UNWTO/WTCF City Tourism Performance Research

Report for Case Study ”Berlin, Germany”

Note: This document is a working paper

Background

This report is based on research undertaken as part of the UNWTO-WTCF City Tourism Performance Research Survey, a research project aimed at collecting data to evaluate city tourism performance in cities worldwide. It will summarise the main findings of fieldwork conducted in Berlin, one of the 16 cities worldwide which participated in the project, in May 2017. Out of the key performance areas highlighted in the UNWTO-WTCF City Tourism Performance Research Survey - Destination Management, Economic Perspective, Social and Cultural, Environmental Perspective and Technology & New Business Models – three were in consultation with *visitBerlin*, the tourism marketing organization for Berlin, selected for analysis:

1. Destination Management
2. Economic Perspective
3. Environmental Perspective

Data on the performance indicators under each performance criteria were collected from official data sources at the city(-state) level. In addition, on-site interviews were conducted with representatives of *visitBerlin*, local officials and other tourism stakeholders to gain further understanding of the city.

I. Introduction to Berlin – The City

Berlin is the capital city of Germany and with a population of more than 3.6 million people also the country's largest city. Located on the banks of the rivers Spree and Havel in the heart of the Berlin/Brandenburg Metropolitan Region (German: Metropolregion Berlin/Brandenburg, also Hauptstadtregion Berlin-Brandenburg) Berlin is one of Germany's three city-states, i.e. both a state and a municipality. It boasts similarly to London or Paris a two-tiered political and administrative structure made up of the city-wide Senate and twelve semi-autonomous districts or boroughs (German: Bezirke). Economically Berlin still lags behind other major German cities such as Frankfurt, München, and Hamburg, but the city's economic performance has improved significantly in recent years with growth rates exceeding both the national average as well as those of other urban region in Germany.[1]

In 2016 the nominal GDP of the city-state Berlin totalled EUR 129.5 billion compared to EUR 124.2 in 2015, an increase of about 4.6 percent, and in 2017 Berlin's economy is expected to grow by 2.2 % compared to an expected growth of 1.0 % in Germany as a whole.[2] For years, Berlin has been Germany's leading centre for start-up businesses and one of the main centres for start-up companies in Europe in terms of investment volume and venture capital invested. Important economic sectors in Berlin include life sciences, transportation, information and communication technologies, media and music, advertising and design, biotechnology, environmental services, construction, e-commerce, retail, as well as tourism.

In addition to being considered one of Germany's economically most dynamic cities, Berlin is also recognised as one of the most prolific centres of higher education and research in the world and regularly ranked as one of the country's top places for quality of life. Berlin is a very green city - around one third of its 892 square kilometre surface area is composed of forests, parks, gardens, rivers and lakes – and renowned worldwide as one of Europe's

[1] Deutsches Institut für Wirtschaftsforschung e. V. (2016). *DIW Economic Bulletin 29+30. Economy. Politics. Science* (online), available at www.diw.de/documents/publikationen/73/diw_01.c.540052.de/diw_econ_bull_2016-29.pdf

[2] Berlin Business Location Centre (2017) *Berlin's Economy in Figures. 2016 edition* (online), available at: www.businesslocationcenter.de/imperia/md/blc/wirtschaftsstandort/standort/content/berliner_wirtschaft_in_zahlen_en.pdf

leading cultural metropolises. Furthermore, Berlin is well known as a young, and diverse city; a city that has emerged from its violent and conflictive history of the twentieth century and embraces creativity, tolerance and constant change.

Figure 1.1: Berlin panorama. Source: *visitBerlin* / Wolfgang Scholvien

People from more than 190 different countries have made the city their home, lending the city a cosmopolitan feel and lifestyle, and more than 40 % of the city's population is younger than 35 years.[3]

Transport infrastructure

Berlin is well connected nationally and internationally through rail and air traffic and boasts an elaborate and effective public transportation infrastructure. Currently Berlin has two international airports: Tegel (TXL) and Schönefeld (SXF) but this will change with the opening of Schönefeld's expansion - Berlin Brandenburg International Airport (BER) - which is expected to handle all flights to and from Berlin from 2019 onwards. Combined, the city's two airports handled around 33 million passengers in 2016, making Berlin Germany's third-largest airport location.[4] In terms of its connectivity by rail, the city benefited from the multi-billion Euro restructuring of its entire inter- and intra-urban rail network in the 1990s and early 2000s as well as significant nationwide investments, especially in high-speed rail, in the same time period. Completed in 2006, its new Central Station (German:

[3] Amt für Statistik Berlin-Brandenburg (2016). *Die kleine Berlin-Statistik*. Potsdam.
[4] Berlin Brandenburg GmbH (2017). Press kit, available at www.berlin-airport.de/en/_documents/press/basisinformationen/2017-06-press-kit-fbb-en.pdf

Hauptbahnhof) is one of the most heavily used railway stations nationwide and considered one of the most city's most spectacular architectural projects realised since Berlin's reunification. It is served by ICE (high speed train), InterCity, RegionalExpress, RegionalBahn and S-Bahn trains and welcomes an estimated 300.000 travellers and visitors each day. As regards intra-urban mobility, residents and visitors benefit from a well developed and efficient public transportation system as well as an excellent bike infrastructure that is continuously expanded and improved.

Tourism enterprises and attractions

Tourism not only sustains a total of 773 lodging operations (as of 2016)[5] but is also of vital importance to various other types of businesses such as restaurants, pubs, clubs, event venues and cultural facilities. In 2016, tourism generated a gross turnover of more than EUR 11.5 billion and retail and other services benefited with EUR 3.733 billion and EUR 2.2 billion respectively. In addition, it is estimated that tourism generated circa EUR 1 billion in sales and income tax revenue and has had an employment effect of about 235.000 (fulltime) jobs.[6]

Type of accommodation	Number of businesses	Number of beds
business		
Less than 29 beds	130	2,565
30 – 99 beds	270	15,742
100 – 249 beds	180	27,822
250 – 499 beds	132	45,928
500 or more	61	47,634
Total	773	139,691

Table 1.1: Number and type of hotels and guesthouses & number of beds (as of December 2016). Source: SenWEB, 2017a

[5] Official statistics include only accommodation establishments with more than ten beds, excluding guest apartments, home accommodation and rental flats.

[6] Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. (2017). *Wirtschaftsfaktor Tourismus für die Stadt Berlin 2016*. München

Rich in culture, history and architecture, the city offers a dizzying array of attractions and sights. Some of its most popular attractions include the Berlin Wall, Checkpoint Charlie, the Berlin TV Tower, the Brandenburg Gate, the Reichstag, Potsdamer Platz, and Museum Island, to name just a few. The city's famed nightlife, artistic scenes, rich culinary landscape and diverse shopping and recreational facilities further contribute to its appeal as a destination while a plethora of events of various kinds – it is estimated that visitors have some 1,500 events to choose from on a daily basis - also draw guests from near and afar. Berlin's dynamically evolving accommodation offerings are meanwhile an attraction in their own right: hotels in all price and comfort ranges offer great value for money and the city has developed into a leading breeding and testing ground for creative and innovative accommodation that goes beyond the conventional hotel experience. Unsurprisingly then, Berlin has received several accolades for its appeal as an exciting tourism destination in recent years: In 2009, Time Magazine hailed the city as "Europe's Capital of Cool"[7] while Forbes' Travel Guide's "12 Top Destinations of 2017" described the city as "an impossible-to-ignore destination for global travellers".[8]

II. Berlin Tourism Trends

Tourism in Germany's capital has grown considerably in recent decades. Visitor in licensed lodging operations alone have more than quadrupled since the early 1990s to a record-breaking 12.73 million annual visitors and more than 31.06 million overnight stays in 2016, making Berlin Europe's third most popular urban tourism destination after Paris and London.[9]

Since 2003 alone overnight stays in licensed lodging operations have increased by 174 % and the market shows no signs of slowing down anytime soon. Instead it is estimated that another 3.900 rooms will be added to the current supply from 2017 to 2020 which is all the more impressive against the backdrop of the recent rise of the sharing economy.

[7] Gumbel, P. (2009). Hip Berlin: Europe's Capital of Cool. *Time Magazine*. Vol. 174, No. 19
[8] Forbes Magazine (2016). *Travel Guide's 12 Top Destinations Of 2017* (online), available at /www.forbes.com/sites/forbestravelguide/2017/01/23/forbes-travel-guides-12-top-destinations-of-2017/#7060d6ca522c
[9] Senatsverwaltung für Wirtschaft, Energie und Betriebe (2017). *Gastgewerbe in Zahlen* (online), available at www.berlin.de/sen/wirtschaft/wirtschaft/branchen/tourismus/tourismus-in-zahlen/

Radically altering how many people prefer to stay while travelling, the latter has seen its share of the overall accommodation market vastly increase in recent years. According to a study by the Hotelschool The Hague, the market share of Airbnb alone amounts currently to 8.5 % of the total of the accommodation market; an estimated 1.735 million overnight stays were booked with Airbnb in 2016, 68 % more than in the year before.[10]

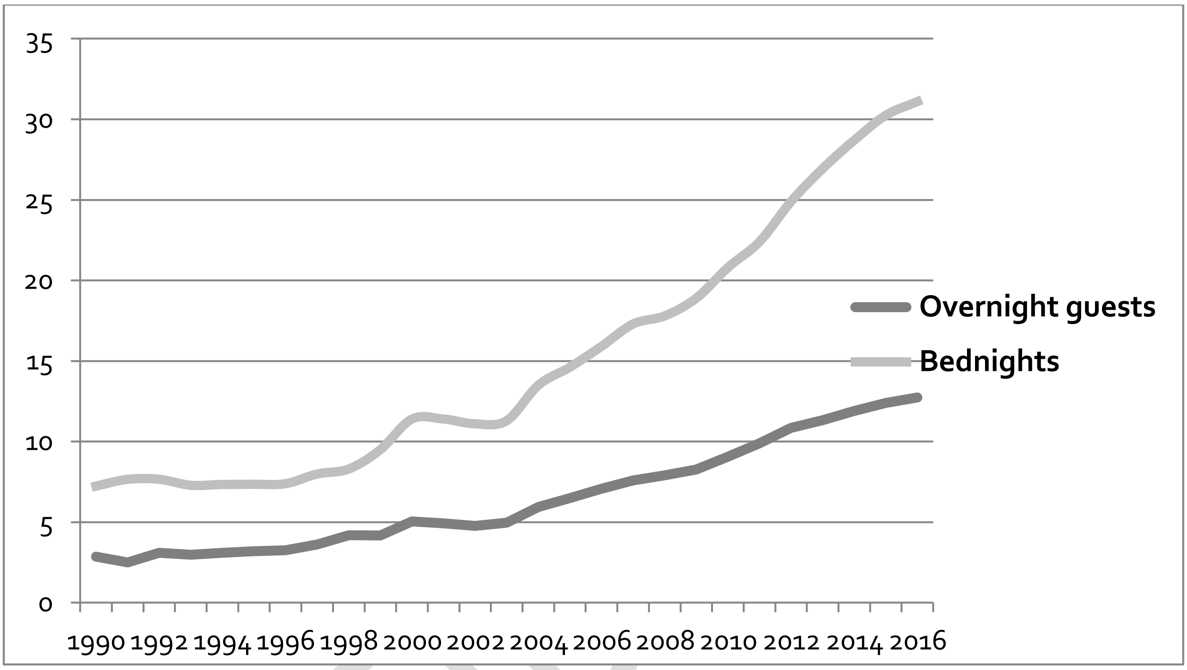

Figure 2.1: Total number of overnight guests and bednights in official accommodation establishments in Berlin from 1993–2016 (in million). Source: Author's own. Data from SenWEB, 2017b.

In addition to this, the visiting friends and relatives (VFR) market is widely recognised to play an important role in Berlin: in 2014, the latest year for which data is available, it accounted for 33.2 million overnight stays. Day trippers make up an even larger share of visitors – in 2016 Berlin welcomed approximately 109 million – 3.1 % more than in 2015. Domestic tourists make up the majority of overnight tourists but the number of international visitors has steadily increased over the years. In 2016 international visitors made up almost 40 % of those staying in official accommodation and accounted for more than 45 % of all overnight stays in licensed lodging operations. As per the latest data (2016) from *visitBerlin*, particularly large numbers of visitors came from Great Britain, USA and

[10] Hotelschool The Hague (2017). *Airbnb in Berlin. Technical Report*. The Hague.

Spain, followed by Italy, the Netherlands, France, Denmark, Switzerland, Israel and Sweden. Overnight visitors are currently on average 39,3 old and whilst the majority of them continue to come for leisure purposes it is especially the business tourism segment that currently contributes to the continuous growth of the overall tourism market. Since 2001, particularly Berlin's meetings and conventions market has developed very dynamically Since 2004, Berlin has been in the top 5 of the most important cities for association conventions and currently ranks fourth in the statistics of the "International Congress and Convention Association" (ICCA) after Paris, Vienna and Barcelona. The city is particularly popular with medical and scientific conventions as well as IT events.[11] in 2016, the city hosted 137,500 MICE events which were attended by approximately 11.6 million participants and generated an estimated 7,70 million hotel stays. Compared to 2001, the latest year for which figures are available, this represents an increase of around 51 % in terms of events, 176% in terms of participants, and 239 % in terms of overnight stays.[12] Compared to 2001, the latest year for which figures are available, this represents an increase of around 51 % in terms of events, 176% in terms of participants, and 239 % in terms of overnight stays.[13] Due to its diverse demand base, Berlin experiences contrary to many other (urban) destinations only relatively minor seasonal variations in demand. The highest demand for hotel rooms occurs in the months from June to October but Berlin has firmly established itself as an all-year travel destination.

III. Berlin: Tourism Performance Research Survey Findings

A. Destination Management

Performance Criteria	Yes (√) / No (.) / Unclear (?)
Destination Growth Strategy	
▪ Existence of a DMO at the destination	√
▪ Clear vision and governance structure for destination in place	√
▪ Sustainable tourism policy and regulations within the overall development strategy of the city	? (at the moment mostly project-based)

[11] *visitBerlin* (2017). Berlin is ranked 4th in the worldwide convention statistics (Press release), available at https://about.visitBerlin.de/sites/default/files/2017-05/170509_ICCA-Ranking_EN.pdf
[12] *visitBerlin* (2017). *Convention Statistics Berlin 2016*.
[13] ibid

▪ Differentiation of the destination (USP and/or UEP?)	√
▪ Public and private sectors commitment/involvement	√
▪ Collaboration with the stakeholders within and across sectors	√
▪ Regular update of the strategy & action plan	√
▪ Performance measurement tools in place	√
Visitor satisfaction	
▪ Repeat visitation (within 5 years) / recommendation	√
▪ Analysis of the visitor satisfaction with different elements of destination	√
▪ Analysis of the visitor satisfaction with their overall experience at the destination	√

A.1. Destination Growth Strategy

Tourism in Berlin is managed by the Berlin Senate, the executive body responsible for making and implementing policies in the city-state, in partnership with *visitBerlin*, Berlin's official destination management organisation (DMO). In addition, the Berlin's twelve semi-autonomous boroughs are also to a varying extent involved in tourism management and marketing – the responsibility usually rests with their offices of economic development (German: Wirtschaftsförderung).

On the city-state level, responsibility for tourism within the Senate rests with the Senate Department for Economics, Energy and Public Enterprises. Within it, there is no division or senior official responsible exclusively for tourism. Instead, tourism is subsumed within a wider department unit (German: Referat) whose responsibilities also includes policy areas such as business support services (German: Unternehmensservice), services (German: Dienstleistung), handcraft (German: Handwerk), and commerce (German: Handel). Berlin follows a collaborative governance model, in which the city-state plays a coordinating and enabling role. Since 2004, political priorities, strategies and delivery mechanisms in relation to tourism are outlined in a so-called tourism concept (German: Tourismuskonzept). This framework document is developed in close collaboration with *visitBerlin*, and is meant to facilitate coordination between stakeholders from public, private and non-governmental stakeholders and ensure an integrated and coordinated management approach. After years of delay – the most recent concept stems from 2011 – a new tourism concept was announced in early 2017 and is expected to be in place by the end of the year.

Set up under the name Berlin Tourismus Marketing GmbH (BTM), *visitBerlin* was established as a public-private partnership (PPP) in 1993 to promote the city as a major tourism destination and congress location.[14] The company shareholders are the non-profit organisation *visitBerlin* Partnerhotels e.V. (40%), the Land of Berlin (15%) the Investitionsbank Berlin (25%), and three limited companies: the Flughafen Berlin Brandenburg GmbH (airport) (10%), the Messe Berlin GmbH (exhibition company) (5%) and TMB Tourismus Marketing Brandenburg GmbH - the DMO of Brandenburg, the federal state surrounding Berlin (5%).

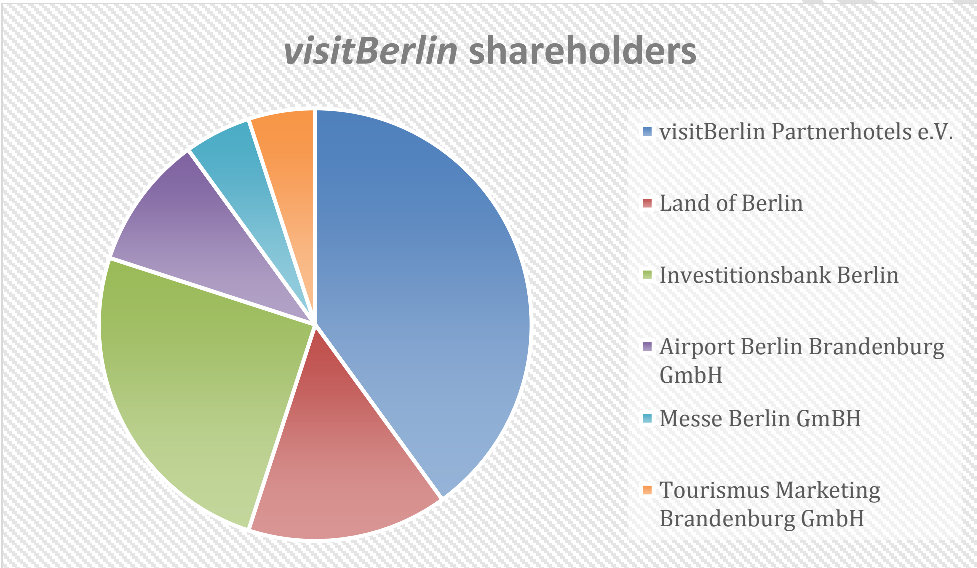

Figure 3.1: *visitBerlin* shareholders

The establishment of *visitBerlin* was the result of wider changes in Berlin's local governance arena and the perceived need to reorganize and strengthen the city's tourism marketing activities following a slump in visitor numbers in the early 1990s when the immediate excitement following the fall of the Berlin Wall ebbed off. *visitBerlin* replaced two public sector organizations, the Fremdenverkehrsamt and the Informationszentrum Berlin, and, as Berlin's DMO, is vested with a wide range of responsibilities. It

- plans, implements, and monitors marketing strategies and campaigns;
- functions as a travel agency offering hotel accommodation and tickets, and issuing the Berlin WelcomeCard, Berlin's official sightseeing pass;

[14] *visitBerlin* (2017). Welcome to *visitBerlin* (online), available at www.about.*visitBerlin* .de/en?ga=2.25906622.2089836532.1498556770-1981502309.1494942820

- operates the Berlin Tourist Info Centers, the Berlin Service Center, as well as Berlin's official online tourism platform *visitBerlin*.de; and
- is responsible for stakeholder management and partner relations.

In addition, it is also active in the meetings and conventions market with its Berlin Convention Office (BCO) which acquires conferences, fairs and congresses for Berlin, provides a variety of support services to congress and tourism partners and acts as an active information broker for the city's travel industry.

As a PPP, *visitBerlin* receives funding by the Berlin Senate. However, the majority of its funding is today self-generated, e.g. through membership services, booking services as well as product and ticket sales. In 2015 its budget amounted to 20,6 million Euro (compared to 14,7 million Euro in 2010) of which 56% were self-generated income/revenue (compared to 43,8 % in 2010).[15] The company is managed by an executive board which is currently led by Burkhard Kieker who was appointed as Chief Executive Officer in 2009. The work of *visitBerlin* and its currently 198 employees is overseen by a supervisory board which approves (or vetoes) all of its major decisions and evaluates its performance. It comprises nine members - *visitBerlin* Partnerhotels e.V. as the largest shareholder and the Land of Berlin appoint two members each while all other shareholders each appoint one.

Differentiation of Berlin as a destination

Regularly ranked as one of Europe's most successful destination management organisations, *visitBerlin*, in terms of leisure tourism, employs a differentiated marketing approach: it is active in more than fifty different source markets and affords both the maintenance and expansion of existing markets and the development of new markets high priority. *visitBerlin* recognises that different audiences require different campaigns and emphasis but stresses Berlin's broad range of resources and attractions as well as its distinct history and identity as a former walled turned world city as the city's central USP. The organisation aims, in its own words, "to capture the special aura of our city (...) as a place of

[15] visitBerlin (2016). *Jahresbericht.Zahlen und Fakten 2015;* visitBerlin (2011). *Jahresbericht.Zahlen und Fakten 2010*

freedom, tolerance, openness and creativity, a place inspiring people across the globe."[16] Its most recent international campaign "BERLIN 365/24" is reflective of this. It was introduced in 2016 to promote and further Berlin's image as a "happening city, every day of the year, any time of day or night" that offers "more of the world in one place than anywhere else."[17]

Figure 3.2: Berlin 365/24 Campaign. Source: *visitBerlin*

Examples of complementing themed marketing campaigns to develop and maintain associated target markets include (but are not limited to):

- Accessible Berlin (www.visitBerlin.de/de/barrierefrei)
- LGBT tourism for Berlin (www.gay.visitBerlin.de)
- Families welcome (www.familie.visitBerlin.de)
- Biking in Berlin (www.fahrrad.visitBerlin.de)

As regards its marketing techniques, *visitBerlin* utilizes both established and innovative approaches and methods. An example of the former are the so-called pop-up stores. As temporary "brand ambassadors" and "advertising spaces" for Berlin as well as venues for

[16] *visitBerlin* (2017). *Promoting Berlin globally* (online), available at www.about.visitBerlin .de/en/promoting-berlin-globally
[17] www.365-24.berlin

networking events and similar functions, they were first introduced in five key European markets - United Kingdom, France, the Netherlands, Austria and Sweden - in 2015.

Figure 3.3: Pop into Berlin Store Paris. Source: Pop into Berlin, Paris. Source: *visitBerlin* / Sarah Lindemann

In terms of business tourism, *visitBerlin*'s BCO is credited for having played a crucial role in the recent growth of Berlin's MICE market discussed earlier. Since its establishment in 2001, it has brought more than a thousand European and worldwide conventions to the city by providing expert support for organising congresses, conferences, meetings and incentives in Berlin (www.convention.visitBerlin.de).

Likewise, *visitBerlin* has for several years been actively involved in the promotion of Berlin as a health tourism destination. Albeit only a medium-to-small segment of the total tourism volume, health-related travel has witnessed a steady growth in recent decades and has been identified as an important growth market. This being the case, *visitBerlin* has partnered up with renowned hospitals and clinics as well as other relevant local and extra-local players to capitalize on the excellent reputation of Berlin – and the wider Berlin is a part of - for state-of-the-art medical care. In partnership with the Senate Department for Economics, Energy and Public Enterprises as well as the city's Economic Development

Corporation "Berlin Partner", it has set up an internet portal that provides information on health care tourism in Berlin and moreover regularly advertises Berlin as a health tourism destination at relevant international trade fairs such as Arab Health in Dubai.

All marketing activities undergo regular reviews, allowing for adjustments as needed, and strong emphasis is placed on coordination and collaboration amongst relevant stakeholders such as the Berlin Senate, the city's Economic Development Corporation "Berlin Partner", Berlin's Chamber of Commerce "IHK", or Berlin's Hotel and Restaurant Association, "DEHOGA Berlin".

A collaborative approach to destination management

To ensure the achievement of its mandate to successfully promote Berlin as a destination, *visitBerlin* pursues a collaborative approach to destination management. Close working relationships exist for example with the TMB Tourismus-Marketing Brandenburg GmbH to promote the capital region Berlin-Brandenburg and strengthen the region's national and international competitiveness as a destination. First formalised in 1998, the two DMO's collaboration is illustrated amongst other things by joint appearances at the International Tourism Exchange (ITB) Berlin as well as the decision to establish a joint welcome center which will serve as the "gate to the capital region" at the new airport BER. In addition, visitBerlin regularly liaises and cooperates with relevant extra-regional partners and stakeholders. This includes in particular the German National Tourist Board (German: Deutsche Zentrale für Tourismus e.V.) which promotes Germany as a travel destination on behalf of the German federal government as well as the non-profit membership organization European Cities Marketing (ECM) which promotes and links the interests of tourist boards, convention bureaux, and city marketing organisations of more than 100 major cities in 36 countries across Europe. ECM's mission also reflects the way *visitBerlin* as an active ECM member approaches its business: it embraces the idea to enhance competitiveness through cooperation and collaboration.

An initiative that exemplifies the city's collaborative approach to destination management on the local level is meanwhile the round table tourism (German: Runder Tisch Tourismus) which was established in 2003. Convened by DEHOGA Berlin and hosted by the Senate Chancellery (German: Senatskanzlei), the office of the governing mayor of Berlin, it serves as a high-level forum for dialogue and coordination among both private and public stakeholders and meets up to twice a year to discuss topical issues and keep abreast of current issues affecting tourism in Berlin. To facilitate and ensure vertical integration, regular meetings are also at the invitation of *visitBerlin* held with representatives of the district offices (German: Bezirksämter) of Berlin's twelve semi-autonomous boroughs while the above-mentioned tourism concept sets out the responsibilities of different stakeholders for particular fields of action and measures. Despite these efforts, many interviewees also argued that the existing governance arrangements should be reviewed and possibly modified to allow for more policy coordination and integration – horizontally and vertically – and facilitate more effective destination management.

Sustainable tourism growth

Strategies for more sustainable tourism growth are meanwhile laid down in the city's core tourism strategy – the "Tourismuskonzept". Entitled "Tourismuskonzept Berlin Handlungsrahmen 2011+", its most recent version is – as its predecessors – mainly concerned with environmental sustainability, e.g. with initiatives like the "Berlin Green Meetings" platform which was established in 2009 to promote Berlin as a "green" MICE destination. More recently it has become increasingly recognised however that cultural and social aspects also have to be considered concomitantly to achieve any success towards sustainability - especially since the city, similarly to other European city destinations, has seen its share of tourism-related conflicts and contestations in recent years. The city's new tourism concept, which was at the time of writing being prepared, is widely expected to reflect this. Since coming into power in 2016, Berlin's current government has vowed to put tourism in Berlin on a more sustainable path and be more proactive in helping to maximize the positive effects of tourism while minimizing negative externalities such as those resulting from excessive concentrations of touristic activity in specific neighbourhoods.[18]

[18] SPD Berlin/Die Linke Berlin/Bündnis 90/ Die Grünen Berlin (2016). *Berlin gemeinsam gestalten. Solidarisch. nachhaltig. Koalitionsvereinbarung für die Legislaturperiode 2016-2021* (online), available at: www.berlin.de/rbmskzl/_assets/rbm/161116-koalitionsvertrag-final.pdf

Performance measurement

Berlin's tourism concept – the city-state's main policy framework pertaining to tourism - includes a set of strategic goals – and associated performance measures - against which progress and performance is measured. These goals are periodically refined, often because targets have been met. In addition, the DMO measures its performance by way of annual plans that set targets and as well reports that review performance against those targets. For the destination, detailed annual and quarterly statistical reports on key indicators are compiled by *visitBerlin* with data provided by the Berlin-Brandenburg Agency for Statistics (German: Amt für Statistik Berlin Brandenburg). In addition, *visitBerlin* and other stakeholders regularly commission market research and draw upon data provided by the European Cities Marketing (ECM) organisation and the tourism marketing information system TourMIS to inform and evaluate their work.

A.2. Visitor Satisfaction

Visitor satisfaction is recognised to be a critical factor behind the success of a destination and Berlin. The city's DMO does not perform research itself, but draws on various sources to gauge the backgrounds, experiences, and views of Berlin visitors. This includes the 'Quality Monitor German tourism industry survey' (German: Qualitätsmonitor Deutschland-Tourismus) which does not measure visitor satisfaction directly but regularly measures visitors' intention to return to various destinations across Germany – including Berlin – and recommend them to others.[19]

[19] http://www.qualitaetsmonitor-deutschland-tourismus.de

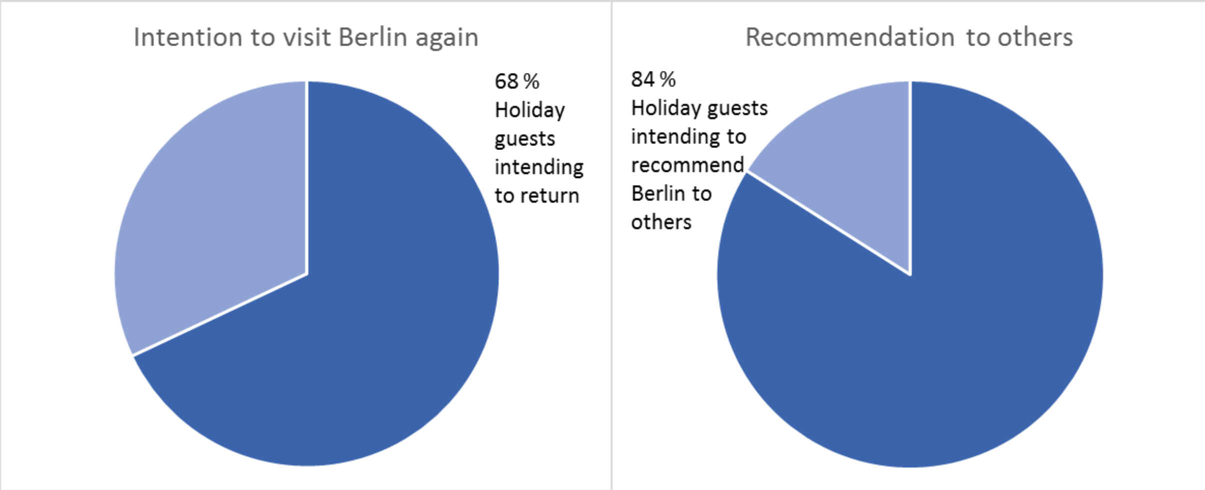

Figure 3.4: Intention to return and recommend to others (as of 2016). Source: *visitBerlin*

And it includes market research commissioned specifically for *visitBerlin* such as the 2015 study 'Berlin visitors in focus - a market research analysis for *visitBerlin*'.[20] Carried out by the Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. and drawing interviews with 1838 tourists (both international and domestic), it provides in-depth insights into visitors' perceptions, behaviour, experiences and viewpoints and also assesses visitors' overall satisfaction with the destination Berlin as well as their assessment of different destination attributes. As regards the former, the most recent study from 2015 reveals a generally positive picture: on a scale from of 1-6 with 1 being "very satisfied" Berlin scored 1,9 among international and 2,0 among domestic tourists and an overwhelming majority of visitors stated that they would recommend Berlin as a destination to others (on a scale from 1 to 6 with 1 being "very certain" Berlin scored 1,9 among domestic and 1,8 among international visitors). As regards the assessment of different destination attributes, the city's "varied city districts/squares", its public transport system as well as its sights and diverse population/cultures receive high scores while cleanliness and safety concerns are identified as areas in need of improvement.

B. Economic Perspective

Unsurprisingly given tourism's growing significance, the analysis of tourist flows and their economic impact has become increasingly comprehensive and detailed in recent years even

[20] Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. (2016). Berlin-Besucher im Fokus – eine Marktforschungsanalyse für *visitBerlin*

if some data limitations continue to exist (e.g. with respect to employment related to the tourism supply chain). In addition to data by the Berlin-Brandenburg Agency for Statistics, further analyses are regularly carried out by the Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. on behalf of *visitBerlin*. Recent figures confirm that the tourism has developed into a key factor in Berlin's economy. In 2016, Berlin's tourism sector generated gross sales of EUR 11.57 billion producing tax revenues for the federal government and the Land of Berlin of EUR 1.036,6 billion through VAT and income tax alone. EUR 5.549 billion of the total gross sales were generated by the hotel and restaurant industry, EUR 3.738 billion by retail and EUR 2.288 billion by services. Unsurprisingly, given these figures, tourism is a major driver of employment, stabilizing existing jobs and generating new jobs across a range of sectors. In absolute terms, 235,00 of Berlin's inhabitants lived from tourism in 2016 while the sector's contribution to the city's GDP was estimated to amount to 6.7 %.[21] Room for improvement exists with regard to some areas.

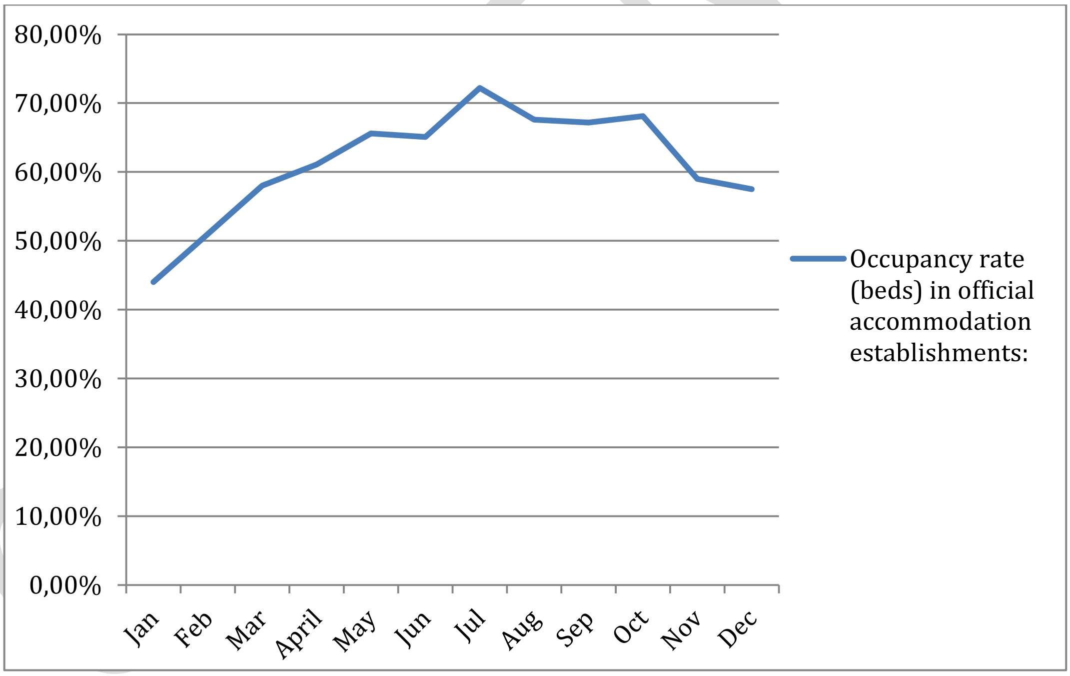

Figure 3.5: Intention to return and recommend to others (as of 2016). Source: Amt für Statistik Berlin-Brandenburg (2017

Criterion 1: Tourism Flows
Year of analysis: 2016

[21] Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. (2017*). Wirtschaftsfaktor Tourismus für die Stadt Berlin 2016.* München

Performance criteria	Value / Source / Definition / Comment
Arrivals: o Total arrivals o Total foreign arrivals	 o 12, 73 million o 5,04 million
Bednights: o Total bednights o Total foreign bednights	 o 31,1 million o 14,2, million
Average length of stay (nights)	2,4 days
Total arrivals by main purpose: o Personal o Business	n.a.
Total arrivals by modes of transport: o Air o Water o Land	 Arrival from Germany: 34% plane, 42% train; 29% car, 23% coach, arrival from abroad: 78% plane, 12% train, 20% car, 12% coach[22]
Average size of travel party	n.a.
Seasonality index (measured by the Gini coefficient)	n.a.
Occupancy rate (beds) in official accommodation establishments: o January o February o March o April o May o June o July o August o September o October o November o December o Yearly average	 o 44,0 % o 51,0% o 58,0% o 61,1 % o 65,6 % o 65,1 % o 72,2 % o 67,6 % o 67,2 % o 68,1 % o 59,0 % o 57,5 % o 61,4% [23]
Number of major incoming markets (e.g., that comprise 80% of the bednights achieved at the destination)	11 (domestic market plus top 10 international markets made up 81,5 % of all bednights in 2016)[24]
Number of same-day visitors: o January o February o March o April o May o June o July o August	 o n.a. o n.a. o n.a. o n.a. o n.a. o n.a. o n.a. o n.a.

[22] *visitBerlin* (2017). *Berlin in numbers. Statistics*.
[23] Amt für Statistik Berlin-Brandenburg (2017). *Statistischer Bericht. Tourismus im Land Berlin*. Potsdam
[24] *visitBerlin* (2017). *Berlin in numbers. Statistics*. Own calculation

o September o October o November o December o Yearly average	o n.a. o n.a. o n.a. o n.a. o 109 million average[25]
Please elaborate which data collection methods are used	Information concerning the volume and value of day trippers rely on specifically commissioned studies by the Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. which build upon the institute's country-wide baseline investigation 'Tagesreisen der Deutschen'.
Are the meeting industry statistics available at your destination?	X Yes □ No Extensive statistical information pertaining to the MICE market are gathered on a continuous basis through the online data collection tool congress.net by ghh consult and published in the annual "Congress Statistic" (German: Kongress Statistik) of *visitBerlin*'s Berlin Convention Office (BCO).

Criterion 2: Economic Impact
Year of analysis: 2016

Performance criteria	Value / Source / Definition / Comment
Number of jobs in tourism industry	Research into the employment effects of tourism suggest that it sustains 235.000 jobs (full-time, throughout the year)[26]
Relative contribution of tourism to the destination's economy (% GDP)	6,7 %
% of tourism jobs in the local economy	n.a.
% of tourism jobs that are seasonal	n.a.
Is the economic impact of events measured at your destination?	X Yes □ No o EUR 2,419 billion gross sales o employment effect: 41.500 fulltime jobs[27]
Inbound tourism revenues per visitor by source market	n.a.
Daily spending per o Overnight visitor o Same-day visitor	 o EUR 205,80 o EUR 32,90[28]

[25] Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. (2017). *Wirtschaftsfaktor Tourismus für die Stadt Berlin 2016.* München
[26] Ibid.
[27] *visitBerlin* (2017). *Convention Statistics Berlin 2016*.
[28] Ibid.

% of locally produced food, drinks, goods and services sourced by the destination's tourism enterprises	n.a.
Exports of tourism services (a measure showing the contribution of tourism to exports)	n.a.

C. Environmental Perspective

Environmental protection is a key concern of policy makers in Berlin and the city's environmental governance is widely considered to be well developed and effective. Berlin is an active member of a number of sustainability groups, including Climate Alliance, Covenant of Mayors, ICLEI, Metropolis, and the World Mayors Council on Climate Change. Moreover, the city was ranked eighth among major cities in the Siemens-sponsored "Green City Index", which evaluates cities according to their performance in selected domains, e.g. energy & CO_2, transport, water, air quality, land use & buildings, waste, sanitation and environmental governance.[29] In all of these areas significant and, by international standards, successful efforts have been made in recent decades to improve the city's environmental performance. The city's green credentials are exemplified by its efforts in the area of climate protection: Berlin calls one of the internationally most renowned clusters of solar energy research and development institutions its home.[30] In addition, almost three hundred combined heat and power stations produce environmentally friendly heat and electricity. Berlin's central "green zone" for traffic requires drivers to have a special environmental sticker or badge to confirm their cars comply with tightened emission standards to enter the city's center while comprehensive efforts are also made to encourage the use of public transport and bicycles[31]. Representatives of the tourism sector recognise that their trade too has an impact on the environment and consequently has a role to play in improving the city's environmental performance and especially in the area of the meetings and conventions market a lot of ambitious initiatives exist. The above-mentioned "Green Meetings" platform by the Berlin Convention Office (BCO) is, as the German Convention Bureau notes, only one among "many innovations that are currently shaping Berlin's

[29]The Economist Intelligence Unit (2012). *The Green City Index*. Siemens AG.
[30]German Convention Bureau (2013). Berlin – The green destination on the congress map, available at https://www.gcb.de/case-stories/kompetenzfelder/berlin-the-green-destination-on-the-congress-map.html
[31] ibid.

congress and meetings landscape" and driven not least by pioneering individual initiatives.[32] An example of the later is the environmental forum at the Church of the Resurrection in Berlin (German: "Auferstehungskirche"). It has been committed to environmental sustainability ever since its foundation in 2000 and to this day serves as a role model for many other venues in Berlin and beyond. Another model project dedicated to the topic of climate protection is the EUREF Campus in the Berlin district of Schöneberg[33]. An historic industrial site that was turned into an innovation campus dedicated to a low-carbon future, it simultaneously serves as a popular environmentally-friendly and state-of-the-art venue for all sorts of meetings and events. Somewhat surprising in light of the high status afforded to environmental protection in the German capital is meanwhile that data pertaining to the environmental impacts and performance of tourism is relatively scarce. While there is no denial that it is excessively difficult to disentangle the impacts of tourism in urban environments from other influences, more attention aimed at understanding the nature, extent and causes of tourism's environmental impacts also could prove beneficial to adopt effective management measures to further improve tourism's environmental performance.

Criterion 1: Sustainable Tourism Policies and Strategies
Year of analysis: 2017

Performance criteria	Value / Source / Definition / Comment
% of tourism enterprises/establishments in the destination using a voluntary certification/ labelling for environmental/quality/ sustainability and/or Corporate Social Responsibility	n.a.
% of tourism enterprises involved in climate change mitigation schemes – such as: CO_2 offset, low energy systems, etc. – and "adaptation" responses and actions	n.a.
environmental impact degradation/conservation of nature) -> monitoring tools in place	□ Yes X No

Criterion 2: Density
Year of analysis: 2016

number of tourists/visitors per 100 residents	8,8 [34]

[32] ibid.
[33] ibid.
[34] *visitBerlin* (2016). *Trendreport 4. Quartal 2016*

Criterion 3: Public Green Spaces
Year of analysis: 2016

Performance criteria	Value / Source / Definition / Comment
Number of parks	circa 2500
% of preserved areas/ reservoirs/ waterways/parks in relation to total land area	42, 4 % (including agricultural use)[35]
% of trees in the city in relation to city area and/or population size	Official data suggests that there are about 437.925 street trees - 80 per kilometer city street (stock density) -– in Berlin. Information about trees in parks, gardens and woodlands is not available.[36]
% of green space (public parks) coverage in relation to city area and/or population size	13 % in relation to city area[37]
% of green or public spaces in need of improvement	n.a.

Criterion 4: Reduce Greenhouse Gases/Energy Efficiency
Year of analysis: 2013

Performance criteria	Value / Source / Definition / Comment
Total amount of GHG emissions per city and per capita	18,7 Mill. t / per city 5,5 t. per capita[38]
% of total energy consumed in the city that comes from renewable sources	3,7 % (primary energy consumption 7,4 % final energy consumption[39]
energy consumption per tourist night compared to general population energy consumption per resident night	n.a.
% of tourism enterprises that take actions to reduce energy consumption	n.a.

Criterion 5: Mobility
Year of analysis: 2013, 2016

Performance criteria	Value / Source / Definition / Comment

[35] Senatsverwaltung für Umwelt, Verkehr und Klimaschutz Berlin (2016). *Anteil öffentlicher Grünflächen in Berlin* (online), available at www.stadtentwicklung.berlin.de/umwelt/stadtgruen/gruenanlagen/de/daten_fakten/downloads/ausw_5.pdf
[36] Senatsverwaltung für Umwelt, Verkehr und Klimaschutz Berlin (2017). *Straßenbäume in Berlin* (online), available at www.stadtentwicklung.berlin.de/umwelt/stadtgruen/stadtbaeume/de/daten_fakten/downloads/ausw_139.pdf
[37] ibid.
[38] Amt für Statistik Berlin-Brandenburg (2016). *Energie- und CO_2-Bilanz 2013* (online), available at www.statistik-berlin-brandenburg.de/BasisZeitreiheGrafik/Bas-EnergieundCO2.asp?Ptyp=300&Sageb=43009&creg=BBB&anzwer=6
[39] Senatsverwaltung für Umwelt, Verkehr und Klimaschutz (2014). *Berliner Energieverbrauch und CO2 Bilanz 2013* (online), available at www.stadtentwicklung.berlin.de/umwelt/klimaschutz/co2bilanz/berlin/index.shtml#berlin05

Transportation mode split (Percentage of each mode of transportation, i.e. private, public, bicycles, pedestrians)	Private motorized transport 30%; Pedestrian 30%; Bicycle traffic 13%; Public transport 27% (as of 2013)[40]
Average commute time and cost	70.1 minutes per person and day (in 2012)
% of tourists and same-day visitors using different modes of transport to arrive at the destination	Arrival of overnight visitors from Germany: 34% plane, 42% train; 29% car, 23% coach, arrival of overnight visitors from abroad: 58% plane, 12% train, 20% car, 12% coach[41]
% of tourists and same-day visitors using local/soft mobility/public transport services to get around the destination	n.a.
Average travel (km) by tourists and same-day visitors from home to the destination	n.a.
Average carbon footprint of tourists and same-day visitors traveling from home to the destination	n.a.
Kilometers of bicycle paths and lanes	1680 kilometers (as of 2016), including purpose-built bike paths and pavement markings (lanes).[42]
Number of EV charging stations within the city	142 (as of 2013)[43]
Is car sharing available at destination?	Yes x No □
bike sharing available at destination?	Yes x No □

Criterion 6: Water Quality/Availability
Year of analysis: 2013

Performance criteria	**Value / Source / Definition / Comment**
Total amount of water availability	206,9 Mill. m.[44]
Water quality index/score	Berlin's water quality is checked regularly for its quality and widely considered to be of highest quality. According to the city's water supplier it not only meets all of the requirements of the German Drinking Water Ordinance, but rather undercut all defined limits by a wide margin. [45]

[40] Senatsverwaltung für Stadtentwicklung und Umwelt (2014): *Berliner Verkehr in Zahlen* (online), available at www.stadtentwicklung.berlin.de/verkehr/politik_planung/zahlen_fakten/download/Mobilitaet_dt_komplett.pdf
[41] *visitBerlin* (2017). Berlin in numbers. Statistics.
[42] Senatsverwaltung für Umwelt, Verkehr und Klimaschutz (2017). *Mobil in Berlin – Mit dem Fahrrad* (online), available at https://ssl.stadtentwicklung.berlin.de/verkehr/mobil/fahrrad/radrouten/index.shtml
[43] eMobility Ladestationen in Berlin (online), available at www.daten.berlin.de/datensaetze/emobility-ladestationen-berlin
[44] Amt für Statistik Berlin-Brandenburg (2016). *Die kleine Berlin-Statistik*. Potsdam
[45] Berliner Wasserbetriebe. *Water for Berlin* (online), available at www.bwb.de/content/en/downloads/WFB_EN_2014_web.pdf

Proportion of population with access to adequate and safe drinking water	99,8[46]
Water consumption per tourist night compared to general population water consumption per resident night	n.a.
% of tourism enterprises taking actions to reduce water consumption	n.a.
% of tourism enterprises using recycled water	n.a.

Criterion 7: Air Quality
Year of analysis: 2012, 2015

Performance criteria	**Value / Source / Definition / Comment**
Levels of Particulate Matter (PM10 – mg/ m3)	26 µg/m. annual average value (as of 2015)[47]
Levels of Particulate Matter (PM2.5 – mg/m3)	Average Exposure Indicator (AEI): 17,5 µg/m3[48]
Number of days per year on which alarm levels are exceeded and traffic circulation is stopped	0

Criterion 8: Waste/Reuse/Recycle/Sewage Treatment
Year of analysis: 2012

Performance criteria	**Value / Source / Definition / Comment**
Recycling rate (Percentage diverted from waste stream)	42.2%[49]
Volume of solid waste generated	822,000 t [50]
Waste production per tourist night compared to general population waste production per person (kg)	n.a.
% of tourism enterprises separating different types of waste	n.a.
% of total waste recycled per tourist compared to total waste recycled per resident per year	n.a.
% of sewage from the destination treated to at least secondary level prior to discharge	n.a.

Criterion 9: Landscape and Biodiversity Protection
Year of analysis: -

[46] Amt für Statistik Berlin-Brandenburg (2016). *Die kleine Berlin-Statistik*. Potsdam
[47] Senatsverwaltung für Stadtentwicklung und Umwelt (2016). *Luftgütemessdaten 2015* (online), available at www.stadtentwicklung.berlin.de/umwelt/luftqualitaet/de/messnetz/download/jahresbericht2015.pdf
[48] ibid.
[49] Senatsverwaltung für Stadtentwicklung und Umwelt (2013). *Municipal waste management in Berlin* (online), available at www.stadtentwicklung.berlin.de/umwelt/abfallwirtschaft/downloads/siedlungsabfall/Abfall_Broschuere_engl.pdf
[50] ibid.

Performance criteria	Value / Source / Definition / Comment
% of local enterprises in the tourism sector actively supporting protection, conservation and management of local biodiversity and landscapes	n.a.

IV. Conclusions

Berlin's rise to prominence as a tourist destination since the city's reunification has been nothing short of extraordinary. Obviously, there is no single one reason that explains the success of Berlin as a destination but it appears reasonable to suggest that the effective and professional marketing and representation services provided by the city's DMO, *visitBerlin*, have played a major role in making the destination Berlin the success that it is today. Market research suggests that tourists are very satisfied with the services *visitBerlin* provides; the fact that targets in relation to growth and financial performance have consistently been met or exceeded stands testimony to its efficacy while also carrying out extensive responsibilities as active broker and service provider for its partners in the tourism industry. As regards destination management in the wider sense of the term, Berlin meanwhile also finds itself confronted with several challenges. Many of them relate or are linked to the heightened need for tourism management and planning that results from the increases of tourism activity the city has experienced in recent decades. The city-state has upped its game on this front in recent years but there nonetheless appears to be a need to go further and rethink existing governance arrangements and policies so as to make them more responsive to the role and relevance tourism has acquired as a cross-cutting issue relevant to different policy domains. The city's new tourism concept (in preparation) is expected to include a number of actions and recommendations in this regard but will probably be only a first step in a longer process. The same applies to the city-state's stated aspiration to make more sustainable forms of tourism development a reality. It too will require long-term and significant commitment.

This is not to say that there aren't experiences to build upon and learn from. Instead, a number of recent initiatives and projects show the way: One example is "MEET+CHANGE", a BCO initiative that aims to support social and cultural institutions in Berlin by promoting the use of their facilities for corporate workshops and events (https://convention.visitBerlin.de/en/meetchange). It was introduced on the occasion of the

2015 Global Social Business Summit and has, reportedly, been well received by BCO's customers and clients. Support for social development is seen as an important step to make a positive difference to Berlin's people and communities and "MEET+CHANGE" set to be expanded in coming years to strengthen Berlin's profile as a sustainable and socially responsible MICE destination and, in the words of *visitBerlin*, make "a positive and lasting difference over the long term."[51]

Figure 7: "MEET AND CHANGE" initiative. Source: visitBerlin / Uwe Steinert

Innovative schemes have also been launched on the local level. One example is the project "fair.kiez" (http://fairkiez.berlin) which was launched in 2015 by the district council of Friedrichshain-Kreuzberg in cooperation with industry partners such as *visitBerlin* to tackle noise and other nuisance issues connected to tourism and promote fair, responsible and sustainable tourism practices. It too is set to be expanded in coming years. Recognising that residents' acceptance of tourism development is central for the sustainability of tourism and its long-term success, *visitBerlin* has in addition in recent years turned to inward marketing as a means to maintain and enhance the populace's acceptance of tourism and established

[51] visitBerlin Convention Office (2017). *MEET+CHANGE* (online), available at https://convention.visitBerlin.de/en/meetchange

an office (German: Geschäftsstelle Akzeptanzerhaltung) with an earmarked budget of EUR 200.000 for efforts directed at local residents. The latter include, amongst other things, a website (www.du-hier-in.berlin) to enable residents to provide feedback, comments or inputs concerning tourism in Berlin and as well as citizen workshops to develop ideas to improve tourism in Berlin.

Furthermore, *visitBerlin* has identified the promotion of accessible tourism as an important component of inclusive sustainable (tourism) development. The organisation collaborates closely with public and private sector stakeholders to make the city's touristic offers more accessible and a variety of services are offered for visitors with disabilities. Extensive information is available on a website specifically designed for people with disabilities (https://www.visitBerlin.de/en/berlin-wheelchair-users-and-physically-disabled) and a free App called *accessBerlin* was launched on the occasion of the ITB Berlin Convention in March 2017.

These and other initiatives, not least from civil society actors, illustrate that there is no lack of innovative and imaginative ideas to change tourism for the long-term benefit of both local people and communities as well as visitors. The task ahead will be to transfer these thus far relatively loosely coordinated projects and initiatives into a coherent and consistent policy mix with appropriate support structures and resources.

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