City Tourism Performance Research

1. Objectives:

The *UNWTO-WTCF City Tourism Performance Research Survey* is an instrument for collecting data that allows evaluating city tourism performance in cities worldwide. By describing performance criteria rather than defining performance indicators, the survey enables market researchers and consultants to come up with the best possible assessment of city tourism performance at reasonable costs. Applying the *UNWTO-WTCF City Tourism Performance Research Survey* requires involving representatives of different stakeholder groups. Data is collected at the city level by the tourism experts identified by UNWTO and WTCF. The experts will interview Destination Management Organizations (DMOs). Some of the performance criteria can be collected from the official data sources from cities such as Census and household surveys. Expert interviews are needed to have more in-depth understanding of the individual city.

The detailed survey, used by the experts, provides a detailed description of all performance criteria and includes a data collection sheet and a questionnaire tailor-made for interviews with representatives of the main stakeholder groups.

2. Introduction:

The importance of city tourism is growing each year; especially compared to the national tourism. According to the ECM Benchmarking Report 2015, total number of bednights in the European cities has increased 20% between 2010 and 2014, whereas in the national tourism bednights have increased 8.9% during the same period. Moreover, it is estimated that by 2050, 70% of the world's population will be living in cities and as soon as 2025, cities will contribute over 30 trillion US dollars to the world economy.

Greater global mobility, the information boom, and the increased knowledge-sharing between people have facilitated the development of urban structures and led to higher levels of city tourism demand in recent years. City tourism services are among the most highly standardized products in comparison to other tourism offers, and they have been readily accessible for purchase ever since they became available through online booking engines. Mainly because of the easy access, cities are ideal destinations for short-breaks and they normally offer a wide range of cultural experiences, which perfectly match general trends in travel behavior.

Many cities have also become more attractive through constantly developing new products, upgrading their quality of services, and consequently enhancing their competitiveness. The "smart city" model, which has been adopted by many cities in Europe, represents an environment where innovation and technology supplement activities and services of the city in order to provide benefits to the residents and visitors. Finally, the growth of meetings and shopping as important travel motivators has substantially supported the development of city tourism.

It is essential to monitor city tourism performance and to find the areas for improvement for each individual city. In order to do that, the *UNWTO-WTCF City Tourism Performance Research Survey* proposes an instrument with a set of performance criteria that can be used to measure and benchmark the performance of cities. This measurement instrument builds on existing performance measurement systems for tourism destinations from academic literature and industry reports. It is the goal of the *UNWTO-WTCF City Tourism Performance Research Survey* to propose a survey instrument with a comprehensive list of performance criteria that can be used worldwide, which promises best possible comparability of data and has a link to policy making. Establishing these performance criteria in cities and collecting data from the best case cities will enable other cities to learn and to help them to improve and evaluate the performance of city tourism in general.

3. Why we need to measure city tourism performance?

It is important for destination management organizations (DMOs), tourism stakeholders such as hoteliers, individuals working in the gastronomy field, and other tourist services as well as policy makers to know the areas for improvement and to measure their success based on their performance goals. Moreover, using criteria to measure the performance can simplify complex issues and make it easier to understand for all involved in tourism. Thus, having a consistent measurement system is a benefit not only for the individual city that is participating in this evaluation, but for all cities that want to benchmark themselves against other cities. The *UNWTO-WTCF City Tourism Performance Research Survey* provides an instrument including the most current, measurable, objective, and replicable information.

4. The Key Performance Areas:

The main performance criteria are the ones that are important for policy makers and destinations, which are relatively easy to collect (tourism board, statistical office, etc.). They consist of quantitative criteria such as numbers, percentages, or ratios. The second tier performance criteria include the ones that

cannot be collected quantitatively. They are the ones that can be collected with yes/no questions to identify the existence of information. The third tier performance criteria are the qualitative criteria which can be collected via expert interviews to understand the matter in-depth. The detailed lists of criteria for each key performance area are listed below.

The *UNWTO-WTCF City Tourism Performance Research Survey* includes **five key performance areas**:

Key Performance Area	Definition	Criteria
Destination Management	Includes visitor and DMO perspective	• Destination governance & management criteria • Visitor satisfaction criteria
Economic Perspective	Related to economic criteria and value of growth	• Tourism flows • Economic impact of tourism at destination
Social and Cultural Perspective	Social and cultural impacts of tourism	• Cultural resources (tangible and/or intangible) • Social impacts of tourism • Community attitude and engagement • Safety & security (crime rates) • Authenticity
Environmental Perspective	Sustainability and environmental criteria	• Sustainable tourism strategy & regulations (recycling, energy saving, air and water quality etc.) • Mobility • Public green spaces
Technology & New business Models	Technology use at the destination regarding the governance, transportation , and innovation related criteria	• Smart city • Open data • Peer economy • Internet connectedness • Public transport (mobility) • Innovative products and services

5. Conclusions

Although the City Tourism Performance Research is a way of qualitatively and quantitatively measuring the tourism performances of cities, the output in numbers is not the objective. In the results we will be focusing mainly on the individual cases and not the absolute numbers in order to rank them next to each other.

After the research we will bring forward best-practice showcases responding well to the key performance areas. The results will provide us with specific information, on how in a later stage, other cities can learn from the positive output we have collected.