

EUROPEAN COMMISSION
DIRECTORATE GENERAL for Internal Market, Industry, Entrepreneurship and SME's

Towards Joint Promotion of Europe as a Tourist Destination

**Ingredients of successful public private partnerships promoting
tourism destinations**

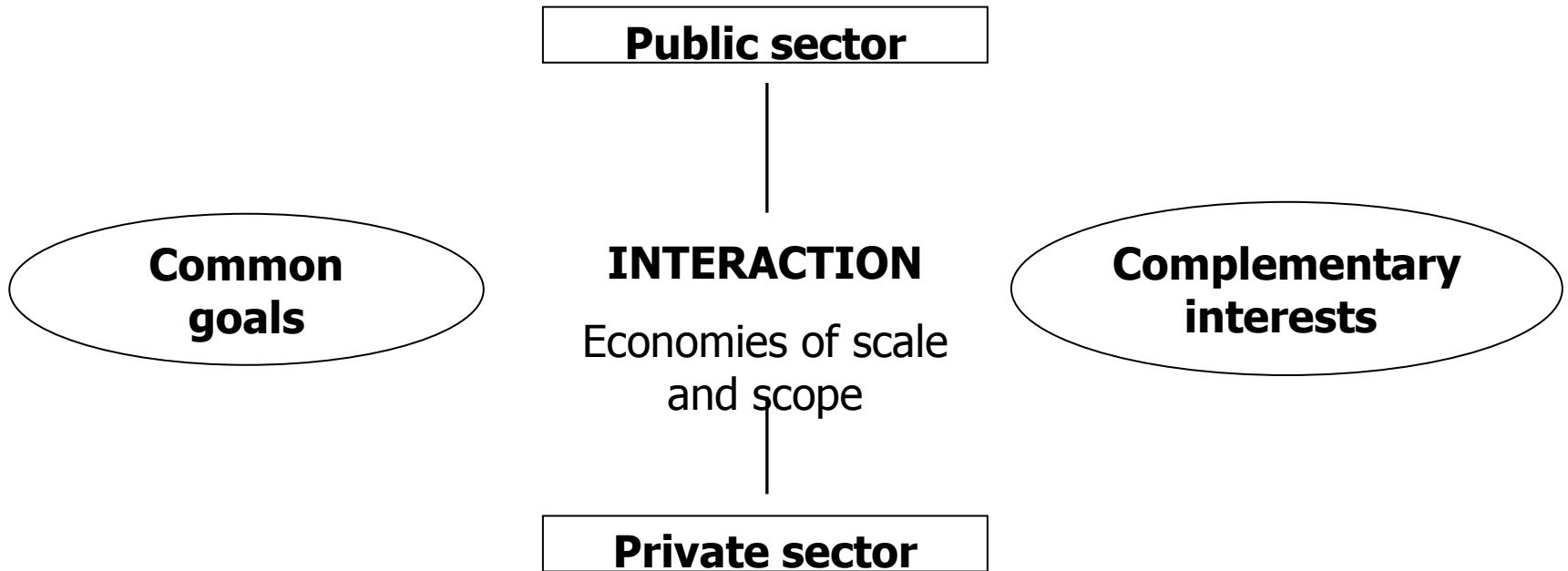
Prof. Peter F. Keller, Board of Directors Switzerland Tourism

The destination promotion dilemma

Tourism has the particularity that there is **a competition between destinations** and not only between companies. Potential visitors choose first the destination and bundle then the services they want to buy. This is the reason why destination must be promoted.

Destination promotion has the character of a public good. It excludes nobody from its benefits and companies. Companies are reluctant to pay for it. States are obliged to support destination promotion. They **establish and outsource destination promotion** to specialised promotion organisation with different legal forms.

Consensus on common goals and complementary interests are the roots of public-private partnerships



Potentials of conflicts about strategies operational matters

PPP needs strong leadership

The complementary and subsidiary role of destination promotion

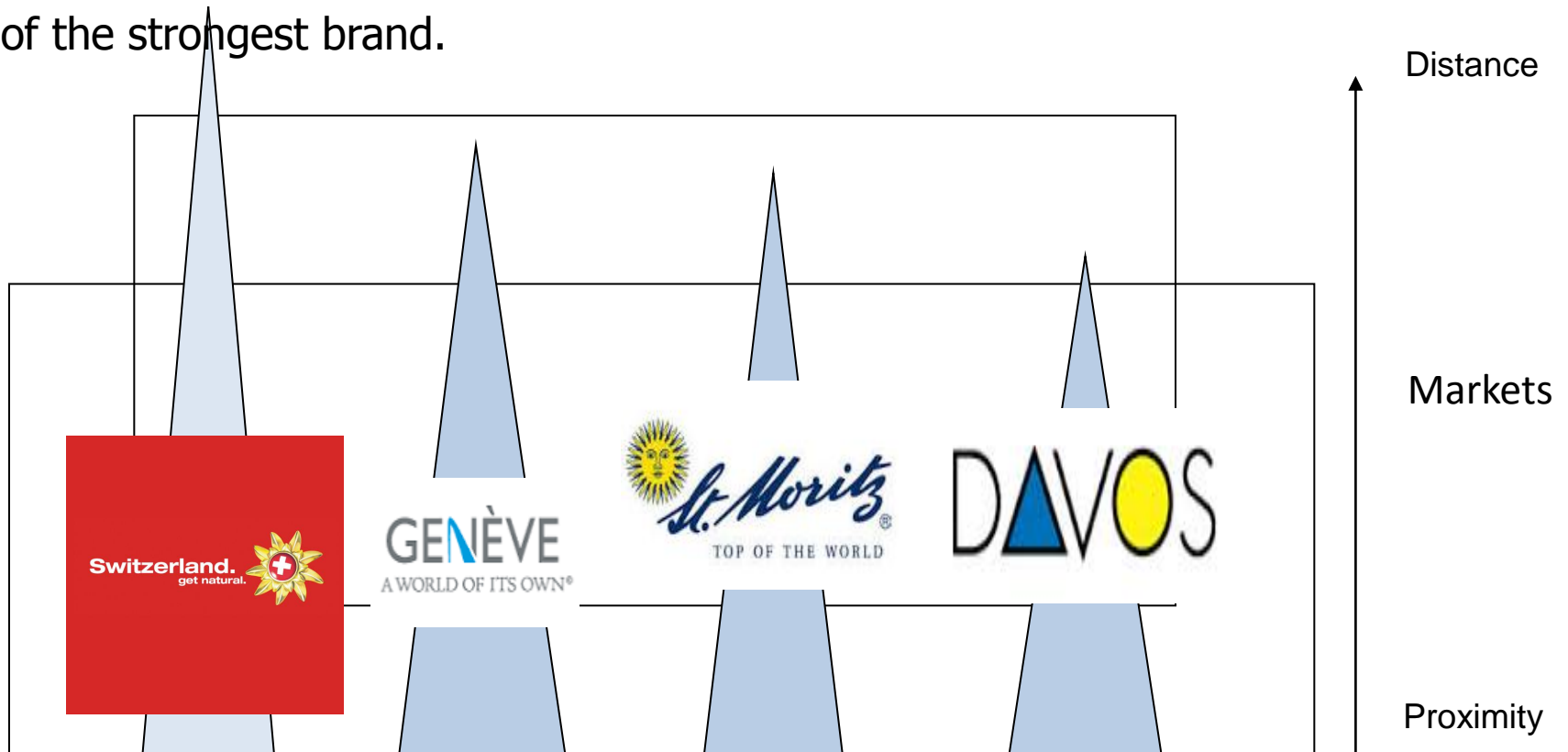
Destination promotion is complementary to commercial marketing in field of tourism. It has to be organised in a subsidiary way between tourism organisations of different sub-territorial levels. There is a need for a division of work.

Highest destination promotion level

- \ Selection of markets
- Positioning and branding
- Bundling financial resources
- Transferring knowledge

The choice of the brand leader

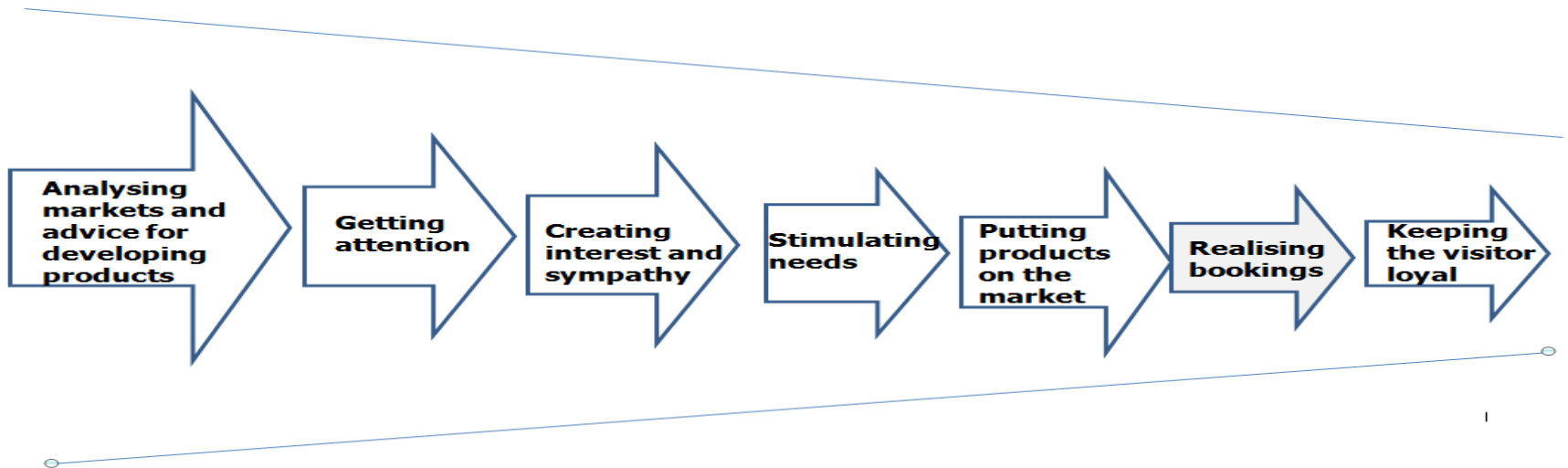
There is a hierarchy of brands. The representatives of the strongest brand have to take the brand leadership. Partners have to agree on this and have to show willingness to bundle their promotional efforts under the umbrella of the strongest brand.



Integrated cooperative destination marketing

Destination promotion is no more only image promotion and public relations. It is integrated destination marketing. It covers the whole marketing funnel including sales promotion. It is performance oriented.

The marketing funnel



Building platform of cooperation and restrict partnerships to win-win-situations

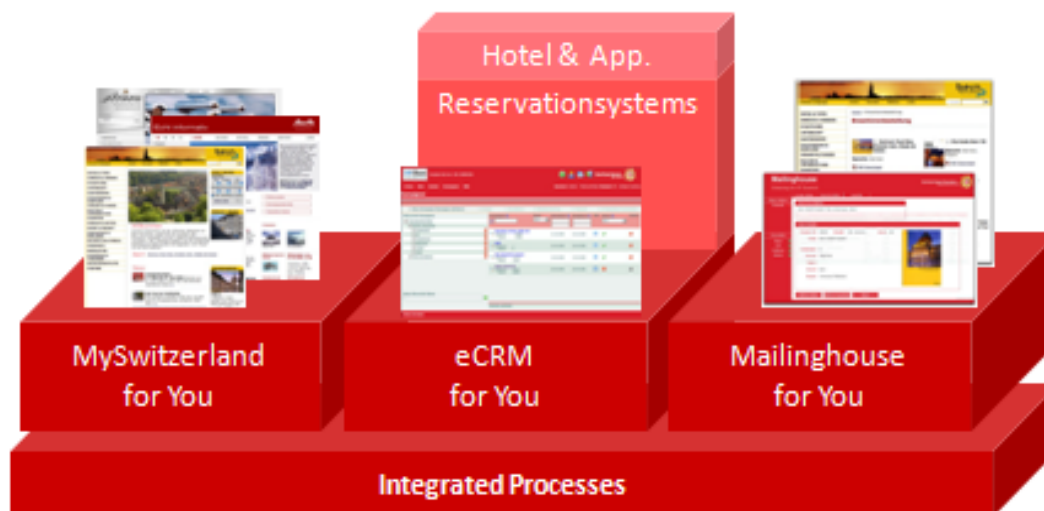
A durable joint promotion needs organisational structures which are open to those who fulfil the criteria necessary for a given promotional action. Destination promotion is no more neutral. It has to follow the market logics of win-win-situations.



New technologies need close and in depth partnerships

Technology made sophisticated destination marketing possible. It is possible to follow the potential customer through the whole travel process and to influence his behaviour in a targeted way. The use of ICT tools increases the efficiency of destination marketing but asks for close and in depth cooperation between the partners.

The integrated ICT solution of Switzerland Tourism



Fixing the financial framework conditions

Subsidies of the state for destination promotion have the character of **seed money**. They stimulate the private partners to participate by co-financing projects or by sponsoring specific activities. The public nature of destination promotion is the reason why **the authorities are always the principal and the private sector the junior partner when it comes to finance promotional activities.**

Subsidises are **seed money**



stimulate private payments

Conclusions



Europe which is worldwide recognized for the density and the diversity of unique attractions and famous for its high standards of comfort, quality and convenience of its supply. It has therefore **important umbrella brand resources.**



EU has with the European Travel Commission, the platform of cooperation of the European National Tourism Organisations, a partner which can help to **find the right structure** to initiate joint promotion of Europe as a destination.