, new legislation and the growing importance of tourism to society mean that we need to develop and implement a new model.

To maximise the effect of our joint activities, a council of CEOs has been set up in the Tourism, Culture and Events cluster, and this, together with a tourism forum for trade and industry, will provide the new platform for public-private collaboration.

### 🕒 Focusing on sustainability

Globalisation and improved economic wellbeing lead to more travel, which has impacts on the environment and climate. Thanks in part to clear environmental goals and freedom to roam, Sweden is highly ranked as a destination. This is a good starting point and a great business opportunity. We intend to adapt and implement the city's sustainability strategy in our tourism industry and ensure that it has an impact and is realised in all collaborative projects, agreements and procurement contracts. We will use existing projects to develop and test new ideas so that we can develop models and formats that can be used by partners in the network.

### 🕒 Making Gothenburg a natural choice

A country that is attractive to visitors is a country that is easily accessible, and this requires effective infrastructure and efficient transport. We will improve accessibility by stepping up efforts in networks such as Go Connect to provide better air links for Gothenburg. Air travel is just one of several means of transport and we will therefore contribute to the overall development of sustainable transport to and from the city. Accessibility is also about making it easy for potential visitors to find and recognise Gothenburg as a destination. We will enhance our digital presence so that visitors can easily find information about Gothenburg and be drawn to the city. This also applies to visitors with disabilities.

### 🕒 Moving on from implementation to enabling

In order to compete and respond to market requirements we need more stakeholders who contribute to development efforts for the destination. One important task is to create opportunities for collaboration. We will therefore encourage entrepreneurs, companies and organisations to contribute to the development of the destination and its offerings. Our role as a destination company will therefore be to manage, coordinate and communicate opportunities from the perspective of the destination, and to contribute our expertise.

On the following pages we outline how each business area and unit has tackled the main strategies in its operations.



# CONTINUED GROWTH FOR THE TOURISM INDUSTRY

With one year in hand, the destination has already reached and exceeded almost all the objectives set in the business plan for destination Gothenburg for 2015–2017. In 2016 a total of 4,712,978 guest nights were spent in Gothenburg, which is 250,000 above the target for 2016, and 100,000 above the target for 2017. It is no coincidence that things are going well for the tourism industry. Here are a few of the reasons behind this strong growth.

## STRONG APPEAL

Gothenburg is a fully fledged metropolitan destination with a diverse range of attractions that appeal to many visitors. Most people come here to explore the city, and weekend stays are the fastest growing segment. A key factor in the appeal of the destination is that it continues to develop and is perceived as dynamic.

## EVENTS AND MEETINGS ATTRACT LARGE NUMBERS

Gothenburg's annual events, such as the Gothia World Youth Cup, Partille Cup, and Gothenburg Christmas City, are very popular. They attract more visitors than the hotels have the capacity to accommodate, and they create widespread awareness of the destination. In 2016, Gothenburg also hosted several major events, meetings and congresses. Initiatives such as Autumn City and Halloween at Liseberg have positive effects on the industry.

## TRADE & INDUSTRY ALSO CONTRIBUTE

In parallel with the growth in our target markets of Germany, Norway and the UK, we are also seeing growing number of visitors from China. Many of these visits are directly linked to Geely and some twenty other companies with Chinese stakeholder interests that operate in Gothenburg.

## ECONOMIC REASONS

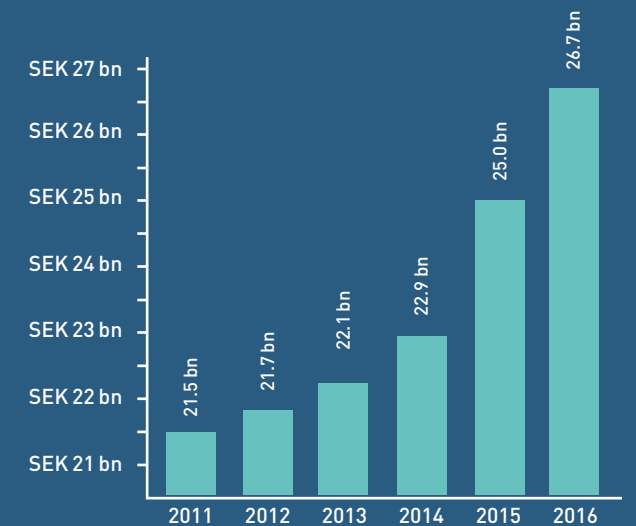
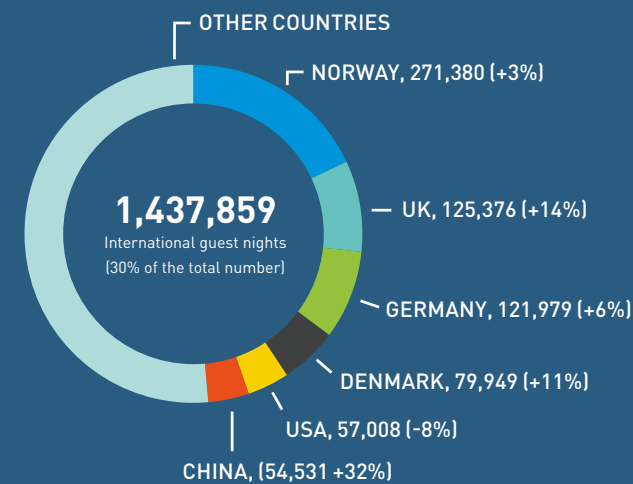
The economic situation, in Sweden and internationally, creates added incentives for visiting the region. The growing economy, low interest rates and rising disposable incomes are encouraging people to travel more. The favourable exchange rate also encourages visitors from abroad.

## SECOND CITIES ARE HOT

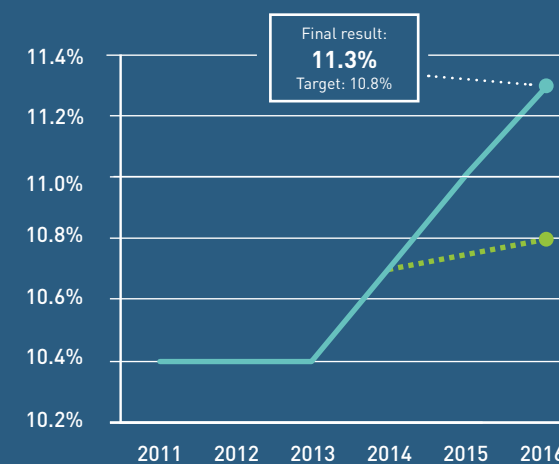
Interest in large “non-capital” cities and destinations off the beaten track is growing. When people have already visited Paris, London and Stockholm they seek out new destinations. In this respect Gothenburg's popularity is part of an international trend.

## CHEAP TRAVEL

Long-term pressure on aviation costs has meant that more people can afford to fly. In 2016, Landvetter broke its record passenger numbers of 2015, and added new routes that improved the airport's accessibility.

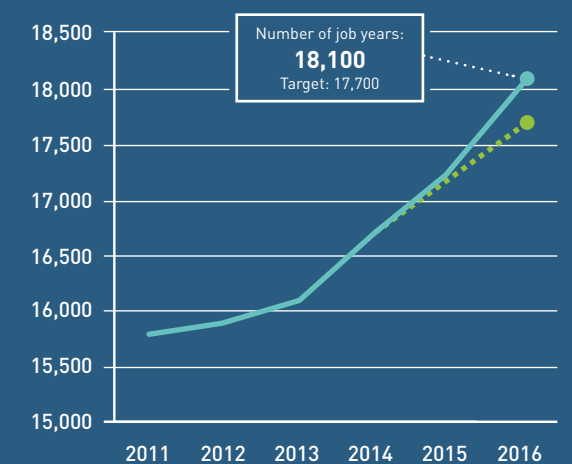


TOURISM TURNOVER



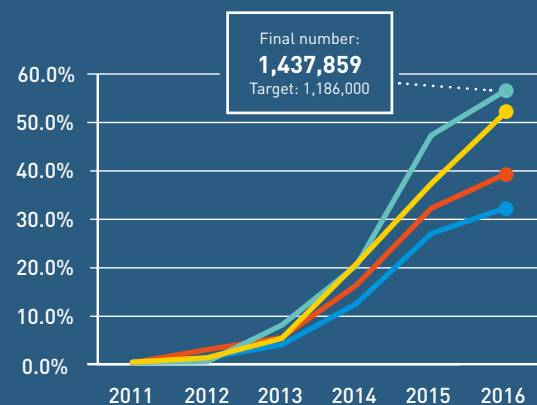
MARKET SHARE

Final result Original target



EMPLOYMENT

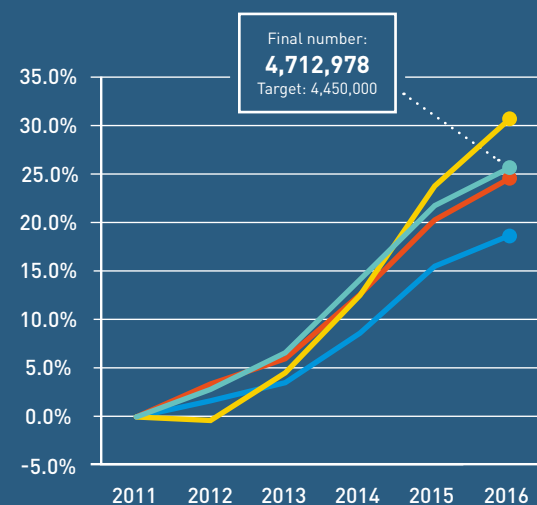
Final result Original target



INTERNATIONAL GUEST NIGHTS

Percentage growth since 2011

National Greater Gothenburg Greater Malmö Greater Stockholm



TOTAL GUEST NIGHTS

Percentage growth since 2011

National Greater Gothenburg Greater Malmö Greater Stockholm

## BIG CHALLENGES FOR THE FUTURE – AND POSITIVE FORECASTS

When we look to the future of the tourism industry we see some major challenges ahead. The biggest of these are the perceived threat of terrorism, global availability of oil and climate change.

The growth of the tourism industry creates new jobs, and in 2016 just over 27,000 people (corresponding to 18,100 job years) worked in the tourism industry in Gothenburg. Hotel profits, measured as income per available room, were also good.

With continued growth and investment in the destination's attractions and appeal, combined with improved accessibility and the upturn in the economy, it is expected that the tourism industry will continue to grow. According to forecasts, around 4,880,000 guest nights will be spent in Gothenburg in 2017.



# EASIER ACCESS AND MORE PASSENGERS

Ease of access is central to the destination’s brand, its appeal and its competitiveness. In 2016, Landvetter Airport set a new record, with 6,375,000 passengers and the introduction of several new routes.

In the previous year Landvetter offered scheduled flights to and from 57 destinations, including several airports in the same city, and excluding charter flights. Despite a slight fall in the number of destinations compared with 2015, the total number of passengers rose from 6.1 to 6.3 million. The reason is that the routes that were closed mostly had short seasons and/or relatively low capacity. The biggest numerical increase was in leisure travel to favourites such as Spain, the UK and Germany. New routes were introduced during the year to Madrid, Baghdad and Bergen, and the frequency of flights to the existing destinations of Umeå, Berlin and Amsterdam was increased.

New routes were also announced in 2016 to Vilnius, Birmingham, Vienna, Riga, Beirut, Thessaloniki and Split. These will come into service in 2017.

To improve accessibility, Göteborg & Co continues to collaborate with Business Region Göteborg, West Sweden Chamber of Commerce, the West Sweden Tourist Board, Swedavia and Visit Sweden under the “Go Connect” project. The project sets 10 priority goals that should be achieved by 2021. These goals consist of establishing new direct routes to extend existing traffic to destinations that are important to Gothenburg. The new route to Riga was one of Go Connect’s priority goals, and ongoing efforts are being made to achieve the remaining goals by canvassing potential airlines.

## RAIL COMPANY PROMOTES EVENTS

Rail travel plays an important role for the destination, and in 2016 the rail company MTR added several new departures to its service between Stockholm and Gothenburg. The company, which began serving this route in 2015, often highlights events in Gothenburg in its marketing, and in 2016 it put on special trains for Way Out West, the Culture Festival and the Göteborgsvarvet half marathon. Since MTR began this style of marketing SJ has also been inspired to take a similar approach.

## PRIORITY GOALS FOR THE GO CONNECT PROJECT TO IMPROVE ACCESSIBILITY TO THE DESTINATION

- ✈ INTERNATIONAL AIR ROUTE GOTHENBURG–NEW YORK (New route)
- ✈ INTERNATIONAL AIR ROUTE GOTHENBURG–STUTTGART (New route)
- ✈ INTERNATIONAL AIR ROUTE GOTHENBURG–MILAN (New route)
- ✈ INTERNATIONAL AIR ROUTE GOTHENBURG–BERGEN (New route)
- ✈ INTERNATIONAL AIR ROUTE GOTHENBURG–RIGA (New target! New route)
- ✈ MORE FREQUENT FLIGHTS ON INTERNATIONAL ROUTE GOTHENBURG–PARIS





# EXPLORE YOUR OWN CITY LIKE A TOURIST

Residents of Gothenburg have great opportunities for tourism – all year round.  
In 2016 it became even easier to enjoy the attractions of their own city.

The term “staycation” is said to have been coined in the US following the financial crisis of 2008. It means staying at home during holidays because you cannot afford to travel. Today many tourists choose to stay on home ground for a variety of other reasons. Whether the goal is to save time, money or the environment, “staycationing” is a growing trend.

One of the tasks of Göteborg & Co is to provide more opportunities for residents of Gothenburg to be tourists in their own city. There is a massive choice of culture, entertainment, natural experiences, attractions, sights, events and much more that attracts large numbers of tourists here every year from other parts of Sweden or beyond.

The residents of Gothenburg already have access to all this. But we can encourage them to do more by sparking their interest and curiosity, and by improving accessibility for everyone. During the year the company formulated a strategy based on the city’s great variety of activities, extending the appeal of events to more people, and expanding communication to reach new target groups.

” Opportunities for residents to become tourists in their own city will improve. Gothenburg will be a sustainable city for tourism, meetings and events, with more public events.”

EXTRACT FROM GOTHENBURG CITY BUDGET 2017

The easiest thing to do, of course, is to jump on a tram or set off on your bike to somewhere you have never been before. It’s an opportunity to discover something you never knew existed or had only ever heard about.

Several partnerships between different areas of the city were established during the year. In December, a working practice document was distributed to all the city’s administrative bodies and companies to encourage and support them with the task of improving opportunities for residents to become tourists in their own city.

## HERE ARE A FEW EXAMPLES OF INITIATIVES TAKEN BY THE CITY IN 2016:

- ▶ **Autumn City**  
A compilation of many events that took place in Gothenburg over six weeks in autumn. The campaign was aimed at visitors and residents.
- ▶ **Artscape**  
Street art on the exteriors of buildings in every district of the city. Opened during Gothenburg Culture Festival, with guided bus tours.
- ▶ **Cycling app**  
Three guided tours around the city centre that can be downloaded to a smartphone. Two are for cycling, and one for walking.
- ▶ **The archipelago**  
For the first time in 35 years it became possible to take the ferry direct from Skeppsbron to the islands in the Gothenburg archipelago.
- ▶ **Explore Gothenburg**  
A campaign to encourage people to explore the city and its natural surroundings.
- ▶ **Swimming**  
An app made it easy to find 35 places to swim in Gothenburg (including indoor pools).
- ▶ **goteborg.com**  
An award-winning website for visitors, and residents, supplemented by themed guides to various districts of the city.
- ▶ **Island-hopping for newcomers**  
A variation on the popular city walks, but out to the islands in the archipelago.



## CITY OF TOURISM

Leisure tourism accounts for most of the visits to Gothenburg, and an appealing range of attractions for leisure travellers is vital for the destination's continued success. The Leisure Tourism business area therefore focuses on promoting the development of new reasons to visit the region in a number of selected areas.

### ROLE OF THE LEISURE TOURISM BUSINESS AREA

To coordinate, develop and market the City of Tourism to generate business for the tourism industry and contribute to sustainable growth. To contribute to effective hosting by meeting visitors, spreading information and communicating the image of Gothenburg.

### CITY OF TOURISM OBJECTIVES FOR 2021

Gothenburg will be one of Europe's most innovative and sustainable destinations, by offering a unique combination of city and countryside. To achieve these objectives by 2021 the City of Tourism follows four main strategies. We describe and follow up each strategy below.

#### 🕒 Wider collaboration between the city and region

Tourism Growth is a new collaborative project between the West Sweden Tourist Board, Business Region Göteborg and Göteborg & Co that will run from 2016 until 2018. One of the goals of the project is to create around 20 new reasons to visit the region. Product development has already begun in the areas of food, culture and nature. The Green and Grand City project is also being developed from a regional perspective.

#### 🕒 Promoting new reasons to visit the region

In 2016 the Autumn City concept was introduced for the first time. By using Halloween at Liseberg as a hook, the goal is to develop a new tourist season that has broad appeal. A graphic concept was produced for packaging products and events, and this was promoted through hotels and the city's outdoors marketing spaces. Autumn City was also supported by the Shopping Network, which represents commercial stakeholders. The plan is to continue developing this new season.

In preparation for next year's focus theme of a Green and Grand City, Leisure Tourism and the communication department began working together on the theme of nature tourism. This theme can be defined in various ways, but for Göteborg & Co it is about outdoor experiences close to the city that can be combined with a visit to the city. Nature tourism could, for example, mean tours to the archipelago, or experiences in the

city's parks. The project goes under the name of Green Experiences and Adventure.

The Gothenburg Shopping Days event was repeated as part of the company's commitment to the retail sector, together with a campaign in conjunction with Black Friday. To promote cycling as a reason to visit the region, the business area assisted in the development and marketing of the first national cycle route, the Kattegatt Trail. A cycling app was also launched in an effort to encourage cycling in the city. Initially there are four routes to choose from, but more are planned as part of the Green Experiences and Adventure project.

#### 🕒 Developing synergies between the company's business areas

The development of new reasons to visit the region benefits the City of Meetings by giving more publicity to the city. Meetings in the city contribute in turn to increased leisure travel by showcasing the destination. Delegates who visit Gothenburg for a meeting may stay on or come back as tourists at a later date if they gain a good impression of Gothenburg.

Leisure Tourism also produced three special versions of the Göteborg City Card during the year – two for the Meetings business areas and one for the Events business area.

#### 🕒 More digital marketing

In 2016 all the business area's campaigns were produced entirely online. Marketing in printed form has now been completely replaced by video, blog partnerships and campaign websites. Goteborg.com is the clear hub for all communications. During the year, information on the travel trade, cruises and school trips was also transferred to goteborg.com and each project was given its own mini-website.

Thousands of people received advice from the Tourist Centres' Contact Centre, by telephone, email, social media and the chat feature at goteborg.com. The trend is towards more live chat conversations and fewer telephone calls.



### ENTERTAINMENT AND HUMOUR IN SUMMER CAMPAIGN

This year's summer campaign consisted of four videos in which celebrities David Sundin and Kakan Hermansson explored Gothenburg. By using humour, warmth and entertainment, the idea was to create material that the target audience for the campaign – families with children in Sweden and Norway – actually wanted to see. The videos were circulated on social media, Tv4 Play and Aftonbladet.se, and were watched 112,099 times. In total, the videos and banners were seen 11,343,283 times.



## CITY OF TOURISM 2016

### CYCLING TOURISM CONTINUES TO GROW

The Kattegatt Trail, which opened in 2015, has opened the eyes of journalists and cycling tour organisers to the scenic appeal of this stretch. Development work is continuing, with the aim of safeguarding the number of cyclists who come to Gothenburg.

Photography: Superstudio D&D AB/Gothenburg & Co

### TRAVEL TRADE INITIATIVES

Site tours were arranged for 57 tour operators during the year. In addition a further 61 travel agents visited the city independently. The business area also canvassed tour operators at trade fairs and workshops (such as ITB in Germany and Air China Workshop in China). Various tour operators created a number of travel itineraries in 2016 that included Gothenburg.

### KNOWLEDGE SEMINARS FOR INDUSTRY

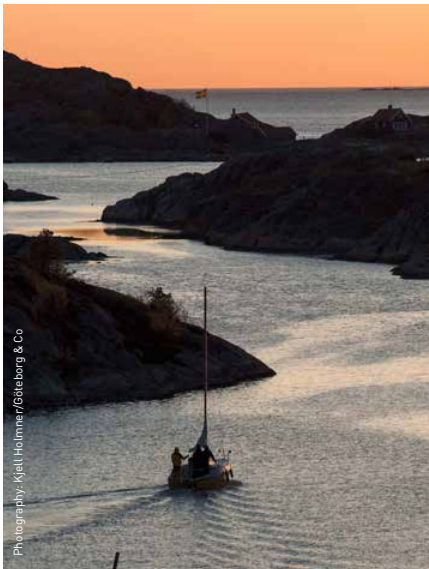
Knowledge and understanding become increasingly important as our foreign markets grow, and the first knowledge seminar of the year for the tourism industry focused on Chinese visitors. In autumn, Göteborg & Co and the West Sweden Tourist Board offered further seminars. These focused on the German, British, Norwegian and Danish markets.



Photography: Goran Assner

### INTERNAL MARKETING PARTNERSHIP IS INCREASINGLY EFFECTIVE

The Master Plan is a partnership agreement between Visit Sweden, the West Sweden Tourist Board and Göteborg & Co that aims to increase revenues from foreign tourism in West Sweden and Gothenburg. The plan will run for six years and will focus and steer joint efforts to achieve greater international impact by increasing marketing resources and improving access to the region. A number of initiatives were taken during the year as part of this plan.



Photography: Kjell Holmner/Gothenburg & Co

### CRUISE TOURISM

The target for 2016 was that 110,000 cruise tourists should visit Gothenburg, but changes in routes and stiff competition, particularly from destinations that do not have any harbour duties, brought the final figure down to 56,201 passengers. Turnover from this sector of tourism was estimated at approximately SEK 60 million.



Photography: Frida Winter/Gothenburg & Co

### EASIER ACCESS TO THE GOTHENBURG ARCHIPELAGO

On 19 June the first scheduled ferry crossing was made from Stenpiren to the archipelago. Being able to travel directly to the islands without first heading out to Saltholmen makes access to the islands considerably easier, and around 21,000 passengers took advantage of the opportunity over a two-month period. The service is planned to return for the 2017 season.

As part of the "Accessible Archipelago" project, a visitor service to the archipelago was organised for 179 people.

The participants all had links with the Integration Centre and the aim was to encourage more people to get to know their city.

The heritage tour boats (Kulturbåtarna) also ran tours from the city centre again, carrying 1,100 passengers out to Hönö Klåva fishing harbour.

A lack of public toilets and problems with litter disposal on many of the islands are still issues to be resolved

**SKOL  
RESAN**  
till Göteborg

### STRÖMMA TAKES OVER SCHOOL TRIPS

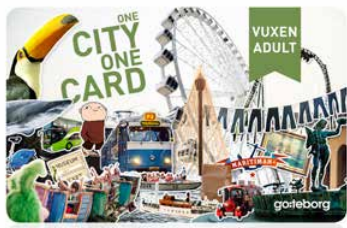
Göteborg & Co marketed the school trips product (Skolresan) up to 2016. Because this product does not fall within the company's core business the decision was taken to hand it over to an outside company. This process, which included tendering and the signing of a concession agreement, has now been completed, and school trips are now managed by Strömma AB. School trips organised by Skolresan contributed 7,639 guest nights in 2016.



Photography: Frida Winter/Gothenburg & Co

### SHOPPING ATTRACTS MORE VISITORS

A great deal is happening in the City of Shopping. Many new stores are opening up and a series of successful events was held during the year, including a Fashion Week at Nordstan shopping centre and a Food Market on Magasinsgatan. A Retail Day knowledge event was organised by Business Region Göteborg, the Swedish Trade Federation (nationally and regionally) and Göteborg & Co, and was attended by 130 people.



### STATIC SALES OF GÖTEBORG CITY CARD

Sales of Göteborg City Card over the year totalled 58,000 days. The number of cards sold remained the same as in 2015. This is despite the fact that visits to goteborg.com/citycard are rising and the product has been mentioned in several foreign media. A survey of opinions on the card was also conducted during the year. Out of 92 people who bought the City Card, 91.3 per cent were very satisfied and would consider recommending it to others.

### VISITOR SERVICES – MORE THAN JUST TOURIST INFORMATION

During the year there were almost 500,000 visits to the two tourist centres in Gothenburg. Visitor Services also invited staff from different areas of the tourism industry on an intensive course to familiarise themselves with Gothenburg in an effort to build networks, share knowledge and encourage even better service. A total of 145 people from 34 facilities attended the course.



Photography: Ole Gullberg/Gothenburg & Co



## CITY OF MEETINGS

Wise investment, high-quality meeting facilities and effective collaboration between academia and trade & industry have created favourable conditions for Gothenburg – City of Meetings, which achieved major successes in 2016.

Successful bids were made for 65 forthcoming events; 54,217 delegates visited the city; and Gothenburg was voted the “world’s leading destination for sustainable meetings”.

### ROLE OF THE MEETINGS BUSINESS AREA

To market and sell Gothenburg as a destination, primarily to international scientific gatherings, political meetings and large corporate meetings.

### CITY OF MEETINGS OBJECTIVES FOR 2021

Gothenburg will be a leading global destination for sustainable meetings. To achieve these objectives by 2021 the business area follows four main strategies. We describe and follow up each strategy below.

#### 🕒 Developing the foundations of sustainability

In 2016 Gothenburg was ranked as the world’s leading destination for sustainable meetings in the Global Sustainability Index. Gothenburg – City of Meetings has been so successful as a result of its combination of high social, economic and ecological sustainability. Three examples of the way the Meetings business area operates are given below.

- ▶ To improve economic sustainability, priority is given to meetings that support economic growth and benefit local research.
- ▶ To improve social sustainability, the business area promotes supplementary public events that pass on knowledge from meetings to the public.
- ▶ To improve ecological sustainability the business areas invests in areas such as the environmental certification of meetings and congresses, and informing organisers about the most effective ways to improve sustainability.

#### 🕒 Strengthening partnerships in the city

Collaboration between the public sector, trade & industry and academia is essential for the success of the City of Meetings. During 2016 the Meetings business area has, for example, involved regional companies such as Volvo Cars, AstraZeneca and SCA in its efforts to attract meetings to the city. Politicians and representatives of the local business community and academia have also been involved and given talks at certain meetings. See the article about INCON on the following pages.

#### 🕒 Attracting the right meetings

The City of Gothenburg works with Chalmers University of Technology, the University of Gothenburg, Region Västra Götaland and West Sweden Chamber of Commerce on five priority areas: Sustainable urban development, sustainable transport, green chemistry, life science and the marine environment / marine sector. The Meetings business area works systematically to attract meetings in these five areas.

#### 🕒 Recruiting meeting ambassadors

In September, the Meetings business area celebrated its 30th anniversary together with one hundred influential representatives from academia, the tourism industry and the city. The celebrations were an opportunity to highlight the commitment and efforts of the meeting ambassadors on behalf of the city, and 16 ambassadors were given official recognition by Lena Malm, chair of the municipal council.

In October there was a well-attended course in conference hospitality, designed to encourage academics to make bids for meetings. The course was organised in collaboration between the West Sweden Tourist Board, Sahlgrenska Academy, Chalmers University of Technology and four companies that organise conferences, MCI, MeetX, Meet Again and Resia.

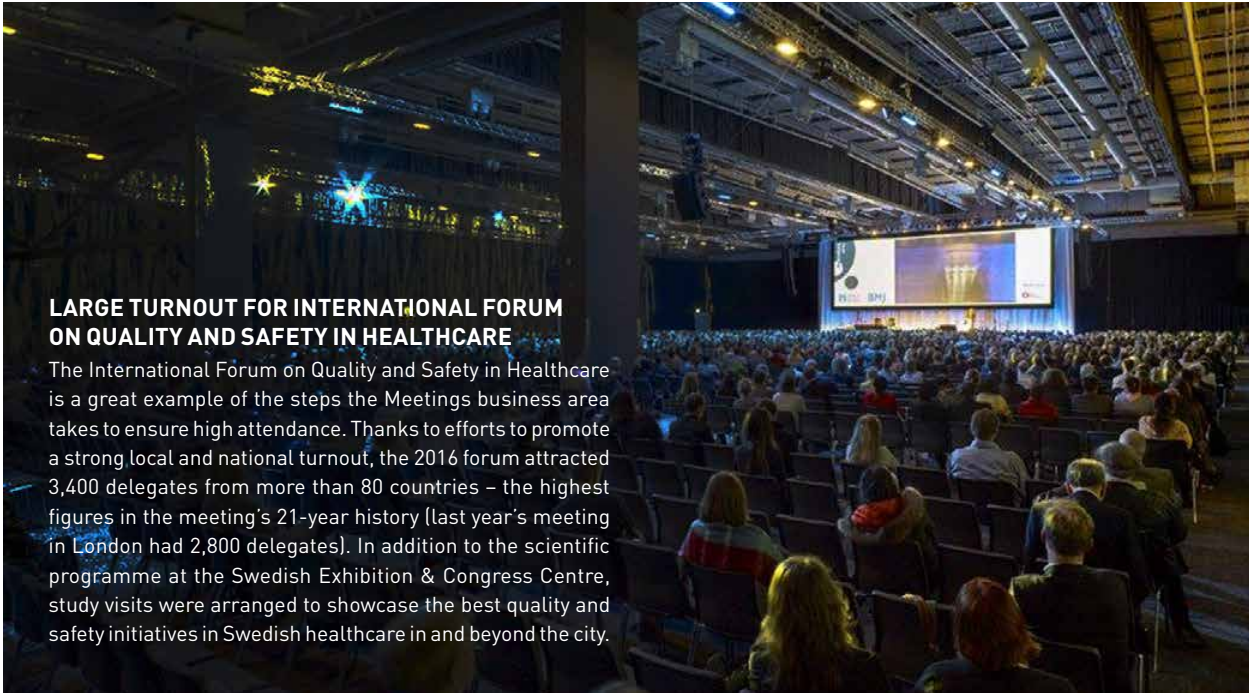
### GOTHENBURG – THE WORLD’S LEADING DESTINATION FOR SUSTAINABLE MEETINGS

In November the influential Global Destination Sustainability Index (GDSI) confirmed that Gothenburg is the world’s leading destination for sustainable meetings. GDSI compares how well different cities meet a long list of sustainability criteria grouped into social, economic and ecological aspects. What is especially impressive is that a full 96 per cent of the city’s suppliers meet the environmental requirements. This recognition is extremely important, both for the City of Meetings and for the destination as a whole. The photo shows Annika Hallman, Meetings Manager at Göteborg & Co, accepting the prize from the president of ICCA, Nina Freysen-Pretorius.





## 2016 MEETINGS YEAR



### LARGE TURNOUT FOR INTERNATIONAL FORUM ON QUALITY AND SAFETY IN HEALTHCARE

The International Forum on Quality and Safety in Healthcare is a great example of the steps the Meetings business area takes to ensure high attendance. Thanks to efforts to promote a strong local and national turnout, the 2016 forum attracted 3,400 delegates from more than 80 countries – the highest figures in the meeting's 21-year history (last year's meeting in London had 2,800 delegates). In addition to the scientific programme at the Swedish Exhibition & Congress Centre, study visits were arranged to showcase the best quality and safety initiatives in Swedish healthcare in and beyond the city.



### MEETING SPREADS AWARENESS OF OBESITY

One example of how a meeting can make a social contribution by disseminating knowledge was the European Obesity Summit, organised by the Swedish Exhibition & Congress Centre. The summit provided a platform for debate on the key public health issue of obesity and the latest research on the subject. A public awareness initiative was developed in conjunction with the summit to highlight the consequences of obesity for individuals and society as a whole. A popular science lecture was also given on health at the Universeum Science Centre, aimed at children, parents, teachers and health workers.

6.4 / 7

### SATISFIED DELEGATES

Surveys of delegate satisfaction were conducted during four congresses in 2016 and, just like last year, the City of Meetings scored 6.4 out of 7 for delegate satisfaction – a pleasingly high result.

### SUCCESSFUL BID FOR INFLUENTIAL MEDICAL CONGRESS

2016 began with Gothenburg winning the vote to host the world congress of the International Continence Society (ICS) in 2019. Incontinence is a public health issue that affects a large part of the population. Almost 3,000 delegates from all over the world will visit Gothenburg for this strategically important meeting. Strong local support from academia and industry contributed to this decision – particularly the fact that Sweden's first incontinence research centre was set up at the University of Gothenburg with the support of hygiene company SCA.

### 30 YEARS OF SUCCESSFUL MEETINGS

The Meetings business area, also known as Gothenburg Convention Bureau, was established in 1986. A great deal has happened in the City of Meetings since then. The Hotel Gothia Towers has expanded considerably and the Swedish Exhibition Centre Group is now ranked as one of the largest integrated congress facilities in northern Europe. Every year large numbers of delegates come to Gothenburg, generating valuable revenue for local businesses and the city. The basis for this success is effective collaboration between the city's various stakeholders. Thirty years later, we can happily report that the City of Meetings has never been healthier than it is now.



During the business area's anniversary celebrations the efforts and commitment of the meeting ambassadors were recognised.



### BROAD LOCAL SUPPORT MADE INCON A BIG SUCCESS

In November, INCON, the association of conference and event organisers, held a board meeting and education meeting in Gothenburg. The successful event was jointly hosted by the Meetings business area and the Swedish Exhibition & Congress Centre, and the world's leading congress organisers were represented by 24 guests from four continents. The group's decision to meet in Gothenburg offers business opportunities for the future and is fantastic recognition of Gothenburg's appeal as a destination. Alongside INCON's own programme there were opportunities to show off the city and arrange activities. For example, the Dean of Sahlgrenska Academy acted as a judge at one of the workshops that were held. Three Gothenburg-based life science companies were also invited to take part in "try-a-skill activities". In addition to the international guests, politicians and representatives of local businesses and academia also took part. The meeting was reported in the international meeting press and in social media.

### SUCCESSFUL BIDS\*

65 successful bids for events

38,320

delegates will visit Gothenburg

104,837

guest nights

SEK 472 million

revenue for local transport, hotels, food, shopping and entertainment.

\* Bids for meetings that were won by Gothenburg in 2016 and will be held in coming years.

### MEETINGS HELD\*

175 meetings held

54,217

delegates visited Gothenburg.

107,601

guest nights

SEK 424 million

in revenue for the city

\* Meetings that were held in Gothenburg in 2016.



## CITY OF EVENTS

2016 was a busy year for the City of Events. Håkan Hellström set a new record at Ullevi stadium, the Scandinavium arena hosted an amazing series of concerts in autumn, the EHF Euro Handball Championship was battled out, and winter offered an unusually large number of events. Gothenburg Culture Festival, the Tall Ships Regatta and EuroSkills also demonstrated how big events can help improve social equality and make a difference in people's lives.

### ROLE OF THE EVENTS UNITS

The Events unit covers two business areas; the first focusing on attracting events and the second on implementing selected events.

### CITY OF EVENTS OBJECTIVES FOR 2021

Gothenburg will be northern Europe's leading city for sustainable events. To achieve this objective by 2021 the business area follows five main strategies. We describe and follow up each strategy below.

#### ► Attracting global events

The European Championships is a totally new sporting event that brings together the annual European championships in swimming, gymnastics, triathlon, athletics, cycling, golf and rowing, and packages them as a single massive event. The idea behind this event is groundbreaking and creates amazing opportunities for maximising audiences and media coverage. The first European Championships will be held in 2018, when Glasgow and Berlin will be the joint hosts.

The Events business area has worked hard to make Gothenburg one of the candidates for hosting the European Championships in 2022, and in December an expression of interest was submitted, with Jönköping as co-host. A great deal of work remains, but if Gothenburg and Jönköping are chosen as hosts, the event will be the largest sports happening ever held in Sweden. Gaining access to such a powerful communication platform one year after Gothenburg's 400th anniversary would be invaluable for the destination. Alongside its work on the European Championships 2022, the business area is in final negotiations

for the European Choir Games 2019. This event can be described as a European championship in choral singing, and will attract 10,000 participants from all over Europe. Choirs have had a massive resurgence in popularity internationally, and the business area has set its sights on a spectacular event at Ullevi stadium.

#### ► Developing the city as an arena

The possibility of using the city space as an arena is one of the main strengths of the City of Events, and the business area constantly works to promote smooth collaboration within the city and a broad consensus on the importance and benefits of events. Awareness and knowledge in this area are more important than ever as the city's major development plans begin to materialise and many parts of the city are affected by the construction work. As part of such efforts the business area is involved with several groups, including the project teams for the former military grounds at Heden and the arena feasibility study. One example of how events can promote urban development and contribute to communication links around "new" areas, is Bananpiren. While awaiting redevelopment and construction, the area is being used as an events arena, and crowds flocked to the site in 2016 to enjoy Stay Out West and watch televised matches of Sweden playing in the UEFA Euro Championship, etc. Färjenäs was also established as a new concert space in 2016.





#### 🕒 Contributing to a broad mix of events

The business area aims to promote a wide variety of events that offer something for everyone, regardless of gender, age and background, as demonstrated in 2016 with events such as the Tall Ships Regatta, EHF Euro Handball Championship and EuroSkills. Gothenburg Culture Festival, which is managed by Göteborg & Co, once again demonstrated how a diverse programme can contribute to greater inclusivity and movement in the city. Lebanese superstar Najwa Karam in particular attracted new audiences.

The year also saw further progress in the business area's initiatives in action sports and sports events that appeal to younger audiences.

#### 🕒 Contributing to the development of annual events

Göteborgsvarvet half marathon, the Way Out West festival, P3 Guld music awards, the Gothia World Youth Cup and Partille Cup are very valuable for the destination and contribute to development and sustainable growth. The last two events alone attract 70,000 young people from around 100 countries to Gothenburg each year. This leads to encounters and social benefits that cannot be counted in monetary terms. The business area contributes to the development of such annual events primarily by giving strategic support on development issues. In 2016, for example, the business area contributed to the new Food Court area at Way Out West.

#### 🕒 Helping to develop the events thoroughfare

Ullevi stadium and the Scandinavium arena both delivered several successful events in 2016. But despite crowd-pullers such as Håkan Hellström, Kent and Laleh, it has to be noted that our competitors have newer and better arenas. The City of Gothenburg's recent decision to replace the Scandinavium arena was long awaited, and with a modern stadium in place the events thoroughfare will be able to offer even better experiences to visitors and organisers.



## HOW EVENTS CAN MAKE A REAL DIFFERENCE

Attendance numbers are often used to reveal how successful an event has been. But there are some events whose value cannot be measured in the number of guest nights they generate or how much business revenue they bring in. In 2016, the business area was involved in several events that will leave lasting value.

### NAJWA KARAM MAKES THE CITY MORE INCLUSIVE

Over the last two years the Culture Festival has shown that events can make a difference. In 2015 the festival booked its first Arab superstar – Elissa – and she was an immediate hit. New audiences were reached, and people who would otherwise not have sampled the city's cultural offerings were drawn to one of Gothenburg's biggest stages.

In 2016 the Culture Festival repeated this successful recipe – this time by inviting Lebanese star Najwa Karam. By sending out invitations in social media, putting up posters in refugee centres, and other targeted measures, the Culture Festival once again succeeded in making the city accessible to more people. Despite the rain, 18,000 people came to Götaplatsen to see the concert.

According to this year's audience survey, 59 per cent of the audience had Arabic as their first language, and many in the audience were recent arrivals. According to the same survey, many of those in the audience did not otherwise take advantage of the city's cultural events. The hope is that they will now have a more positive view of what the city has to offer and will visit other events in the future.

### TALL SHIPS REGATTA

The Tall Ships Regatta 2016 was a 500-nautical-mile sailing competition between Blyth in the UK and Gothenburg. Aside from the competition element, the Tall Ships Regatta is also a youth initiative that aims to develop personal confidence and promote contacts between young people, regardless of nationality, culture, gender or social background. Before the ships sailed, 61 young people were recruited as trainees. Forty-seven of them came from the 10 districts of Gothenburg, and 14 from other parts of Sweden. Over the six days at sea the youngsters got to know each other and train together.

There was free admission to the event area in Frihamnen harbour, which had 110,000 visits. The diversity of the programme was vital in creating the sense of an open, welcoming and inclusive event. A try-sailing event for everyone, wheelchair ramps, clear signage around the site, programmes in Swedish and English, and signing/ audio description of parts of the programme all helped to improve accessibility. Collaboration with the Passalen community association and the Idrottsplatsen day centre also gave young people with disabilities the opportunity to work as volunteers.

### EUROSKILLS RAISES PROFILE OF VOCATIONAL TRAINING

There is growing demand for people with vocational skills, due to a serious shortage of skilled labour in many sectors. Despite the good job opportunities it is important to raise awareness of vocational training and improve its status. Against this background EuroSkills 2016 was an especially important event. On 1–3 December 2016, young people from all over Europe met in Gothenburg to compete for European titles in 35 vocational skills. The competitions gave visitors unique opportunities to be inspired by the best, try out different skills and discover their own talents. Admission to the event was free, and the final attendance figure was an impressive 74,376 visits. EuroSkills has hopefully helped young people to choose the right career path, which will naturally also benefit society as a whole. The Culture Festival, Tall Ships Regatta and EuroSkills together showed how public events can help to improve quality of life and social sustainability through commitment, knowledge and the will to change.



# 2016 EVENTS YEAR



## EUROSKILLS WAS A SUCCESS

We knew that EuroSkills would be one of the biggest events of the year, but just how big it would actually be was a real surprise for most people. The event took place at the Swedish Exhibition & Congress Centre on 1–3 December, was opened by the Prime Minister, Stefan Löfven and Hubert Romer, President of WorldSkills Europe, and resulted in a massive 74,376 visits. Around 200 attending journalists gave EuroSkills media coverage throughout Europe, and surveys showed a high level of satisfaction among partners and visitors alike.



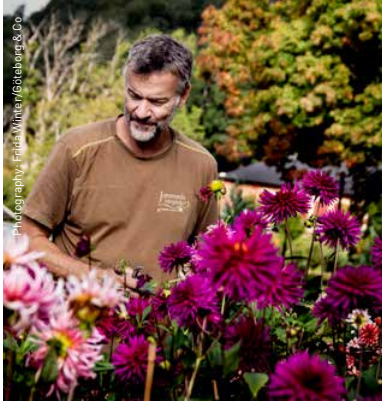
## CHILDREN'S CULTURE FESTIVAL GETS 150,000 VISITS

The Children's Culture Festival at Gothenburg Culture Festival attracted 150,000 visits and had over 300 items on the programme, making it one of the biggest children's culture festivals in Scandinavia. The aim of the Children's Culture Festival is to give children a chance to experience high-quality art and culture, encourage them to explore their own creativity and discover the cultural activities available in the city all year round. Accessibility is vital, and the Culture Festival works hard to ensure that all children can take part in all the activities on their own terms.



## EURO HANDBALL PACKS THE SCANDINAVIUM ARENA

The Women's EHF Euro Handball Championship was held in five Swedish cities, and the semifinals and final took place in Gothenburg. Sweden was unfortunately knocked out earlier than we hoped, but interest remained high and the final between Norway and Holland was watched by a capacity crowd at the Scandinavium arena. Norway won the match 30–29.



## GOTHENBURG GREEN WORLD – A YEAR OF GREEN EXPERIENCES

With a diverse programme of events and exhibitions, Gothenburg Green World and the leading parks in Scandinavia put on an entire year of green experiences. The event served as a publicity umbrella for a string of "green" activities, including Liseberg Garden Days, exhibitions at the Garden Society of Gothenburg, harvest festivals at Gunnebo, and much more. Gothenburg Green World was a broad collaborative project that united several prominent gardens in the aim of creating Scandinavia's top garden destination. This work will continue in 2017, partly in line with the 400th anniversary theme of a Green and Grand City.

## SUCCESSFUL BIDS IN 2016 – A SELECTION

European 3D Archery Championships 2019 / CEV Beach Volleyball 2017 / P3 Guld Music Awards 2017 / Sverigetouren streetbasket 3x3 2016, 2017, 2018 / Club MTV 2016, 2017

## NEW EVENTS IN 2016 – A SELECTION

Westgames 2017 / Scandinavian Man 2017 / Thrappa-thon 2016 / Stampede Takeover 2016 / Rep Your Set 2016 / West Coast Riot Concert 2017 / Nöjesguiden 2017 / Hexis 2016 and 2017.

## FAILED BIDS

The World Rubik's Cube Championship 2017 was lost to Paris and the World Masters Athletics Championships 2020 to Toronto.

## ANNUAL EVENTS PRODUCED BY GÖTEBORG & CO:

Gothenburg Culture Festival / Gothenburg Christmas City / Go to Sea / Gothenburg International Science Festival / Gothenburg Award for Sustainable Development / Student Göteborg.



## EXTRA CULTURE IN GOTHENBURG CHRISTMAS CITY

Each year Gothenburg Christmas City introduces new elements, and in 2016 these included the Gothenburg Guides app to guide visitors along the Lane of Light. Another new feature was an online Christmas calendar at goteborg.com, which highlighted daily cultural events around the city. The calendar was developed in partnership with the Cultural Affairs Administration as part of Gothenburg's 400th anniversary celebrations. As usual, visitors could also enjoy the Singing Christmas Tree and the New Year's celebrations at Götaplatsen square.

168

number of events that the business area has been involved in.

35

events successfully bid for, developed or held for the first time.

OBJECTIVE: 31

6

new initiatives begun for the events thoroughfare.

OBJECTIVE: 6

6.1 / 7

visitor satisfaction – recurring annual events.

OBJECTIVE: 6.1

86%

of organisers said that collaboration with Göteborg & Co had contributed to the success of the event.

OBJECTIVE: 80%

11

number of events we were involved in that have been awarded an environmental diploma.



## TRADE & INDUSTRY GROUP

Based on the business plan of the Trade & Industry Group a series of initiatives were taken in the priority areas of Business, Knowledge and Events & Culture. The Trade & Industry Group has focused particularly on initiatives to promote integration during the year.

The Trade & Industry Group (TIG) is a platform for collaboration between industry, organisations, municipalities and universities, and is made up of members from 26 companies and organisations.

Since it was set up over 25 years ago, TIG has invested more than SEK 100 million in various projects. The aim is to support development in the Gothenburg region in three priority areas: Trade & Industry, Knowledge and Events & Culture. The following is a selection of the projects that TIG supported in 2016.

### TRADE & INDUSTRY

#### Gothenburg Company Prize

In February, the companies Devicia AB and Blue Test AB were awarded the 2015 Gothenburg Company Prize. The Gothenburg Company Prize was set up in 1994 to inspire enterprise and showcase the innovative and creative side of Gothenburg.

#### Young enterprise continues to flourish

TIG supports Young Enterprise as a partner, and 2,345 high-school students set up 651 young enterprise companies in the Gothenburg region during the 2015/2016 academic year. An impressive 28 per cent of students in each grade year run Young Enterprise companies, and in Gothenburg that figure has grown every year for the last 11 years – a unique achievement in the country.

#### Connect2Capital brings together investors and companies

The Trade & Industry Group is co-organiser of the west-Swedish venture capital forum Connect2Capital, which links investors with companies in the region that have excellent growth potential. This year's event was held at the Clarion Hotel Post in February, where 570 pre-arranged meetings between entrepreneurs and investors took place. In addition to individual meetings, there were seminars for participants and stage events on themes such as social entrepreneurship, life science and graphene.

#### Gothenburg Startup Hack 2016

In May, Gothenburg Startup Hack was held for the third time in the city. The hackathon brought together around 100 participants in 25 teams, which spent 10 hours developing prototypes of their products and business ideas. The event attracted wide media coverage, which helps to promote Gothenburg's image as a city where creativity and enterprise flourish. The Trade & Industry Group is a partner in the Gothenburg Startup Hack.

### KNOWLEDGE

#### Go Science promotes international collaboration

Working closely with Chalmers University of Technology and the University of Gothenburg, TIG arranged Go Science, a welcome programme for new international guest researchers. The researchers were given the chance to discover the city through a mix of city tours, museum visits and study visits to Lindholmen Science Park. The aim of Go Science is to welcome researchers to Gothenburg and create opportunities for them to meet.

#### Popular programme for Student Göteborg

A range of activities were organised to welcome new students at Chalmers University of Technology and the University of Gothenburg, including a welcome evening at the Museum of World Culture, a language café and guided tours at the Maritime Museum and Aquarium and Gothenburg Botanical Garden. Many of the activities were fully subscribed. Student Göteborg is sponsored by TIG, together with the universities and Gothenburg Association of Student Unions.

#### 20 years of Gothenburg International Science Festival

With over 77,000 visits, around 450 programme events and more than 1,000 hours of science, the International Science Festival plays an important role in reaching out and generating interest in research and scientific subjects. The Trade & Industry Group sponsors the festival, which is one of the leading popular science events in Europe.



#### Swedish final in Venture Cup

Budding Swedish entrepreneurs met up in June for the national final of the Venture Cup, which was held in Gothenburg. The Venture Cup is one of the world's biggest business plan competitions, and more than 1,000 business ideas were submitted for the 2016 competition. The Trade & Industry Group supported the Swedish final in order to highlight the spirit of enterprise in Gothenburg and showcase the region's attractive climate for creative and hard-working people.





Photography: Frida Winter/Göteborg & Co



Photography: Stampipe Production Studio AB



Photography: Frida Winter/Göteborg & Co

## OBJECTIVES FOR 2021

The Trade & Industry Group will help to develop Gothenburg into one of the most welcoming and attractive metropolitan regions in Europe to live in, work in and visit. TIG strategies for achieving these objectives:

- ⑦ Help to make the Gothenburg region attractive all year round.
- ⑦ Strive to make Gothenburg a more inclusive city.
- ⑦ Highlight and support the development of companies in the Gothenburg region.
- ⑦ Contribute to the development of Gothenburg as a strong region for enterprise and innovation.
- ⑦ Assist in the development of Gothenburg as an attractive city for students, researchers and for acquiring knowledge.
- ⑦ Aided by Göteborg & Co, assist in attracting and hosting events in all priority areas.
- ⑦ Contribute to the development of cultural projects in Gothenburg.

## Summer event at Liseberg for homework helpers and students

The Läxhjälpen (“Homework Help”) foundation gives hundreds of university students spare-time jobs and thousands of pupils free help with their homework. In Gothenburg, the foundation operates at seven schools and help with homework is provided to pupils whose grades are too low or borderline for getting into high school. In May the Trade & Industry Group arranged a day at Liseberg for 400 pupils and homework helpers to mark the conclusion of their work together.

## Success for EuroSkills

The EuroSkills Championships were held on 1–3 December at the Swedish Exhibition & Congress Centre and resulted in around 74,000 visits. Prior to the event TIG worked with several stakeholder groups and collaborated with the Gothenburg region to set up and run a pilot project to provide practical experience for school pupils at vocational high school.

## EVENTS & CULTURE

### 18,000 watch Lebanese superstar at Götaplatsen square

The Trade & Industry Group is a sponsor of Gothenburg Culture Festival, where one of the crowd-pullers this year was Lebanese singer Najwa Karam. The event was watched by 18,000 visitors and was supported by Libabröd and Region Västra Götaland in partnership with TIG. The concert attracted many first-time visitors to the Culture Festival and is part of an initiative to counter segregation and offer performances that appeal to a more diverse audience, linguistically and culturally.

## Diverse culture

Free access to culture is a priority area for TIG, and in 2016 a string of cultural events in Gothenburg and the surrounding area received support. The supported events included the 25th anniversary of the Festival of Fire, Klippan heritage days, Gothenburg Classic Jazz Festival and the Geggan Festival. A total of 21 heritage associations and organisations received support from TIG during the year.

## TIG supports Sports without Borders

The Sports without Borders initiative continued during 2016. Activities currently take place at nine schools in Gothenburg and it is hoped they can be extended to more schools. As in other cities, Sports without Borders is in great need of municipal support and TIG has assisted discussions with sector managers and district administrations to safeguard future activities and finance.

## Support for children’s activities at Hammarkullen Carnival

Hammarkullen Carnival took place on 27–29 May, and the Trade & Industry Group was involved in supporting development of the Children’s Carnival. The vision is that children from all districts of the city should have an opportunity to take part.

## TIG helps to bring events to the city

TIG contributes financially and through participation on the Events committee to the efforts of Göteborg & Co to bring new events to Gothenburg. Successful bids were made during year for CEV Beach Volleyball 2017, the P3 Guld Music Awards 2017 and Club MTV 2016/2017.



TIG and Business Region Göteborg used the Göteborg magazine to report on people, companies and the dynamism of the city.



## COMMUNICATION

The communication department uses many different channels to reach out with marketing activities for destination Gothenburg. In 2016 the destination continued to receive considerable international publicity, the number of visits to goteborg.com grew significantly over the previous year and involvement in social media continued to grow. The communication department also supplied the rest of the company with communication services, digital tools and strategic advice.

### ROLE OF THE COMMUNICATION DEPARTMENT

To reinforce and develop the brands of the company and destination. To be responsible for the company's internal and external communications through all channels. To be responsible for PR and media issues.

### COMMUNICATION OBJECTIVES

Looking towards 2021, we will create a clear picture of the destination as open, sustainable, human and attractive. To achieve these objectives by 2021, Communication follows five main strategies. We describe and follow up each strategy below.

#### 🕒 Greater focus on digital communication

In the changing media landscape our own channels, such as the website and social media, play an increasing important role. Digital tools are in high demand, and the communication department is responsible for development and production in this area.

The digital reach of the destination increased significantly during the year. The target of 98,000 Facebook followers for 2016 was achieved by July, and in August the Facebook page had 100,000 subscribers. The number of visits to goteborg.com also rose (by 22.7 percent) – in contrast to the international trend for many destination websites. One reason is that the department has implemented an integrated approach so that content on the website, in social media and in campaigns works

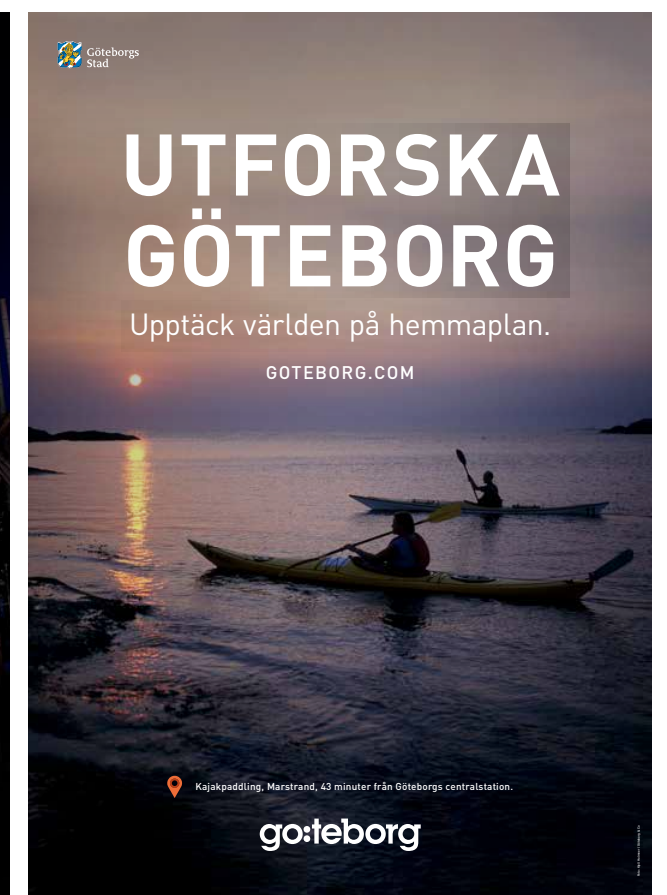
in unison to drive up traffic. The ongoing process of keyword optimisation has also had an influence and the level of traffic from Google rose during the year. Alongside the improvements to goteborg.com the communication department developed websites for the Tall Ships Regatta, Go to Sea, Student Gothenburg, Go Science, the Gothenburg Award for Sustainable Development and Team Gothenburg in 2016.

At the start of the year the new corporate site – goteborgco.se – was also launched. A new news portal was developed at the same time to streamline and improve management of the company's newsletter and increase accessibility. More information and facts about the benefits of the tourism industry can also be found at goteborgco.se

As part of efforts to enhance digital communication, access to goteborg.com was also improved for people with physical disabilities. More information on this can be found under the heading Presenting a strong sustainability image.

#### 🕒 Improving and developing the destination's image

Goteborg.com is the hub for all communication and is used to create the daily narratives about Gothenburg's soul, history and culture. Culture was given special emphasis in 2016, since this was the overall theme for 2016 in the run-up to the 400th anniversary in 2021. A special "culture hub" was created at goteborg.com to



The Explore Gothenburg concept was developed for publishing as outdoor advertisements in spring 2017, as part of the "Be a tourist in your own city" initiative.



provide information about cultural events throughout Gothenburg. This page received 200,000 visits during the year.

This is Gothenburg is a successful example of how videos, social media and user-generated content can interact to support marketing, and in 2016 eleven cultural figures produced their own videos for This is Gothenburg. Because the contributors then distributed the videos through their own networks, the destination also gained access to new channels and audiences.

The communication department also supplies key figures in the tourism industry with articles, images and videos to spread via their own websites, newsletters and the like. The potential reach of these channels is massive and helps us to reach out with qualitative messages about the destination. Toolkits were produced during the year for events such as Autumn City, the FEI European Championships, Gothenburg Christmas City, Gothenburg Green World and more.

One of the communication's department sub-strategies is to support and develop PR activities internationally. The results of initiatives in 2016 are reported later on, but there are good signs that this has been a successful year. PR activities were streamlined in 2015, and since then resources have been concentrated on the priority countries of Norway, the UK and Germany, with the US and China as supplementary markets. This change led to an increase of 48 per cent over the previous year, according to Visit Sweden and the annual report of the analysis company Whisprs. Almost all international PR activities take place in collaboration with Visit Sweden and the West Sweden Tourist Board.

## Presenting a strong sustainability image socially, ecologically and economically

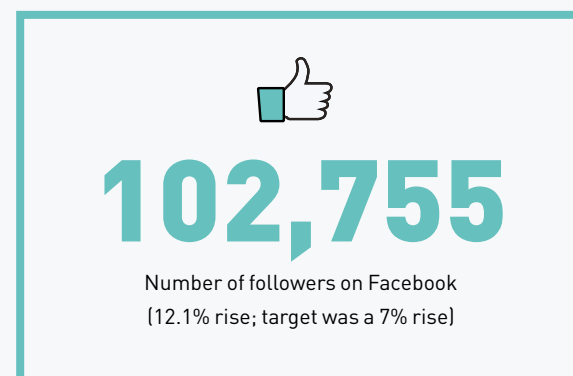
The accessibility of goteborg.com for people with physical disabilities was improved considerably during 2016. For example, people with impaired vision can now get the entire website read out to them aloud. Improvements in the graphic design of the website have also made the content clearer. In preparation for the theme of 2017 – Green and Grand City – the range of natural experiences on offer was also increased considerably.

On the Göteborg & Co website, goteborgco.se, information about the sustainability work that is taking place in the city has been refined and improved. A thorough quality review was also carried out on the website of the Meetings business area (goteborg.com/convention-bureau) to ensure sustainability.



## TWO CAMPAIGNS ON "BEING A TOURIST AT HOME"

Ultimately the purpose of all communication about the destination is to attract visitors, but the local campaign for Autumn City 2016 and the Explore Gothenburg campaign also urged residents of the city to sample its rich variety. In the run-up to Autumn City a graphic style was created in order to promote the city's existing offerings in an appealing way. Partners in the city and the tourism industry were given access to this graphic style, along with the company's own outdoor campaign, so that they could use it for their own marketing purposes.



New roadside display messages were produced in 2016.



## REDESIGNED LOGO FOR GÖTEBORG & CO

A new logo was designed for Göteborg & Co as a company in 2016. The aim was to distinguish more clearly between the logos of the company and the destination. The communication department was asked to develop the graphic design, and the result can be seen above.



## LONGINES FEI EUROPEAN CHAMPIONSHIPS 2017

Göteborg & Co is responsible for marketing the Longines FEI European Championships in 2017 and the destination perspective. A number of campaigns were used to target different audiences during the year and promote ticket sales.



## GLOBAL MEDIA TAKES AN INTEREST IN GOTHENBURG

International PR activities continued to generate positive publicity in 2016, and leading media publications such as The Independent, The Times, The Evening Standard, National Geographic Traveller, Lonely Planet Traveller, Conde Nast Traveller, and Berliner Zeitung gave publicity to the destination. Three themes that grabbed a lot of attention during the year were Gothenburg Christmas City, Gothenburg Green World and City of Food.



## GOTHENBURG'S 400TH ANNIVERSARY IN 2021

Work on Gothenburg's 400th anniversary began in earnest in 2011, and 2016 was the half-way mark for the project. This focus theme for the year was culture, and many of the implemented projects helped to encourage movement between districts and improve access to culture. As the anniversary year approaches we can clearly see that many projects have progressed from concept to reality, and more stakeholders are taking their own initiatives and linking their efforts to the 400th anniversary. This is confirmation that the anniversary organisation is fulfilling its intended role as a catalyst.

### BACKGROUND

In 2009, Göteborg & Co was instructed to lead, co-ordinate, publicise and monitor the preparations for Gothenburg's 400th anniversary. In 2011, the idea gathering phase led to thousands of ideas and suggestions from residents and a number of expert teams. In 2013–2014, feasibility studies were carried out on a number of these ideas, and in 2015 the anniversary organisation recommended 20 anniversary initiatives to the City Executive Board for further development. Each anniversary initiative has a project owner, who is responsible for progressing the initiative. The city also welcomes other initiatives alongside its anniversary projects. Open dialogue is an important element of all the anniversary efforts, and more stakeholders are setting their sights on 2021 each year.

### FROM IDEA TO REALITY

The ideas of residents have been translated into a series of anniversary initiatives, and two that have attracted most attention so far are the cable car across the river and Centenary Park (Jubileumsparken) in Frihamnen harbour. Progress has been made on several initiatives during the year. A few of them are described below:

- ▶ The Municipal Council took the decision in October 2016 to go ahead and draw up plans for a cable car between Järntorget square, Lindholmen, Lundby and Wieselgrensplatsen. When the cable car is completed it will provide an efficient and sustainable link between the two halves of city on either side of the river.
- ▶ There were over 37,000 individual visits to Centenary Park in 2016. The idea for a park with sauna and swimming pool in the middle of the city came from the res-

idents of Gothenburg themselves and the large number of visitors clearly shows how good the original idea was. In 2016, Architects Sweden awarded its Urban Planning Prize to Frihamnen harbour. The project was chosen for its resident consultation process and its inclusive approach. A decision will be taken in early 2017 on the continued development of the area.

- ▶ Another anniversary initiative that has engaged many residents is the anniversary music camp, Side by Side by El Sistema. Since its inception in 2014, the camp has given a sense of purpose and provided somewhere to meet for thousands of young people. In 2016, a partnership was established with El Sistema Sweden Dream Orchestra – a newly formed orchestra for unaccompanied refugee children that aims to give access to Swedish society and culture through music.
- ▶ Improving democracy by giving young people a say is another aspect of the 400th anniversary that focuses on a young audience. At the end of November this initiative set up a forum for panel debate, poetry, music and workshops, in collaboration with around 30 associations. The forum was organised by, and in consultation with, young people.
- ▶ Many creative people find their way to Ringön, and by supporting activities that already exist there and making it even more attractive the site could become an important creative oasis. In 2016 the Ö-festen street party was organised to draw attention to the area, and the first issue of the community magazine Ö-posten was produced.



“The city's 400th anniversary in 2021 is a way to engage with residents to make Gothenburg an even better place to live, work and visit.”

EXTRACT FROM CITY OF GOTHENBURG BUDGET 2016



## 2021 IS INSPIRING MORE AND MORE PEOPLE

In addition to the city's own anniversary initiatives, a growing number of initiatives have been inspired by the 400th anniversary. Companies, administrations, trade & industry and associations have come up with initiatives that support the vision in consultation with their employees, members and the public.



### SOME EXAMPLES:

**BoStad2021** providing 7,000 new homes. To meet the high demand for housing in the city, property companies and the City of Gothenburg have committed to a unique initiative that will create 7,000 homes that are ready to move into by 2021.



**Add colour to Gothenburg** is a painting employment project on which several stakeholders are working together to provide real jobs for unemployed young people and unite the city.



**Liseberg's anniversary initiative**, which includes a water park and experience hotel, made considerable progress through the planning process. The initiative would add considerable value for the destination.

**The birth of Gothenburg** is a new permanent exhibition at the Museum of Gothenburg. The exhibition, which will cover Gothenburg in the 17th century, opens on 11 March 2017.

**Skanska Nya Hem** has set its sights on Gothenburg's 400th anniversary by linking in with the various focus year themes. In 2016, the Year of Culture, the house-building company organised an art competition in which the winner got to decorate the Örgryte Torp area, where it is building terraced and shared ownership homes.

## CONSULTATION WITH RESIDENTS CONTINUES

To stimulate debate about urban development at the halfway mark towards the anniversary, residents were asked "How do you want to celebrate Gothenburg's 400th anniversary?" The anniversary initiatives were presented to over 7,000 active visitors at an anniversary pavilion during Gothenburg Culture Festival. A virtual cable car trip across the river attracted many people. The anniversary organisation also gathered ideas and feedback, and together with the consultation process that continued in Bergsjön and Biskopsgården in autumn this will provide valuable input for ongoing development.

## KEENER INTEREST IN THE ANNIVERSARY

A total of 750 articles were published about the anniversary in 2016, compared with 678 articles in 2015. It is important that the communication efforts of the anniversary organisation have an impact, as this fosters trust and support among residents.



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1621-2021

## CULTURE 2016 – A FOCUS YEAR THEME THAT GENERATED NEW MEETINGS

The road to 2021 is as important as the anniversary year itself, and every year has its own focus theme. The focus themes enable large areas of the city to take simultaneous initiatives in key areas. In 2016 the focus was on culture, and every district of the city received extra funding to participate in this work. The launch of the Year of Culture was marked with an extended Kulturnatta Culture Night in January. The launch also took place at 12 different locations spread across the city, illustrating the closer collaboration and involvement of the city districts.

### Artscape

In summer 2016, Scandinavia's first street art festival was held in Gothenburg. Using the entire city as a gallery for an art event is quite a unique achievement, and the project was supported by the artist-run organisation Artscape, all the districts of Gothenburg, partners from industry and the Cultural Affairs Administration. Guided bus tours were also laid on to see the street art during Gothenburg Christmas City and the Culture Festival, and as part of a special school initiative. Extra tours for school pupils and seniors from nearby homes for the elderly were organised to encourage contact between generations. The street art contributes to lasting social values in the city, and media publicity made an impression nationally and internationally.

### Culture during Gothenburg Christmas City

A new Advent calendar was launched during Gothenburg Christmas City. Each day from 1 to 24 December a new window was opened to reveal free cultural experiences in

several districts. The windows revealed film premières, butoh dance performances, sculpture trails for children and Christmas gift collections with Gothenburg City Mission (Stadsmissionen). Ten Artscape artworks were illuminated during Gothenburg Christmas City, one from each district, which became a very popular feature in the cityscape and drew attention in social media.

### Culture hub at goteborg.com

A powerful marketing platform for cultural activities was set up during the year at goteborg.com. The purpose of the "culture hub" was to help the public to find culture, and for culture to find an audience. In 2016 there were 200,000 page views at goteborg.com/kultur, which is the address of the hub. Work on the web page will continue in 2017.

### Measures to improve equality in Gothenburg

The anniversary initiatives are also intended to help support the city's daily operations, and in the run-up to 2016 the rising intake of refugees became a big challenge for the whole city. In addition to the initiatives already mentioned, special emphasis was therefore placed on the theme of Building Bridges. Measures included city tours in several languages, guided tours of the archipelago, a choir and orchestra for unaccompanied young refugees, music activities, culinary experiences and more. In an effort to give every child a good start in life, the anniversary organisation also supported a project headed "The city where we read to our children". Earlier initiatives include "Everyone can sail" and "Confidence in the water", which are intended to counter disparities in living conditions between groups and districts.



# ORGANISATION

The companies' operations rely on a competent, flexible and adaptable organisation. For a collaborative platform like Göteborg & Co, motivated employees and committed partners are also extremely important. A total of 407 temporary and permanent employees helped to fulfil the company's mission in 2016.

## SURVEY SHOWS EMPLOYEES ARE HIGHLY MOTIVATED

Göteborg & Co aims to be an attractive place to work. The company wants to be seen as an innovative, creative and professional organisation that works proactively and has clear goals and values. Employee survey results show that the company's employees are engaged and motivated and feel they are doing meaningful work. Continued improvement in providing good conditions for employees and managers is important since it helps us to be an attractive employer and deliver the objectives of both the city and the destination.

## SKILLS ADAPTATION AND BUSINESS DEVELOPMENT

The company's management structure was developed during the year, with the result that four new executives were recruited, two through external recruitment.

Strategic readjustments have been carried out primarily in the communication and leisure tourism organisations. The range of skills in the communication department has been adjusted as digital communication creates new opportunities, but also requires new skills. Changing consumer behaviour means that the leisure tourism business area must continue to adapt and focus increasingly on promoting new reasons to visit the region. Because the destination's key strategies require that the company makes a transition from implementer to facilitator, the school trips product (Skolresan) has been transferred to an external company.

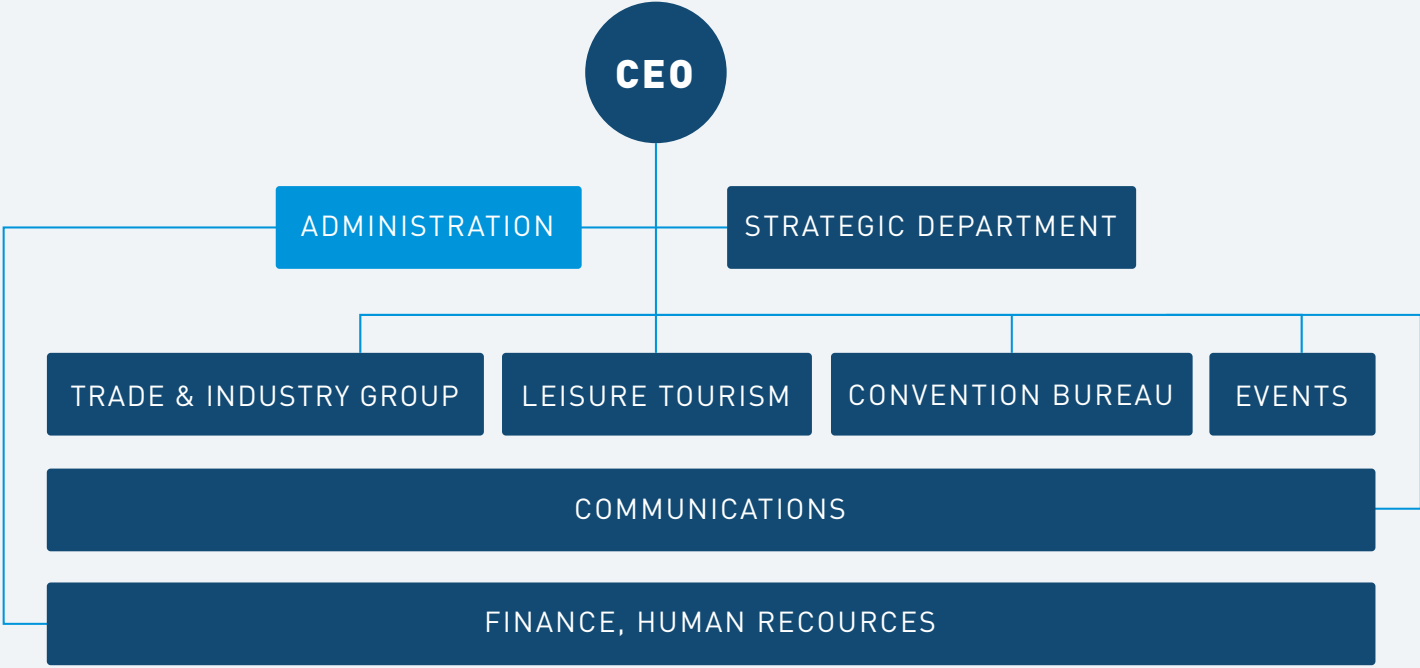
Since the company will run significantly fewer event projects in 2017 the make-up of the organisation was also adjusted in autumn 2016.

## HEALTH ISSUES AND STAFF WELFARE

Historically the company has always had a low level of absence through sickness, and although absence rose slightly in 2016 it remains at a low level. Active measures are needed to ensure this does not change. Ongoing occupational health activities include occupational inspection tours and employee reviews, while the annual employee survey assesses factors such as psychosocial working conditions. In 2016, managers and safety representatives also received training in the occupational environment and new occupational regulations.

## EMPLOYMENT ISSUES AND INTERNSHIPS

In 2016 the company employed just under 20 interns. Some came from high schools, polytechnic colleges and universities, while others arrived through partnerships that aim to assist groups or individuals excluded from the job market. The company provided two vacation jobs for young people under the City of Gothenburg's vacation programme.



ORGANISATION GÖTEBORG & CO

67

Employee Satisfaction Index  
City of Gothenburg ESI: 55  
(all employees)

81

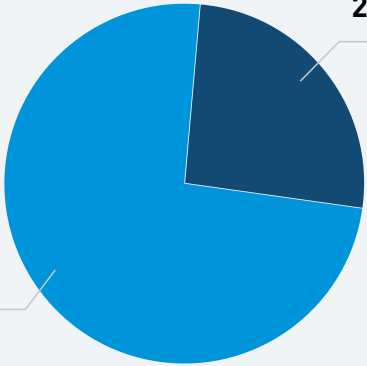
Sustainable Employee Motivation  
City of Gothenburg SEM: 76

3.4%

Absence due to illness, total 2016  
(2.42% 2015)  
(all employees)

44

Average age of permanent employees.



77% WOMEN

23% MEN

Percentages of male and female employees in Göteborg & Co



BOARD GÖTEBORG & CO TRÄFFPUNKT AB  
Until 04/03/2016



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City of Gothenburg, (S)  
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(MP)



**Pär-Ola Mannefred**  
2nd Vice Chairman,  
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**Eva Flyborg**  
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**Helena Söderbäck**  
Member, Director  
of Göteborg Region  
Association of Local  
Authorities



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Deputy, (S)



**Anca-Maria Dumitrescu**  
Deputy, (M)



**Kerstin Billmark**  
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**Petra Gämderinger**  
Employee represen-  
tative



**Henrik Johansson**  
Co-opted, (S)



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Co-opted, tourism in-  
dustry representative,  
CEO and President,  
Swedish Exhibition &  
Congress Centre



**Bengt Linde**  
Co-opted, tourism  
industry represen-  
tative, Chairman of  
Gothenburg Restaurant  
Association



**Dag Agård**  
Co-opted, tourism in-  
dustry representative,  
Chairman of Göteborg  
City Shopping



**Malin Frank**  
Co-opted, tourism  
industry representative,  
Chairman of the Asso-  
ciation of Large Hotels,  
Gothenburg



**Camilla Nyman**  
CEO Göteborg & Co  
Träffpunkt AB



**Jan Persson**  
Board Secretary, City of  
Gothenburg

BOARD GÖTEBORG & CO TRÄFFPUNKT AB  
From 04/03/2016



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Region Västra Göta-  
land, (S) Chairman



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(MP)



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Employee represen-  
tative



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Co-opted, tourism in-  
dustry representative,  
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Swedish Exhibition &  
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tative, Chairman of  
Gothenburg Restaurant  
Association



**Dag Agård**  
Co-opted, tourism in-  
dustry representative,  
Chairman of Göteborg  
City Shopping



**Malin Frank**  
Co-opted, tourism  
industry representative,  
Chairman of the Asso-  
ciation of Large Hotels,  
Gothenburg  
until June



**Kristian Andreasson**  
Co-opted, tourism in-  
dustry representative,  
Vice Chairman of the  
Association of Large  
Hotels, Gothenburg  
from August



**Camilla Nyman**  
CEO Göteborg & Co  
Träffpunkt AB



**Jan Persson**  
Board Secretary, City of  
Gothenburg



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Chairman, Nordstan



Jill Söderwall  
The Port of Gothenburg



Tina Resch  
The Association of Large Hotels



Jerker Dellblad  
The Association of Large Hotels



Britt Pettersson  
The Association of Gothenburg Hotels



Terese Wibeck  
The Association of Gothenburg Hotels



Anna-Carin Rasmusson  
Swedish Exhibition & Congress Centre



Maria Anderson  
Swedish Exhibition & Congress Centre.



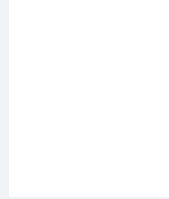
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Liseberg



Erik Edblad  
Universeum Science Centre



Mats Persson  
Nordic Travel



Vacant  
Stena Line



Fredrik Duveskog  
Strömme Turism & Sjöfart



Ulrika Kvarnhult  
Gothenburg Restaurant Association



Isabella Nilsson  
Gothenburg Museum of Art



Anna Vieweg  
Göteborg & Co



Lennart Johansson  
Göteborg & Co, until October



Birgitta Bergqvist  
Göteborg & Co, from November

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Chairman, Swedish Exhibition & Congress Centre



Gunilla Bökmark  
International Department, City of Gothenburg



Håkan Simonsen  
Chalmers University of Technology



Olle Larkö  
Sahlgrenska Academy



Malin Erlandsson  
Swedish Exhibition & Congress Centre



Malin Boshius  
SJ



Jessica Rivle  
The Association of Large Hotels



Anders Sköld  
The Association of Large Hotels



Bert Saluäär  
The Association of Gothenburg Hotels



Christer Johansson  
Gothenburg Restaurant Association



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University of Gothenburg



Katja Sihlbom  
Swedavia



Anki Frencken  
MCI



Annika Hallman  
Göteborg & Co



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Chairman  
Got Event



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The Association of  
Large Hotels



**Linda Abrahamsson**  
The Association of  
Large Hotels



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Swedish Property Fed-  
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**Stefan Eglinger**  
Traffic & Public Trans-  
port Authority



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The Association of  
Gothenburg Hotels



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Swedish Exhibition &  
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**Ulrica Liss-Daniels**  
Swedish Exhibition &  
Congress Centre



**Anna Rosengren**  
Gothenburg Culture  
Committee



**Marie-Louise Ljung**  
Gothenburg Symphony  
Orchestra  
(until 1 June)



**Vincent Hashimi**  
Gothenburg Symphony  
Orchestra  
(from 1 June)



**Anna-Carin Rasmusson**  
Gothia Towers



**Dennis Andersson**  
Gothia Cup



**Mats Dynevik**  
Skanska, representative  
Trade & Industry Group



**Johan Larsson**  
Pustervik



**Anki Sande**  
Göteborg & Co




**Birgitta L-Öfverholm**  
Göteborg & Co  
Trade & Industry  
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**Max Markusson**  
Göteborg & Co


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**Camilla Nyman**  
CEO, Göteborg & Co  
Vice Chairman




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Chalmers University of  
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The Port of Gothenburg




**Thomas Strindeborn**  
The Gothenburg Trade  
Association




**Helena Söderbäck**  
Göteborg Region  
Association of Local  
Authorities




**Helena Lindholm**  
University of  
Gothenburg




**Lars Andersson**  
Handelsbanken




**Göran Sylvesten**  
HIGAB



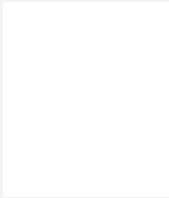
**Mathias Winberg**  
BRA




**Anna Collby**  
NCC




**Mats Engström**  
Nordea




**Vacant**  
SCA Hygiene Products




**Jibril Jallow**  
SEB




**Mats Ahdrian**  
Skandia




**Mats Dynevik**  
Skanska Fastigheter  
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**Daniel Werme**  
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**Lena T Alvling**  
Stena AB




**Helena Wiberg**  
Swedavia Göteborg




**Anna-Karin Johansson**  
Swedbank




**Mats Nydén**  
TeliaSonera




**Jennica Skånberg**  
TeliaSonera




**Mats Nilsson**  
Volvo




**Jonas Eriksson**  
Volvo Car Corporation



**Birgitta L-Öfverholm**  
Trade & Industry  
Group, until November  
2016



**Lennart Johansson**  
Trade & Industry  
Group, from October  
2016



**Max Markusson**  
Göteborg & Co



# ANNUAL REPORT FOR GÖTEBORG & CO TRÄFFPUNKT AB,

## FINANCIAL YEAR 1 JANUARY 2016–31 DECEMBER 2016

### DIRECTORS' REPORT

In 2015 the Board of Directors approved a reverse merger in which Göteborg & Co Kommunintressent AB merged with Göteborg & Co Träffpunkt AB. The merger is contingent upon 100% ownership of Göteborg & Co Träffpunkt AB. The Municipal Council authorised the decision. The merger is planned for the third quarter of 2017.

**OWNERSHIP**  
**Göteborg & Co Träffpunkt AB is owned by**

Göteborg & Co Kommunintressent AB .....	99.2%
Association of Large Hotels .....	0.8%

**Göteborg & Co Kommunintressent AB is wholly owned by Göteborgs Stadshus AB. Göteborgs Stadshus AB, registration number 556537-0888, with its registered office in Gothenburg, prepares the consolidated financial statements.**

### Nature and focus

Göteborg & Co Träffpunkt AB markets and takes part in the development of Gothenburg as a city of tourism, meetings and events. Since 1991 it has been the city's company for coordinating and organising development of the hospitality industry in the Gothenburg region in close co-operation with the city, industry and academia. Göteborg & Co Träffpunkt AB shall be an internationally leading co-operation platform for destination development.

The company recruits and arranges large meetings and events, as well as helps to create reasons for travel. These efforts make Gothenburg a more attractive destination for casual visitors, but also as a region for labour. A growing base of cultural and entertainment experiences, combined

with more jobs in the hospitality industry benefits the residents of Gothenburg and raises their quality of life. Its sales fluctuate from year to year depending on the number of events and assignments.

The Board of Directors and the CEO consider that the business is managed in line with the municipality's intentions for ownership of the company and that the company has complied with the principles set out in paragraph 3 of the Articles of Association.

### Strategic and operational objectives

The company's strategic and operational initiatives are based on the Municipal Council's budget, owner directives and the Board's objectives and focus documents, as well as the destination's three-year business plan.

### Significant events and developments during the financial year

The hospitality industry has experienced an excellent year with an increase in commercial guest nights of about 5 per cent. Tourism generally benefits from low interest rates and the trend in which many people travel to large cities continues to strengthen. This trend increases competition between cities and effective marketing becomes increasingly important in order to stand out from the crowd.

Destination Gothenburg offers unique attractions and all marketing initiatives highlight its location, in which both the city and the countryside can easily be combined. The investments in attractions, hotels and other facilities in recent years have resulted in increased demand and robust profitability for the industry.

A good summer season with several major events was followed by a new focus on the Autumn City concept, based on Halloween at Liseberg. The year ended on a strong note with events such as Euroskills and the European handball championships, as well as the Christmas City.

### SOME IMPORTANT EVENTS

- The destination's objective for 2030 shows great confidence in the future among tourism industry stakeholders.
- Gothenburg was designated the most sustainable meeting destination in the world according to the ICCA Global Destinations Sustainability Index.
- New corporate structure and forms of collaboration with industry have been formalised and are ready for the next step.

### THE COMPANY HAS THE FOLLOWING PRIORITIES FOR FUTURE DEVELOPMENT

- The company's ability to combine clusters with the destination mission.
- Implementation of the new owner directive after completion of the merger.
- Enhance the attractiveness of the destination over the long-term by helping to provide new reasons for travel and concepts, with a particular focus on the off-season.
- Continued adjustment based on changes in the outside world.
- Complete the work with "The city's hospitality industry programme until 2030"
- Promote more investments in the hospitality industry, both private and public.
- Help to implement FEI European Equestrian Championships 2017 in a sustainable way.

### REGIONAL AND NATIONAL COLLABORATION

Gothenburg is a city with surroundings that invite visitors to enjoy fabulous scenery, which is a competitive combination. Through cooperation agreements with the Gothenburg Region, Göteborg & Co has been tasked with marketing the entire destination. A multi-year cooperation agreement with the West Sweden Tour-

ist Board and Visit Sweden is also in place to promote growth and to increase the number of international visitors. The aim is to coordinate resources in foreign markets to achieve the greatest possible impact from marketing initiatives.

### SPECIAL MANDATES AND PRIORITISED OBJECTIVES WITHIN THE CITY OF GOTHENBURG

Göteborg & Co is process owner for the Municipal Council objective "Opportunities for Gothenburg residents to be tourists in their own city will increase." During the year, a strategy was formulated based on the city's great variety of activities, strengthening the attractiveness of the events for more people, and expanding communication to reach new target groups. The strategy will be followed up in 2017 with a campaign targeting the residents of Gothenburg. Gothenburg 2021 continues with the theme "A green and attractive city".

### RISKS AND OPPORTUNITIES

Tourism is greatly affected by external factors: political, economic, security-related or environmental events often have a major impact on travel, at the same time that they are difficult to influence. In recent years, macroeconomic trends have been extremely favourable for tourism and many successful destinations have enjoyed good growth.

Gothenburg is among those that have prospered, even in an international comparison. This success was due in part to strategic investments in the early 2010s to increase the supply of accommodation, facilities and attractions, but also because the destination successfully underscored the unique advantages of the combination of city and nature, first-class meeting facilities, downtown venues, etc.

The rate of investment is crucial for this growth to continue. The city's decisions on future investments are important for how the private aspect of the hospitality industry acts and can act as a catalyst for growth.



### PERSONNEL

Göteborg & Co aims to be an attractive place to work. The company wants to be seen as an innovative, creative and professional organisation that works proactively and has clear goals and values. Employee survey results show that the company's employees are engaged and motivated and feel they are doing meaningful work. Continued improvement in providing good conditions for employees and managers is important because it helps us to be an attractive employer and deliver high-quality services and products.

Strategic readjustments have been carried out primarily in communications and in the private tourism organisation. Communication skills have been upgraded as digitisation creates new opportunities, but also requires new skills. In the Private Tourism business area, in line with the main strategy shift from implementer to facilitator, the "School Trip" product has been transferred to an external party. In addition, the company adjusted the organisation in the autumn and now has a substantially smaller project portfolio for 2017. The restructuring has been handled through vacant positions and employees who moved on and left the company at their own request. As a result redundancies have not been an issue.

Absence due to illness is historically low, including this year once again, though an increase can be noted. During the year, managers and safety representatives completed a training programme related to the work environment and the new workplace environment regulation. The annual employee survey was carried out, including an analysis of the psychosocial work environment. The results from the employee and management survey show high or normal scores on all quality factors. The response rate was 94%.

### ENVIRONMENT

The company shall strive, through long-term, integrated environmental and sustainability initiatives, to prevent and minimise negative impact from the business and to contribute positively as a collaborative platform to the development of the city and the region. The company has held an environmental diploma since 2008. Göteborg & Co's operations are not subject to a permit or duty to give notice under other provisions of the Environmental Code.

Environmental initiatives are carried out systematically based on the Swedish Environmental Base national environmental management standard, with a focus on continual improvement.

Travel and transportation are crucial for the company's mission, but also play a substantial role from an environmental standpoint. The scope of this impact fluctuates from year to year depending on the number of recruitment processes, events and other assignments. The impact of travel for company business on the climate is offset by the City of Gothenburg's internal climate compensation.

Both of the company's offices use 100% renewable electricity. Purchasing of organic, ethical and vegetarian meals and food is assessed to have increased as a result of improved procedures.

Eight of the events that Göteborg & Co produced during the year qualified for an environmental diploma according to the Swedish Environmental Base (Svensk Miljöbas) national standard for events.

### PERFORMANCE AND FINANCIAL POSITION

The following table shows the company's performance with regard to some central earnings measures and key ratios (amounts in SEK thousand):

	2016	2015	2014	2013	2012
Operating income	241,755	249,874	199,933	265,748	197,281
Profit after financial items	1,122	-1,166	1,237	427	-3,071
Total assets	90,022	69,224	68,605	96,021	77,671
Equity/assets ratio*	21.2%	26.7%	28.6%	19.7%	24.5%
Average number of employees	112	113	112	113	110
Sales per employee	2,159	2,211	1,780	2,349	1,795

\*Equity + 78 % of untaxed reserves/total assets

### TOURIST DEVELOPMENT IN THE GOTHENBURG REGION

	2016	2015	2014	2013	2012	2011
Total tourist sales SEKm	27,500	25,600	22,900	22,100	21,700	21,500
Market share of commercial hotel and youth hostel nights	11.1%	11.0%	10.7%	10.4%	10.4%	10.4%
Number of guest nights, thousands	4,710	4,488	4,050	3,740	3,601	3,504
Number of employees in travel and tourism industries	17,400	17,100	16,700	16,100	15,900	15,800

Forecast figures for 2016. Outcome for other years.

### PROPOSED APPROPRIATION OF PROFITS

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward		11,755,498
Net profit for the year		507,164
	SEK	12,262,662
The Board of Directors proposes that the profits be appropriated so that: carried forward.		12,262,662
	SEK	12,262,662

The company's performance during the year and financial position at year-end in other respects can be seen from the following income statement and balance sheet.

Equity	Share capital	Statutory reserve	Profit brought forward	Net profit for the year
Opening balance	3,000,000	1,208,540	11,749,504	5,994
Appropriation of profit			5,994	-5,994
Net profit for the year				507,164
Closing balance	3,000,000	1,208,540	11,755,498	507,164



INCOME STATEMENT	Note	2016	2015
<b>Operating income</b>	<b>1</b>	241,755,386	249,873,548
Cost of services sold		-25,493,207	-16,351,798
Other external costs	<b>2-3</b>	-131,177,482	-152,932,267
Personnel costs	<b>4-5</b>	-83,356,140	-81,165,312
Depreciation of property, plant and equipment	<b>6</b>	-596,631	-583,867
<b>Total operating expenses</b>		<b>-240,623,460</b>	<b>-251,033,244</b>
<b>Operating profit</b>		<b>1,131,926</b>	<b>-1,159,696</b>
Interest income		60	9,931
Interest expense and similar profit/loss items		-9,855	-16,459
<b>Profit after financial items</b>		<b>1,122,131</b>	<b>-1,166,224</b>
Appropriations	<b>7</b>	-140,900	1,495,478
Tax on profit for the year	<b>8</b>	-474,067	-323,260
<b>Net profit for the year</b>		<b>507,164</b>	<b>5,994</b>

BALANCE SHEET	Note	31 Dec 2016	31 Dec 2015
<b>ASSETS</b>			
<b>Property, plant and equipment</b>			
Equipment	<b>6</b>	4,392,958	1,363,649
<b>Financial assets</b>			
Other non-current securities	<b>9</b>	146,000	146,000
<b>Total non-current assets</b>		<b>4,538,958</b>	<b>1,509,649</b>
<b>Current assets</b>			
<b>Inventories, goods for resale</b>		<b>659,597</b>	<b>728,617</b>
<b>Current receivables</b>			
Trade receivables		26,368,231	11,429,691
Receivables from companies within Gbg Stadshus AB		2,632,561	1,192,251
Tax assets		2,693,971	2,844,762
Other receivables		46,906,069	47,942,873
Prepaid expenses and accrued income	<b>10</b>	5,341,601	2,733,399
<b>Total current receivables</b>		<b>83,942,433</b>	<b>66,142,976</b>
<b>Cash and bank balances</b>	<b>11</b>	<b>880,808</b>	<b>843,044</b>
<b>Total current assets</b>		<b>85,482,838</b>	<b>67,714,637</b>
<b>TOTAL ASSETS</b>		<b>90,021,796</b>	<b>69,224,286</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Restricted equity			
Share capital (30,000 shares, par value SEK 100/share)		3,000,000	3,000,000
Statutory reserve		1,208,540	1,208,540
		<b>4,208,540</b>	<b>4,208,540</b>
Non-restricted equity			
Profit brought forward		11,755,498	11,749,504
Net profit for the year	<b>12</b>	507,164	5,994
		<b>12,262,662</b>	<b>11,755,498</b>
<b>Total equity</b>		<b>16,471,202</b>	<b>15,964,038</b>
<b>Untaxed reserves</b>	<b>13</b>	<b>3,344,022</b>	<b>3,203,122</b>
<b>Current liabilities</b>			
Trade payables		46,571,761	20,004,120
Liabilities to companies within Gbg Stadshus AB		2,324,055	3,569,248
Other current liabilities		1,389,679	1,321,301
Accrued expenses and deferred income	<b>14</b>	19,921,077	25,162,457
<b>Total current liabilities</b>		<b>70,206,572</b>	<b>50,057,126</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>90,021,796</b>	<b>69,224,286</b>



CASH FLOW STATEMENT	Note	2016	2015
<b>Operating activities</b>			
Profit after financial items		1,122,131	-1,166,224
Adjustments for non-cash items		596,631	583,867
Tax paid		-323,276	-236,544
Cash flow from operating activities before working capital changes		<b>1,395,486</b>	<b>-818,901</b>
<b>Working capital changes</b>			
Inventories		69,020	127,761
Current receivables		-18,473,074	712,579
Current liabilities		20,149,446	1,423,879
<b>Cash flow from operating activities</b>		<b>3,140,878</b>	<b>1,445,318</b>
<b>Investing activities</b>			
Investment in equipment		-3,625,940	-289,739
<b>Cash flow from investing activities</b>		<b>-3,625,940</b>	<b>-289,739</b>
<b>Cash flow for the year</b>		<b>-485,062</b>	<b>1,155,579</b>
<b>Cash and cash equivalents at beginning of the year, incl. Group account</b>		<b>46,555,997</b>	<b>45,400,418</b>
<b>Cash and cash equivalents at end of the year, incl. Group account</b>	<b>15</b>	<b>46,070,935</b>	<b>46,555,997</b>

NOTES TO THE FINANCIAL STATEMENTS

Accounting principles

Göteborg & Co Träffpunkt AB complies with the Annual Accounts Act (1995:1554) and the general advice of the Swedish Accounting Standards Board, BFNAR 2012:1 *Annual Report and Consolidated Financial Statements* (“K3”).

Depreciation

Depreciation according to plan is based on the original cost of the assets and is allocated over the estimated useful life. Equipment is written off at 20% per year as its useful life is estimated to be 5 years.

The difference between depreciation according to plan and book depreciation is shown as an appropriation.

Inventories

Inventories have been valued at the lower of cost or fair value. The FIFO method has been applied when determining cost. Fair value consists of estimated sales value less estimated selling expense.

Receivables

Receivables have been recognised at the amounts expected to be received. Other assets and liabilities are recognised at nominal amounts unless otherwise stated in the notes below.

Revenue

Payment for assignments from the City of Gothenburg is recognised the year the expenses arise that the payment relates to.

Revenue from sales of package tours is recognised as revenue on the booking date since all work relating to the transaction has then been carried out.

The company recognises revenue from fixed-price service assignments carried out on completion of the work. This means that ongoing service assignments are valued in the balance sheet at direct expenses accrued less invoiced part payments. The outcome of the mission is assessed in connection with the annual accounts. If there is reason to suspect that a loss has occurred, it is recorded in its entirety.

Other revenue is recognised when the income can be estimated reliably and when, on the whole, all the risks and rights associated with ownership have been transferred to the purchaser, which normally takes place when goods are delivered or services provided.

Taxes

The tax expense or tax income for the period consists of current and deferred tax. Current tax is the tax calculated on the taxable profit for the period. Deferred tax is calculated on the difference between the carrying amounts of the company’s assets and liabilities and their tax base. The difference between these amounts is multiplied by the current tax rate, giving the amount of the deferred tax asset/liability. Deferred tax assets are recognised in the balance sheet to the extent that it is probable that the amounts can be utilised against future taxable profit.

Leasing

All lease agreements are recognised as operating lease agreements, which means that the lease payments are allocated on a straight-line basis over the lease term.

Cash flow statement

The cash flow statement is prepared using the indirect method. The reported cash flow only includes transactions resulting in cash receipts or payments. Cash and cash equivalents refer to cash and bank balances. The balance in the Group account is reported as cash and cash equivalents.

Parent Company

Göteborg & Co Träffpunkt AB is 99.2% owned by Göteborg & Co Kommunintressent AB, (556427-8751), which in turn has been wholly owned by Göteborgs Stadshus AB (556537-0888) since 18 December 2014.

During the year, Göteborg & Co Kommunintressent AB purchased CEO services from Göteborg & Co Träffpunkt AB’s CEO. These costs amounted to SEK 1,200,000. Revenue amounted to 6% of income (2015: 13%) from other Göteborgs Stadshus companies and 6% (2015: 9%) of costs for “costs of services sold” and “other external costs” are assigned to other Göteborgs Stadshus companies.

Significant events after the balance sheet date

No significant events occurred after the balance sheet date.



**Note 1 Operating income**

	2016	2015
Payment for assignments from City of Gothenburg	119,102,868	118,892,000
Income from sales of services	48,262,662	35,474,113
Marketing payment, project funds and other income from owners and stakeholders	74,389,856	95,507,435
	<b>241,755,386</b>	<b>249,873,548</b>

**Note 2 Fee and reimbursement**

	2016	2015
Audit assignment Ernst & Young AB	98,873	95,000
Audit assignment City audit	121,075	111,100
Other audit services		
audit assignment Deloitte AB	0	47,115
Other audit services		
audit assignment Ernst & Young AB	96,791	10,250
Tax consultancy Deloitte AB	0	91,300

Audit assignment refers to the statutory audit of the annual accounts, the accounting records and the administration of the Board of Directors and the CEO. Other audit services refers to an audit of the administration or the financial information that is required by statute, articles of association, regulations or agreements and that results in a report or some other document in addition to the audit report, as well as guidance or other assistance occasioned by observations in connection with an audit assignment. Other services are services that do not relate to the audit assignment, other audit services or tax consultancy.

**Note 3 Leasing**

The essential leases refer to leases for the company's premises on Mössans Gata and Kungssportsplatsen. These agreements include indexation according to the CPI. The agreement for Mössans Gata runs through 2017 and will be extended for 36 months if it is not terminated. The agreement for Kungssportsplatsen runs through 2024 and will be extended for 36 months if it is not terminated. Other leases relate to equipment such as copying machines.

	2016	2015
Lease payments for the financial year	5,932,958	5,610,278
Future contracted lease payments:		
Within one year	6,615,858	5,916,909
Two to five years	9,273,688	10,353,605
More than five years	6,861,600	0

**Note 4 Personnel**

	2016	2015
Men	31	33
Women	81	80
	<b>112</b>	<b>113</b>

The average number of employees as above has been calculated in relation to the company's normal hours worked per year.

In order to give a more complete picture of employment in the company, the table below shows the number of permanent employees and fixed-term employees (project employment, seasonal employment, temporary employment or consultants) during the year.

	Number of full-time equivalent jobs 2016	Number of people 2016
Permanent employees	80	108
Fixed-term employees / Consultants	32	299
	<b>112</b>	<b>407</b>

**Note 5 Wages, other remuneration and social security expenses**

	2016	2015
Board, CEO and deputy CEO		
Wages and other remuneration	1,892,641	2,464,294
Social security expenses	1,187,592	1,551,556
Of which pension expenses	(500,159)	(625,524)
Other employees		
Wages and other remuneration	54,181,511	51,652,662
Social security expenses	22,665,641	21,999,209
Of which pension expenses	(4,932,658)	(4,803,935)
Total		
Wages and other remuneration	56,011,152	54,116,956
Social security expenses	23,853,233	23,550,765
Of which pension expenses	(5,432,817)	(5,429,459)

The company's CEO has a 6-month term of notice. If the company terminates the contract, the CEO is entitled to severance pay equivalent to 18 months' salary in addition to salary during the term of notice.

The CEO has a defined contribution pension plan, with no guaranteed final pension level.

Gender distribution in senior management	2016		2015	
	Number	Of which men	Number	Of which men
Board members	7	43%	7	29%
Senior management	11	27%	11	27%



**Note 6 Equipment**

	31 Dec 2016	31 Dec 2015
Opening costs	12,800,806	13,260,206
Purchases	3,625,940	289,739
Sale / disposal	-517,515	-749,139
Closing costs	<b>15,909,231</b>	<b>12,800,806</b>
Opening depreciation according to plan	11,437,156	11,602,428
Depreciation according to plan	596,631	583,867
Sale / disposal	-517,514	-749,139
Closing depreciation according to plan	<b>11,516,273</b>	<b>11,437,156</b>
Closing residual value according to plan	<b>4,392,958</b>	<b>1,363,649</b>

**Note 7 Appropriations**

	2016	2015
Change in tax allocation reserve	571,800	1,460,000
Change in excess depreciation	-712,700	35,478
	<b>-140,900</b>	<b>1,495,478</b>

**Note 8 Tax on profit for the year**

	2016	2015
Current tax	-474,067	-323,260
Deferred tax	0	0
<b>Tax on profit for the year</b>	<b>-474,067</b>	<b>-323,260</b>

Reconciliation of tax expense for the year		
Recognised profit/loss before tax	981,231	329,254
Tax calculated at a tax rate of 22%	-215,871	-72,436
Tax effect of non-taxable expenses	-259,344	-244,589
Tax effect of non-taxable income	4,147	0
Deferred tax	0	0
Standard income on tax allocation reserves	-2,999	-6,235
<b>Total</b>	<b>-474,067</b>	<b>-323,260</b>

**Note 9 Other non-current securities**

	31 Dec 2016	31 Dec 2015
Svensk Turism AB, 556452-7157, Stockholm	146,000	146,000
The par value of the above shares is SEK 100/share and share capital totalled SEK 6,579,000 in 2015.		

**Note 10 Prepaid expenses and accrued income**

	31 Dec 2016	31 Dec 2015
Staff related	118,295	101,231
Rental expenses	1,741,305	1,549,677
Project related	1,894,837	0
Other	1,587,164	1,082,491
	<b>5,341,601</b>	<b>2,733,399</b>

**Note 11 Pledged assets**

	31 Dec 2016	31 Dec 2015
Of this item, Travel guarantee (Bank guarantee) makes up	700,000	700,000

**Note 12 Appropriation of profit**

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward	11,755,498
Net profit for the year	507,164
	<b>SEK 12,262,662</b>

The Board of Directors proposes that the profits be appropriated so that: carried forward	12,262,662
	<b>SEK 12,262,662</b>

The company's performance during the year and financial position at year-end in other respects can be seen from the following income statement and balance sheet.

**Note 13 Untaxed reserves**

	31 Dec 2016	31 Dec 2015
Accumulated excess depreciation	1,002,222	289,522
Allocation reserve assessment year 2010	0	1,290,000
Allocation reserve assessment year 2011	1,065,600	1,065,600
Allocation reserve assessment year 2014	358,000	358,000
Allocation reserve assessment year 2015	200,000	200,000
Allocation reserve assessment year 2016	718,200	0
	<b>3,344,022</b>	<b>3,203,122</b>

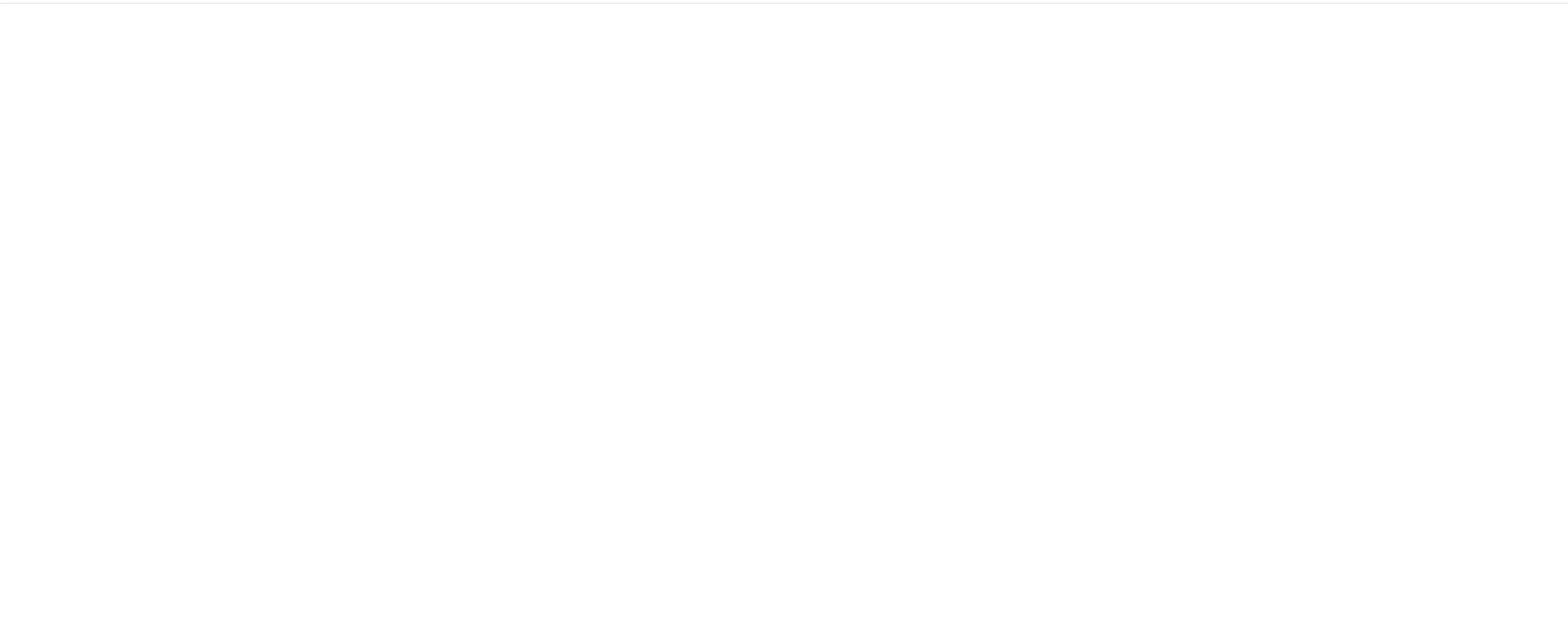
**Note 14 Accrued expenses and deferred income**

	31 Dec 2016	31 Dec 2015
Staff related	8,397,561	6,832,580
Project related	5,370,397	13,301,338
Other	6,153,119	5,028,539
	<b>19,921,077</b>	<b>25,162,457</b>

**Note 15 Cash and cash equivalents**

	31 Dec 2016	31 Dec 2015
Of this item, balance in Group account makes up	45,190,127	45,712,953





**GOTHENBURG, 10 FEBRUARY 2017**

Håkan Linnarsson, Chairman  
Kia Andreasson  
Monica Djurner  
Eva Flyborg  
Pär-Ola Mannefred  
Anders Pettersson  
Kerstin Billmark

Camilla Nyman, CEO

Our audit report was submitted on 10 February 2017  
Ernst & Young AB

Hans Gavin, Authorised Public Accountant

Our auditors’ report was submitted on 10 February 2017

Jan Lindblom, lay auditor appointed by the Municipal Council.

Annika Johansson, lay auditor appointed by the Municipal Council.



# ANNUAL REPORT GÖTEBORG & CO KOMMUNINTRESSENT AB

Since January 2015, Göteborg & Co Kommunintressent AB has been the parent company of the Tourism, Culture and Events cluster. The cluster includes Got Event, Göteborgs Stadsteater, Liseberg and Göteborg & Co Träffpunkt.

### PURPOSE OF CLUSTER FORMATION

By combining the companies in the tourism industry in a single cluster, the City of Gothenburg aims to improve conditions for corporate governance and monitoring by making the corporate sector more transparent. It is also intended that the cluster companies will help to strengthen and develop the tourism industry in Gothenburg and the Gothenburg region at the overall level and through close co-operation.

### MEASURES DURING 2016

In 2016 the parent company continued to develop the destination's offer to increase its appeal to visitors as well as the residents of Gothenburg. This is in line with the Municipal Council's priority task of improving opportunities for residents of Gothenburg to be tourists in their own city.

A new objective was also developed for the destination in 2016, in consultation with around 150 decision-makers in both the private and public sectors of the tourism industry. In brief, this objective is to double tourism to Gothenburg by the year 2030. This objective now forms the basis for formulating the city's goals for the tourism industry by the same year. This work began in autumn 2016 and will continue in 2017.

The parent company has taken part in discussions on Liseberg's big anniversary initiative, including a hotel and water park, and it is intended that the key decisions for realising these plans will be taken in 2017. Such an investment would contribute greatly to the continued growth of the tourism industry throughout the destination.

Got Event and Göteborg & Co have worked closely on plans to host the FEI European Championships in 2017. This work also involved several other parts of the city organisation, particularly the Parks and Landscape Administration.









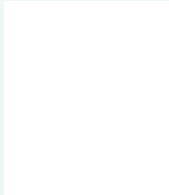







The collaborative Autumn City project was prominently launched during the year. A wide range of activities for visitors and residents were combined and marketed as a single concept. Liseberg's big Halloween event provided the foundation, but many other stakeholders contributed selected items from their programmes.

### TOURISM INDUSTRY FORUM AND STRATEGIC ACTIVITIES

One important role of the company is to develop various forms of collaboration with the tourism industry. This led to the formation of a tourism industry forum to represent the private tourism sector, the academia and the region and give voice to strategic issues that affect the tourism industry as a whole. The forum represents various parts of the tourism industry (accommodation, meetings, restaurants, shopping and transport) as well as the Gothenburg region. Four of the members are co-opted to the board of Kommunintressent.

The company's ownership mandate also includes planning and implementing strategic ownership dialogues with the boards of cluster companies and coordinating cluster activities where possible and appropriate.

### BOARD GÖTEBORG & CO KOMMUNINTRESSENT AB

						
Håkan Linnarsson Region Västra Götaland, (S) Chairman	Monika Djurner 1st Vice Chairman, (V)	Pär-Ola Mannefred 2nd Vice Chairman, (M)	Kia Andreasson Member	Kerstin Billmark Member, (S)	Anders Pettersson Member, (M)	Eva Flyborg Member, (FP)
						
Lennart Sjöstedt Deputy, (S)	Sophie Kulevska Deputy, (S)	Anca-Maria Dumitrescu Deputy, (M)	Timo Strandeberg Staff representative	Anastassios Grozos Staff representative	Mikael Persson Employee representative	Anders Ingemarsson Deputy staff representative
						
Camilla Nyman Acting CEO, Göteborg & Co Kommunintressent AB	Jan Persson Board Secretary, City of Gothenburg					



# ANNUAL REPORT FOR GÖTEBORG & CO KOMMUNINTRESSENT AB, FINANCIAL YEAR 1 JANUARY 2016 – 31 DECEMBER 2016

## DIRECTORS' REPORT

**GROUP AND OWNERSHIP**

Göteborg & Co Kommunintressent AB is wholly owned by Göteborgs Stadshus AB (Reg. no. 556537-0888) and its registered office is in Gothenburg.

Göteborg & Co Kommunintressent AB owns 100% of the shares in Got Event AB (Reg. no. 556015-9823), Liseberg AB (Reg. no. 556023-6811) and Göteborgs Stadsteater AB (Reg. no. 556016-7875) as well as 99.2% of shares in Göteborg & Co Träffpunkt AB (Reg. no. 556428-0369).

The Parent Company, Göteborgs Stadshus AB (Reg. no. 556537-0888), prepares the consolidated financial statements.

## MISSION/BUSINESS

In 2016 the Company continued the work of building up the Parent Company in the Tourism, Culture and Events cluster. According to the owner directive for Göteborg & Co Kommunintressent AB, the company primarily has the following duties:

- The Parent Company shall prepare proposals for the city's objectives for the hospitality industry regarding tourism, culture, events, and meetings/conventions/conferences. The Municipal Council will set the goal.
- The relevant companies and committees will formulate strategies to achieve the goals of the city, which will be implemented within the framework of their respective missions. The Parent Company will monitor the extent to which the strategies support the objectives of the hospitality industry.
- The Parent Company shall have overall responsibility for the message with which the city will be marketed, both nationally and internationally, as a destination. Affected companies will engage in marketing linked to their own mandates.
- The Parent Company shall have overall responsibility for business intelligence and R&D, while collaborating with corresponding organisations on both a national and international level.

- The Parent Company adopts principles, in close collaboration with municipal companies, for arranging and holding events and is responsible for actively coordinating and monitoring the events business.
- Based on a perspective that encompasses the entire city, the Parent Company will decide on major, strategically significant events and make proposals for financing. The Parent Company is responsible for prioritising centrally allocated funds for the events business.
- The Parent Company decides on subsidies/grants to Träffpunkt AB and is responsible for ensuring that funds are allocated in line with the purposes of the company.
- The Parent Company shall be responsible, on behalf of the Municipal Council, for addressing matters relating to destination sector trends.

The Company has worked with the duties specified in the owner directive and the role of parent company in the cluster. In 2016 Camilla Nyman served as Acting Chief Executive Officer of the company. The Company has not had any employees in 2016. The operational work has been carried out within the framework of Göteborg & Co Träffpunkt's business. The Board of Directors considers that the business is managed in line with the municipality's intentions for ownership of the company and that the company has complied with the principles set out in paragraph 3 of the Articles of Association.

## IMPORTANT EVENTS IN 2016

In 2015 the Board of Directors resolved to acquire the business community's shares in Göteborg & Co Träffpunkt AB in order to make it 100% publicly owned. The Gothenburg Municipal Council authorised the decision. In 2016 the Company acquired 49.2% of the shares in Göteborg & Co Träffpunkt AB and now owns 99.2% of the shares. The Company expects to acquire the remaining 0.8% during the first quarter of 2017. The acquisitions have been financed mainly by loans from the City of Gothenburg. According to the agreement, the purchase price corresponds to the nominal value of the shares.

In 2015 the Board of Directors approved a reverse merger in which the company merged with Göteborg & Co Träffpunkt AB. The merger is contingent upon 100% ownership of Göteborg & Co Träffpunkt AB. The Municipal Council authorised the decision. The merger is planned for the third quarter of 2017.

In autumn 2016 Göteborg Stadshus AB took a decision on a new owner directive for the merged company (Göteborg & Co Träffpunkt AB) that includes the current mission of both companies. The owner directive must be adopted by the Municipal Council before it becomes valid for the company. This is expected to occur during the spring of 2017.

During the year the Company completed several assignments from the owner, Göteborgs Stadshus AB. The most extensive project, which also involved many of the Company's external stakeholders, has been to formulate goals and strategies for the city, based on a vision for development of the destination until 2030, in a hospitality industry development programme through 2030.

## THE COMPANY'S PRIORITIES IN 2017

- Carry out the work associated with formulation of the City's goal for the hospitality industry.
- Continue to establish the "Tourism, Culture & Events" cluster and develop coordination and synergies within the cluster.
- Prepare for the reverse merger with Göteborg & Co Träffpunkt AB.
- Continue efforts to strengthen collaboration with the hospitality industry's stakeholders and find long-term financing and prioritisation models.
- As part of the merged company and assuming that the Municipal Council adopts the decision, implement the owner directive.



PERFORMANCE AND FINANCIAL POSITION

The following table shows the company’s performance with regard to some central earnings measures and key ratios (amounts in SEK thousand):

	2016	2015	2014	2013	2012
Operating income	5,950	7,034	0	0	0
Profit after financial items	-27	1,950	-214	0	0
Total assets	1,083,306	980,549	250	358	358
Equity/assets ratio*	93.1%	97.4%	57.6%	100%	100%

\*Equity + 78 % of untaxed reserves/total assets

PROPOSED APPROPRIATION OF PROFITS

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward	1,008,608,135
Net profit for the year	3,729
SEK	1,008,611,864

The Board of Directors proposes that the profits be appropriated so that:

carried forward	1,008,611,864
SEK	1,008,611,864

Intra-group transfers were paid to	SEK thousand
Göteborgs Stadshus AB	71,200
Intra-group transfers were received from	SEK thousand
Liseberg AB	71,200
Shareholder contributions were received from	SEK thousand
Göteborgs Stadshus AB	55,500
Shareholder contributions were paid to	SEK thousand
Liseberg AB	55,500

The company’s performance during the year and financial position at year-end in other respects can be seen from the following income statement and balance sheet.

Equity	Share capital	Statutory reserve	Profit brought forward	Net profit for the year
Opening balance	100,000	250,000	952,734,745	1,766,590
Appropriation of last year’s profit/loss			373,390	-373,390
Dividend to shareholders				-1,393,200
Net profit for the year				3,729
Shareholder contribution			55,500,000	
Closing balance	100,000	250,000	1,008,608,135	3,729

INCOME STATEMENT	Note	2016	2015
Operating income		5,950,000	7,034,000
Other external costs		-5,685,590	-6,278,714
Personnel costs	1	-292,000	-198,947
Total operating expenses		-5,977,590	-6,477,661
Operating profit		-27,590	556,339
Profit from shares in Group companies	2	0	1,393,200
Interest income		424	957
Profit/loss before tax		-27,166	1,950,496
Appropriations	3	47,165	-139,324
Tax due to changed taxation		-11,820	0
Tax on profit for the year	4	-4,450	-44,582
Net profit for the year		3,729	1,766,590



BALANCE SHEET	Note	31 Dec 2016	31 Dec 2015
<b>ASSETS</b>			
<b>Financial assets</b>			
Shares in Group companies	5	1,010,166,120	953,191,120
<b>Total non-current assets</b>		<b>1,010,166,120</b>	<b>953,191,120</b>
<b>Current assets</b>			
<b>Current receivables</b>			
Receivables from companies within Gbg Stadshus AB		71,200,000	26,200,000
Other receivables		1,940,039	1,157,878
<b>Total current receivables</b>		<b>73,140,039</b>	<b>27,357,878</b>
<b>Total current assets</b>		<b>73,140,039</b>	<b>27,357,878</b>
<b>TOTAL ASSETS</b>		<b>1,083,306,159</b>	<b>980,548,998</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Restricted equity			
Share capital (1,000 shares, par value SEK 100/share)		100,000	100,000
Statutory reserve		250,000	250,000
		<b>350,000</b>	<b>350,000</b>
Non-restricted equity			
Profit brought forward		1,008,608,135	952,734,745
Net profit for the year	6	3,729	1,766,590
		<b>1,008,611,864</b>	<b>954,501,335</b>
<b>Total equity</b>		<b>1,008,961,864</b>	<b>954,851,335</b>
<b>Untaxed reserves</b>	<b>7</b>	<b>92,159</b>	<b>139,324</b>
<b>Current liabilities</b>			
Trade payables		195,160	578,963
Liabilities to companies within Gbg Stadshus AB		72,778,125	24,928,594
Other current liabilities	8	1,200,000	0
Tax liability		60,851	44,582
Accrued expenses and deferred income		18,000	6,200
<b>Total current liabilities</b>		<b>74,252,136</b>	<b>25,558,339</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>1,083,306,159</b>	<b>980,548,998</b>
<b>Memorandum items</b>			
Pledged assets		None	None

## NOTES TO THE FINANCIAL STATEMENTS

### General information

The consolidated financial statements are not prepared with reference to the exception to the Annual Accounts Act Chapter 7. § 2.

### Accounting principles

Göteborg & Co Kommuntintressent AB complies with the Annual Accounts Act (1995:1554) and the general advice of the Swedish Accounting Standards Board, BFNAR 2012:1 *Annual Report and Consolidated Financial Statements* (“K3”).

### Intra-group transfers

Received and paid intra-group transfers are recognised as appropriations in the income statement. Shareholder contributions received are recognised directly against equity.

### Revenue

Revenue is recognised at the fair value of the consideration received or receivable, net of value added tax, discounts, returns and similar deductions.

### Taxes

The tax expense or tax income for the period consists of current and deferred tax. Current tax is the tax calculated on the taxable profit for the period. Deferred tax is calculated on the difference between the carrying amounts of the company’s assets and liabilities and their tax base. The difference between these amounts is multiplied by the current tax rate, giving the amount of the deferred tax asset/liability. Deferred tax assets are recognised in the balance sheet to the extent that it is probable that the amounts can be utilised against future taxable profit.

### Shares in Group companies

Shares in subsidiaries are carried at cost. Dividends from subsidiaries are recognised as income when the right to the dividend is deemed secure and can be measured reliably.

### Receivables and payables

Receivables and payables are recognised at nominal amounts unless otherwise stated in the notes below.

### Sales to and from Group companies

100% (2015 100%) of revenue comes from other Göteborgs Stadshus companies, and 81% of the item “other external costs” (2015 63%) are assigned to other Göteborgs Stadshus companies.

### Significant events after the balance sheet date

No significant events occurred after the balance sheet date.

**Note 1 Average number of employees, wages and other remuneration and social security expenses**

The company had no employees during the financial year.

**Salaries and other remuneration distributed between Board members and employees**

	2016	2015
Board		
Wages and other remuneration	229,971	151,288
Social security expenses	62,029	47,659
Of which pension expenses	(0)	(0)
Other employees		
Wages and other remuneration	0	0
Social security expenses	0	0
Of which pension expenses	(0)	(0)
Total		
Wages and other remuneration	229,971	151,288
Social security expenses	62,029	47,659
Of which pension expenses	(0)	(0)

**Note 2 Profit from shares in Group companies**

	2016	2015
Dividend	0	1,393,200

**Note 3 Appropriations**

	2016	2015
Intra-group transfers received	71,200,000	86,000,000
Intra-group transfers paid	-71,200,000	-86,000,000
Change in tax allocation reserve	47,165	-139,324
	<b>47,165</b>	<b>-139,324</b>

**Note 4 Tax on profit for the year**

	2016	2015
Current tax	-4,450	-44,582
<b>Tax on profit for the year</b>	<b>-4,450</b>	<b>-44,582</b>
Reconciliation of tax expense for the year		
Recognised profit/loss before tax	19,999	1,811,172
Tax calculated at a tax rate of 22%	-4,400	-398,458
Tax effect of non-taxable income	93	306,504
Tax effect of previous years' loss	0	47,372
Standard income on tax allocation reserves	-143	
<b>Total</b>	<b>-4,450</b>	<b>-44,582</b>

**Note 5 Shares in Group companies**

	2016	2015
Opening cost	953,191,120	250,000
Acquisitions	1,475,000	893,141,120
Shareholder contribution paid	55,500,000	59,800,000
<b>Closing cost</b>	<b>1,010,166,120</b>	<b>953,191,120</b>

			31 Dec 2016	31 Dec 2015
	Number of shares	Equity %	Carrying amount	Carrying amount
Göteborg & Co Träffpunkt AB 556428-0369, Göteborg	29,750	99.2%	1,725,000	250,000
Liseberg AB 556023-6811, Göteborg	419,998	100%	937,788,000	882,288,000
Got Event AB 556015-9823, Göteborg	15,000	100%	44,461,000	44,461,000
Göteborgs Stadsteater AB 556016-7875, Göteborg	79,941	100%	26,192,120	26,192,120
			<b>1,010,166,120</b>	<b>953,191,120</b>

The Parent Company has controlling interests in Göteborg & Co Träffpunkt AB as a result of the shareholder agreement, for which reason the holding of 99.2% is considered to be participation in Group companies.

**Note 6 Proposed appropriation of profits**

The following profits are at the disposal of the Annual General Meeting:

Profit brought forward	1,008,608,135
Net profit for the year	3,729
	<b>SEK 1,008,611,864</b>

The Board of Directors proposes that the profits be appropriated so that:

carried forward	1,008,611,864
	<b>SEK 1,008,611,864</b>

**Note 7 Untaxed reserves**

	31 Dec 2016	31 Dec 2015
Allocation reserve assessment year 2015	85,459	139,324
Allocation reserve assessment year 2016	6,700	
	<b>92,159</b>	<b>139,324</b>

**Note 8 Other liabilities**

	31 Dec 2016	31 Dec 2015
Loan Group bank	1,200,000	0
	<b>1,200,000</b>	<b>0</b>



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**GOTHENBURG, 10 FEBRUARY 2017**

Håkan Linnarsson, Chairman  
Kia Andreasson  
Monica Djurner  
Eva Flyborg  
Kerstin Billmark  
Pär-Ola Mannefred  
Anders Pettersson

Camilla Nyman, CEO

Our auditors’ report was submitted on 10 February 2017.  
Ernst & Young AB

Hans Gavin, Authorised Public Accountant

Our auditors’ report was submitted on 10 February 2017.

Jan Lindblom, lay auditor appointed by the Municipal Council.

Mai-Britt Wilhelmsson, lay auditor appointed by the Municipal Council.





Photography: Frida Winter Göteborg & Co

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