

Sense and nonsense around KPI's

September 14th 2012



Hans DOMINICUS

director

Research, Development & Market Intelligence



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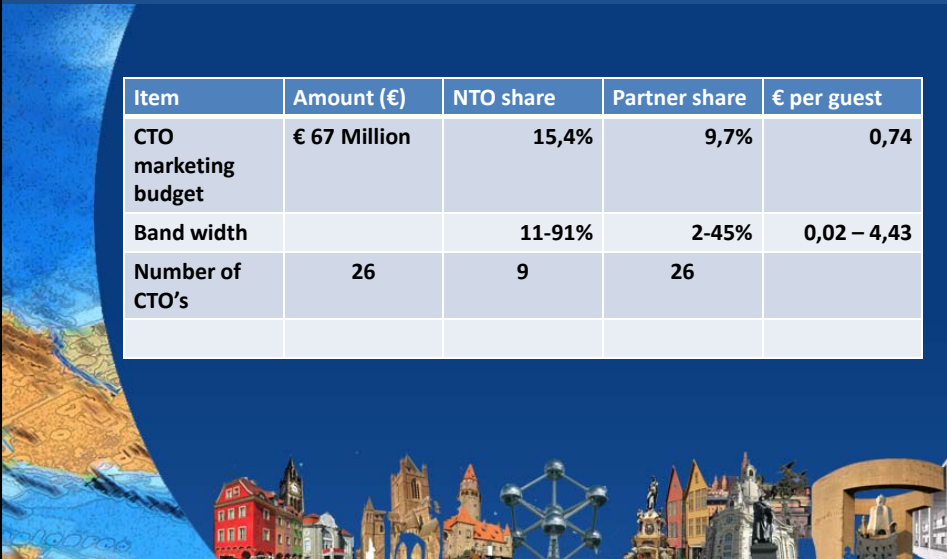
The ECM cities survey on KPI's


120 cities, 29 responded
January 2012




 The ECM cities survey on KPI's


Item	Amount (€)	NTO share	Partner share	€ per guest
CTO marketing budget	€ 67 Million	15,4%	9,7%	0,74
Band width		11-91%	2-45%	0,02 – 4,43
Number of CTO's	26	9	26	



 The ECM cities survey on KPI's


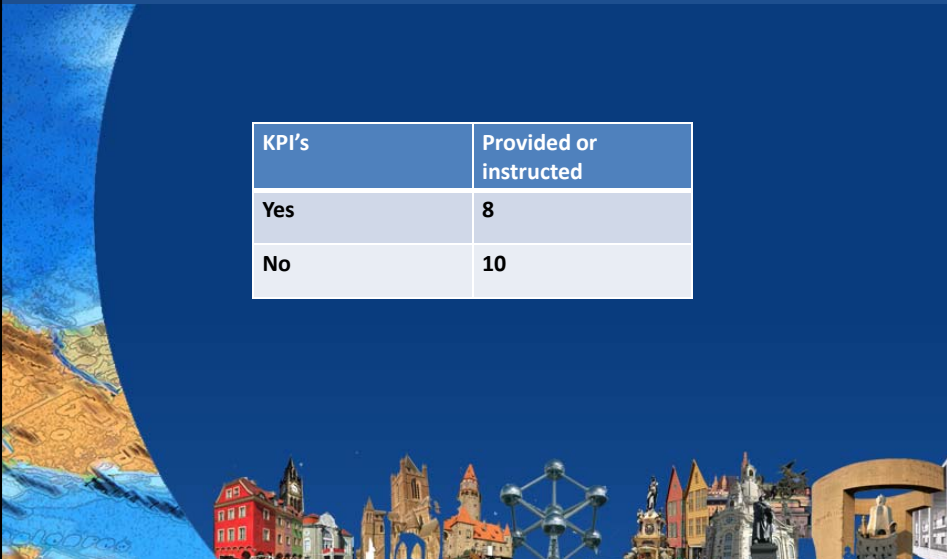
KPI's	Used
Yes	18
No	8





The ECM cities survey on KPI's

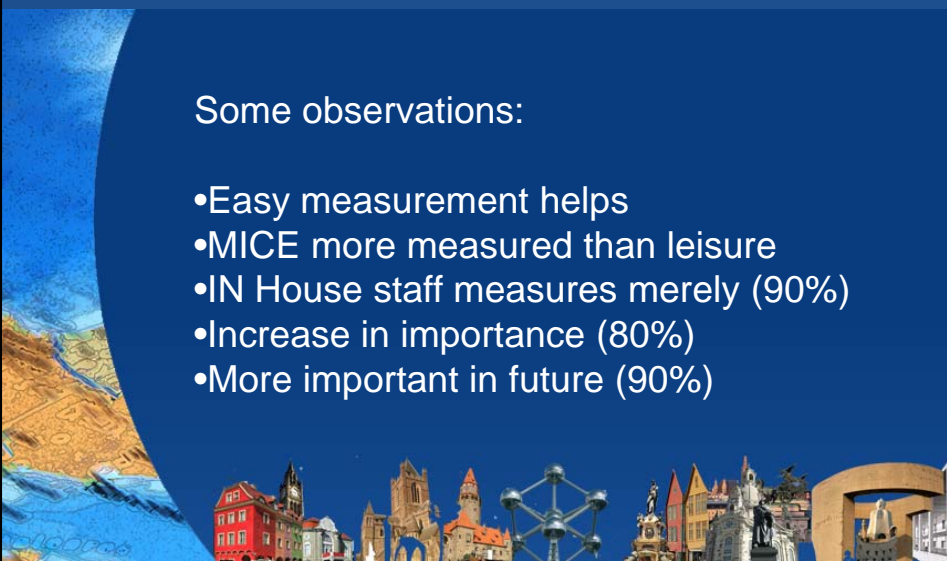
KPI's	Provided or instructed
Yes	8
No	10

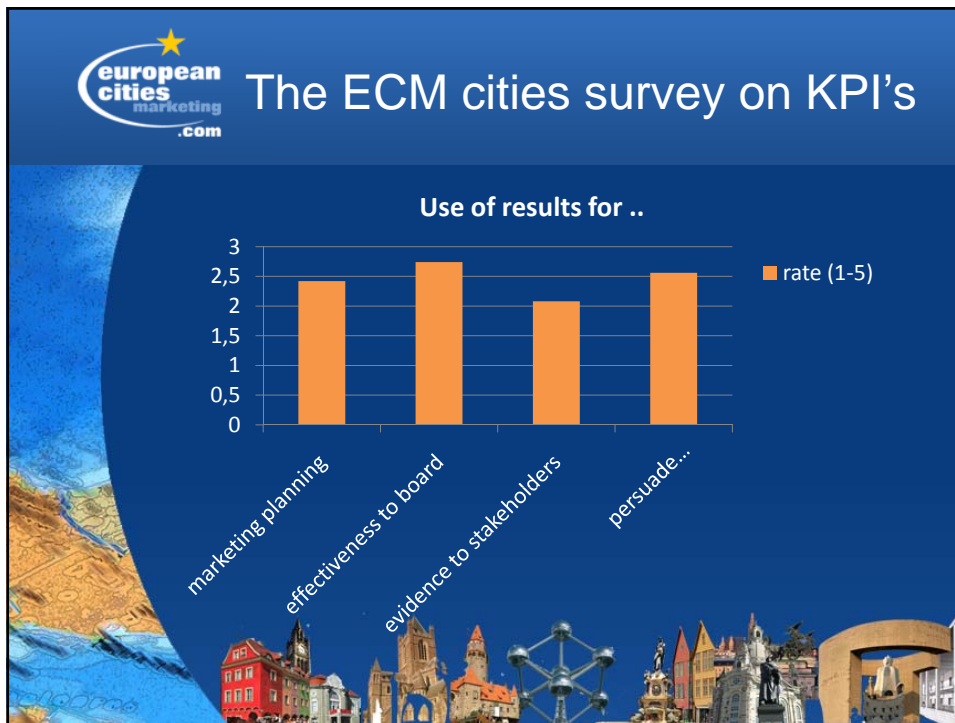


The ECM cities survey on KPI's

Some observations:

- Easy measurement helps
- MICE more measured than leisure
- IN House staff measures merely (90%)
- Increase in importance (80%)
- More important in future (90%)





Visitors to Amsterdam



- One of the economic pillars of the city
- Support to employment
- Support under amenities
- Support of general image
- Support for new investments

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Visitor activities in Amsterdam



(overnight visitors in %)

- | | |
|---|----|
| • Walking/strolling around the city | 93 |
| • Visit museum(s) | 81 |
| • Go out for dinner | 80 |
| • Go to café/pub | 71 |
| • Shopping | 67 |
| • Touring the canals | 54 |
| • Strolling around the red light district | 33 |
| • Sitting on sidewalk terrace | 31 |
| • Go to a public parc | 31 |

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Visitors to Amsterdam



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- ## Visitors to Amsterdam
- 10 % labour force
 - 16 % of enterprises
 - Over 20.000 events and performances
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Visie
Amsterdam is klaar voor een derde gouden eeuw. De kernwaarde creativiteit in combinatie met innovatie en handelsgeest is een waarde die wereldwijd wordt erkend als doorslaggevend voor metropolen van de toekomst. De ambitie is om van Amsterdam een van de vijf meest aantrekkelijke metropolen van Europa te maken voor (inter)nationale bewoners, bezoekers en bedrijven.

Missie
De positionering van Amsterdam zorgt ervoor dat de stad toonaangevend blijft als internationale, creatieve woon- en werk metropool, betrouwbaar kenniscentrum, aantrekkelijke reisbestemming, en proeftuin voor innovaties.

Strategie
Het realiseren van de doelstelling voor het merk Amsterdam, (met o.a. de inzet van citymarketing als middel) kunnen worden gegarandeerd door samenwerkingen tussen publieke en/of private organisaties, instellingen en bedrijven. Ondernemingen en individuen zijn de motor van de stad en zullen daardoor ideeën moeten blijven ontwikkelen die een bijdrage leveren aan Amsterdam en haar bewoners, bezoekers en bedrijven. De marketingpartners en de gemeente Amsterdam zullen ervoor zorgen dat gezamenlijke ideeën en inspanningen kunnen worden ontwikkeld en gerealiseerd. Om het geheel kracht bij te zetten en te typeren als typisch Amsterdams, worden alle activiteiten en ontwikkelingen gedaan vanuit het merk Amsterdam en het bijbehorende motto 'I amsterdam'.

Imago
Onderzoek naar associaties met USP's van A'dam en het imago van de stad.

Awareness
Onderzoek naar naamsbekendheid merk/product, likeability, begrip, kennis, relevantie en koopintenties.

Volume
Monitoren en analyseren van consumptie in aantallen.

Kwaliteit
Onderzoek naar de waardering van geleverde producten en diensten.

Dashboard Citymarketing

Informatieve Receptieve Functies

Metropool Amsterdam

European Business HUB

400 Jaar Grachten

Dashboard Citymarketing

Branding

Ambassadeurs

Aansluiting EDBA

Bezoekers

- Cool Capitals
- Koninginnedag
- Out & Nieuw
- Zes andere gezichten van Amsterdam
- 400 Jaar grachten
- Holland Promotie
- Amsterdam bezoeken, Holland zien
- I amsterdam City Card
- Cross Selling Zakelijke Bezoeker
- Receptieve Functies
- Gay Capital
- Gastheerschap
- Informatiedatabase
- Social Media
- Benchmarks uitvoeren
- Informatieve en receptieve functies

Bedrijven

- Acquisitie Europa, Azië UK & VS
- Rode Loper Behandeling
- Fact Finding Missions
- Netwerk Events
- Roadshows
- Bedrijfsbezoeken
- Trainingen Staff
- Workshops HR Managers
- Workshops Investor Development
- Espal Welcoming Event
- Espal Center
- Proud Magazine
- E-letters
- Onderzoek useability site
- Onderzoek kwaliteit dienst
- Handboek 'My first days in Holland'

Beïnvloeders

- MICE Experience
- Congreskalender
- Extranet
- Relatiedatabase
- Ledenprogramma
- City Break
- Affiliate Marketing
- Reactief/Pro-actief
- Persbeleid (online/offline)
- Deelname netwerk events

Bewoners

- Geboortegeschenk
- 'I amsterdam Card'
- Ambassadeursprogramma
- Betrekken via Sociale Media
- Leisure
- Informatieve en receptieve functies

Irritators o.a.

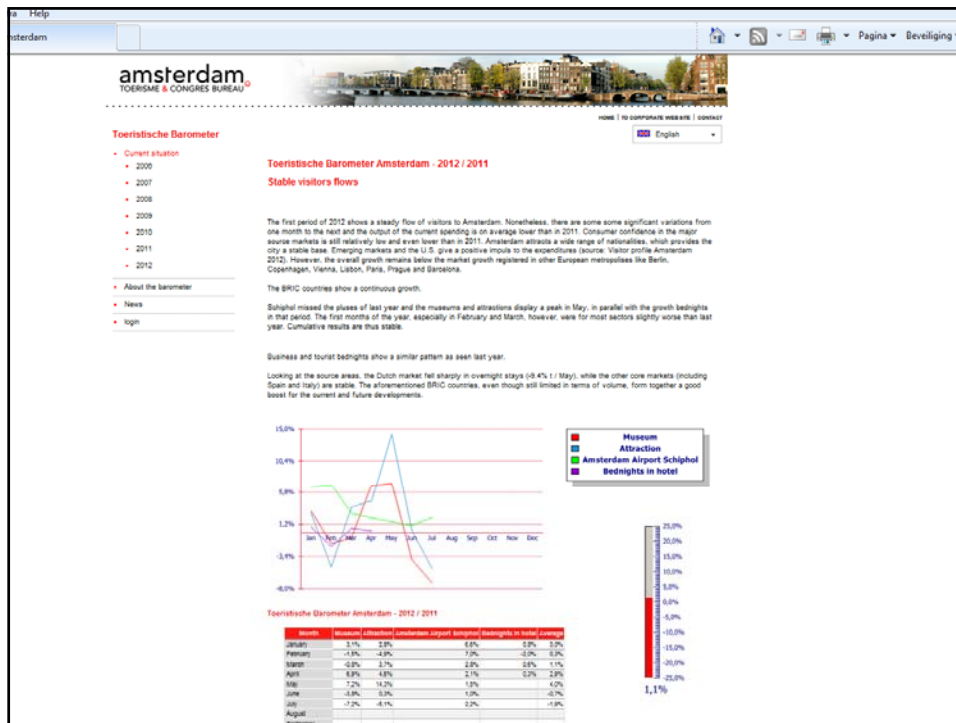
- Centraliseren DV
- Bewegwijzering
- Festivalkalender incompleet
- Focus Metropolitan Area/Stad
- Imago Taxibranche
- Volume aantal bedden
- Diversiteit accommodaties
- Winkel en horeca beleid
- Mate 'pluggen' Gay City
- Langdurige bouwprojecten
- Wietpas
- Tweetalige informatie
- Inzet ambassadeurs A'dam
- Wachlijsten Int. Scholen
- Woningaanbod Expats
- Intensievere samenwerking publiek/privaat

Ideën o.a.

- 'I amsterdam' experience + info netwerk
- 'I amsterdam' & Social Media
- Ambassadeursprogramma
- Doorzetten gastvrijheidsproces
- Internationale campagne 'I amsterdam'
- Informeren immigratiericht en procedurele zaken.
- Buddyprogramma
- Zakelijk
- Guerillamarketing zoals Xiamen
- Stakeholder Management
- Info zorg, mvo, vrijwilligerswerk
- Ontsluiten vluchtinfo Schiphol op Zuidas
- Gratis WiFi

www.toeristischebarometer.nl

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Sense and nonsense around KPI's



- Outcome – effect we support to
 - External influences
 - Internal and external

- Output – what we realize, can control
 - Internal and external

Sense and nonsense around KPI's



- Managing expectations for mid term planning
- Essence for public financing
- Getting partners on board
- Help in focussing our work and efforts

- Supporting public policies
- Keeping politicians happy and public sector quiet

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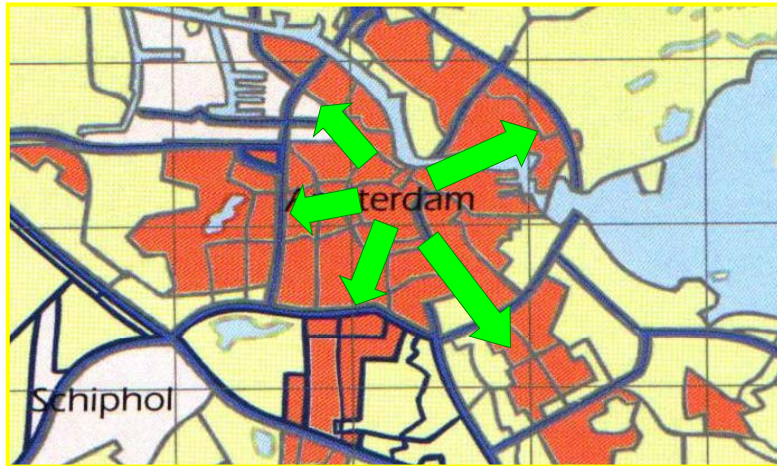
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Sense or nonsense –
who's is on the helm?

Development of visitor flows

Spreading tourism



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New development for visitor flows



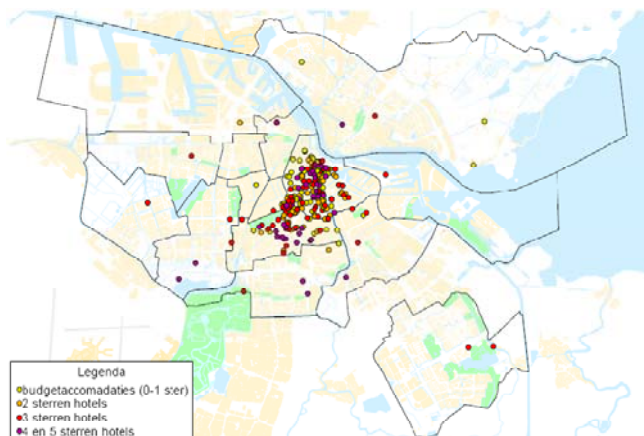
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Product innovation and tuning enlargement en enrichment



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Product innovation and tuning
enlargement en enrichment



Area's with strongest potential

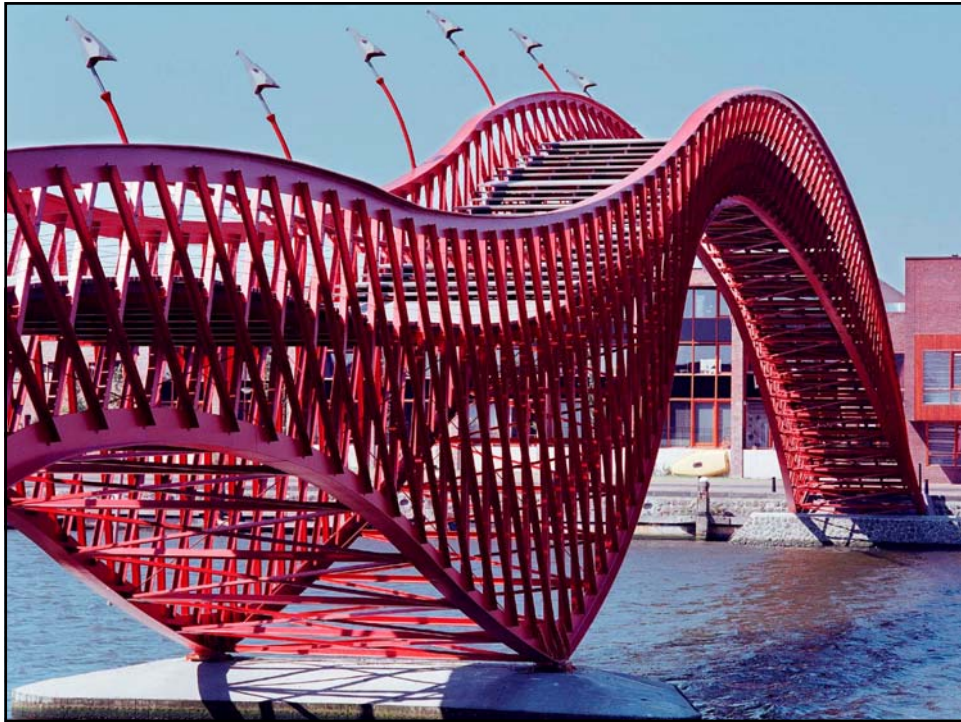


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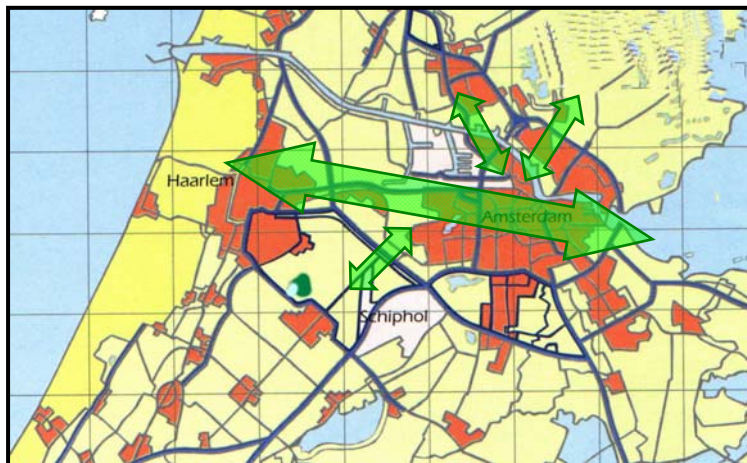
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Development of visitor flows Spreading tourism



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Amsterdam Metropolitan Area



- Non-formal cooperation of 37 municipalities and 3 regional authorities to create international competitive region
- Work together on housing, employment, infrastructure... and tourism

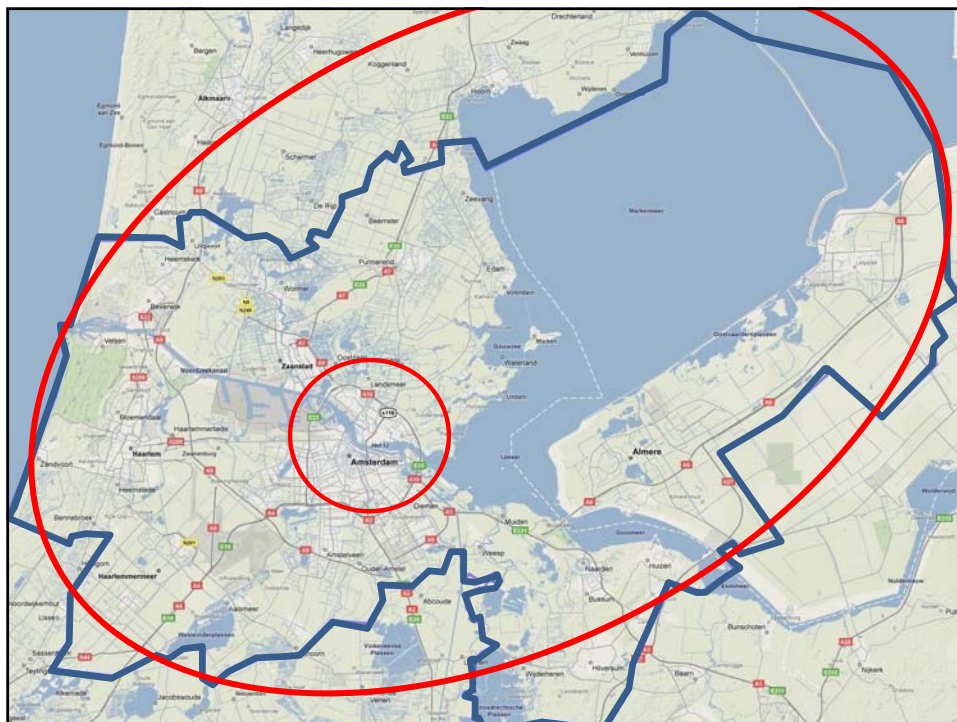


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Project implementation

Initial idea lobbying stakeholders consensus project agreed

Time line for 'plugging' your ideas



Collecting interest of

politicians, residents, businesses,
visitors and investors



Toolbox with tools and techniques:

demand analyses and market research,
marketing concept, cooperation
models

Amsterdam Metropolitan Area

Starting point



Positive developments

- Political agreement on Metropolitan development
- New strategic 4-year marketing plan by ATCB
- New state subvention program included tourism
- Pro-active administrative body for the region
- Pro-active politician
- Previous projects of ATCB together with region

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Amsterdam Metropolitan Area

Starting point



But also:

- Lack of confidence in Amsterdam (municipality/tourist board)
- Metropolitan Area has only cooperation on economical development
- Limitation by administrative borders


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Amsterdam Metropolitan Area


Starting point





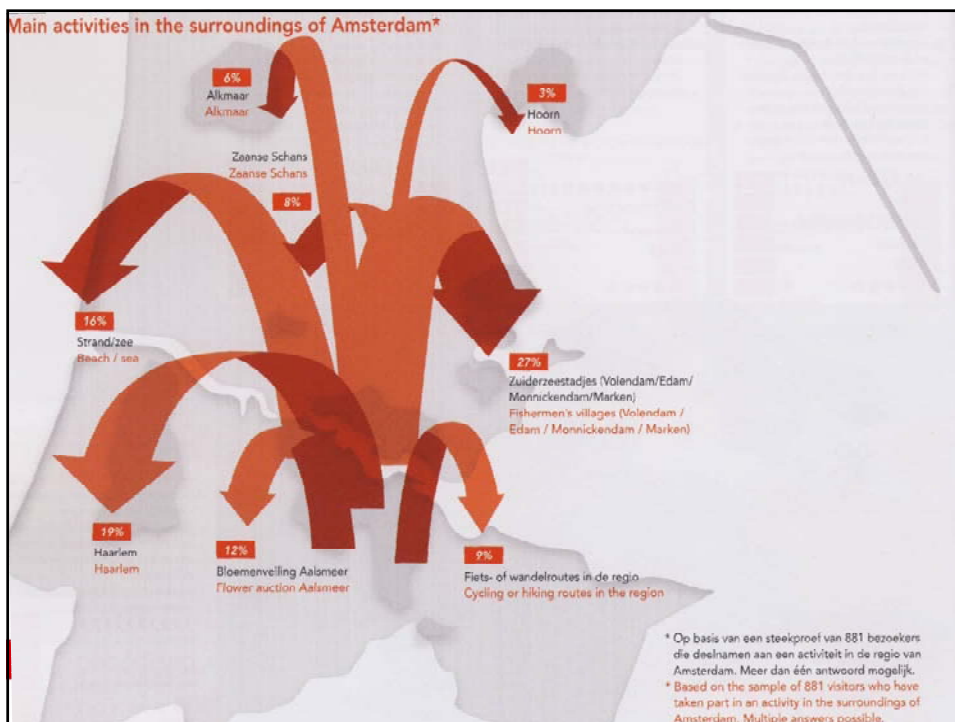
KPI's were used to get support for joint development

- Power of the market intelligence
 - Basis Amsterdam visitor surveys
- Translation in political one-liners
- Based on existing and consistent surveys





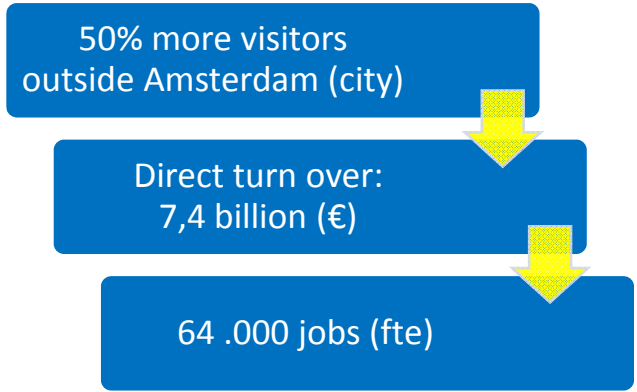


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Geographic	PLC fase	PLC trend	Potential volume	5 yr trend EUR	Repeat %	Economy
Netherlands	2	↗	-		96	→
UK	3	→	++	→	50	→
USA	2	↗	++	↘	39	↘
Spain	2	↑	++	↗	36	→
France	2	↗	++	↗	46	↗
Italy	2	↗	++	↗	43	→
Germany	3	↘	++	↘	60	→
Belgium	2	↗	+	?	71	→
China	1	↑	++	↑	?	↑
Japan	4	↘	++	↘	?	→
Russia	1	↗	+	↗	?	↗?

Effects (targetted) Amsterdam Metropolitan Area in 2012



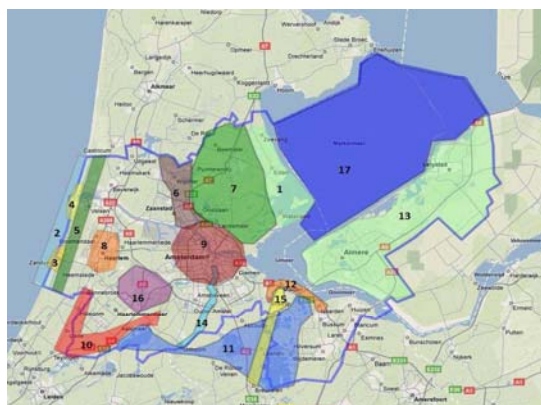
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Match demand and supply Characters Metropolitan Area



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New development for visitor flows



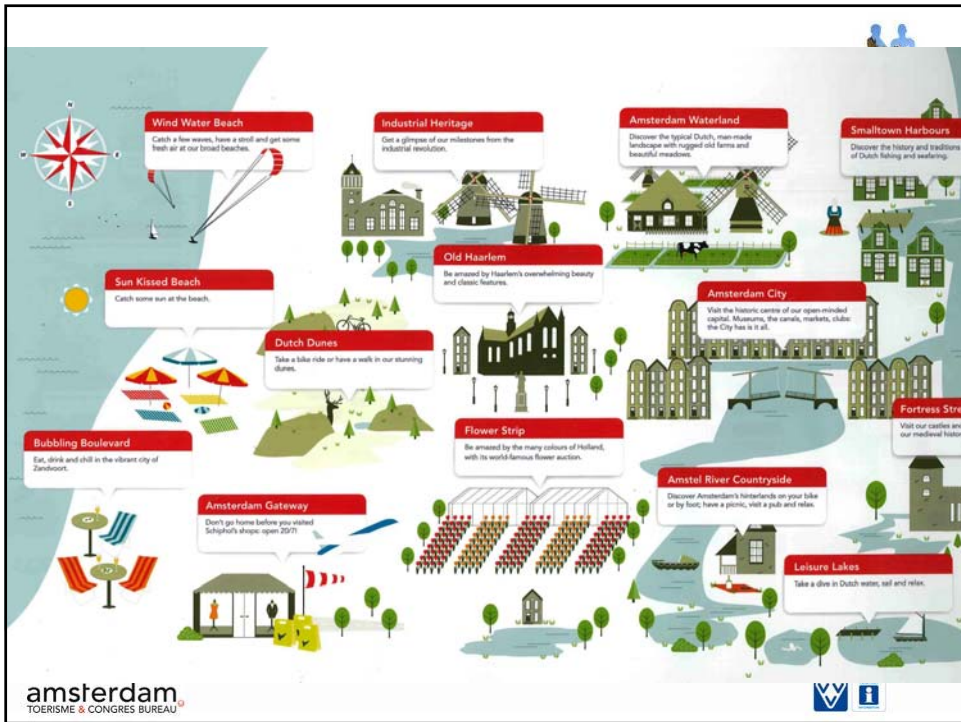
5 key factors

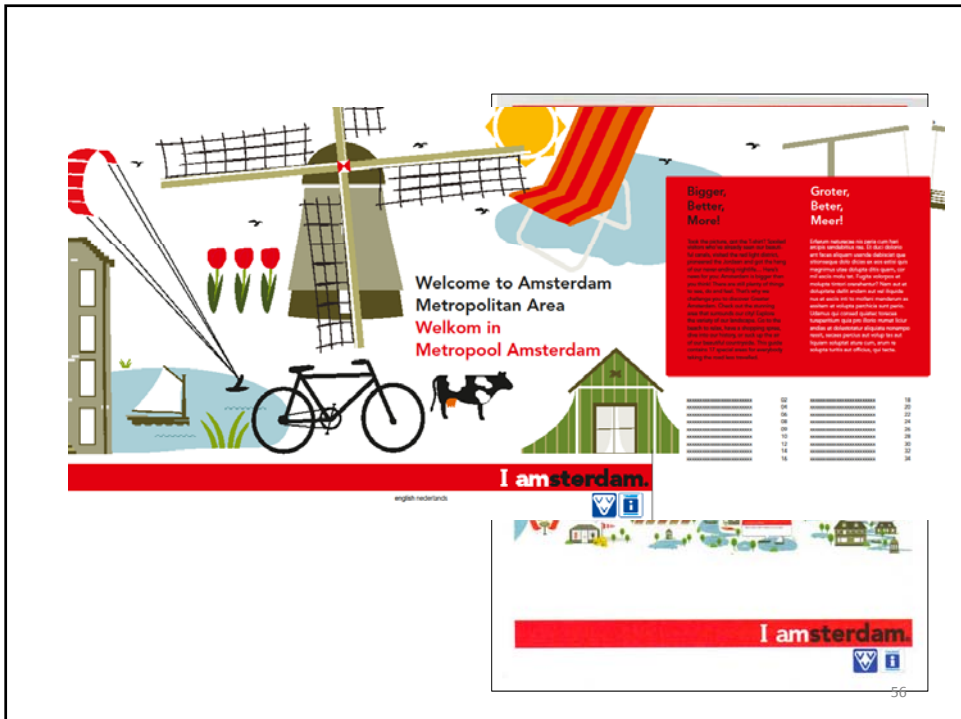
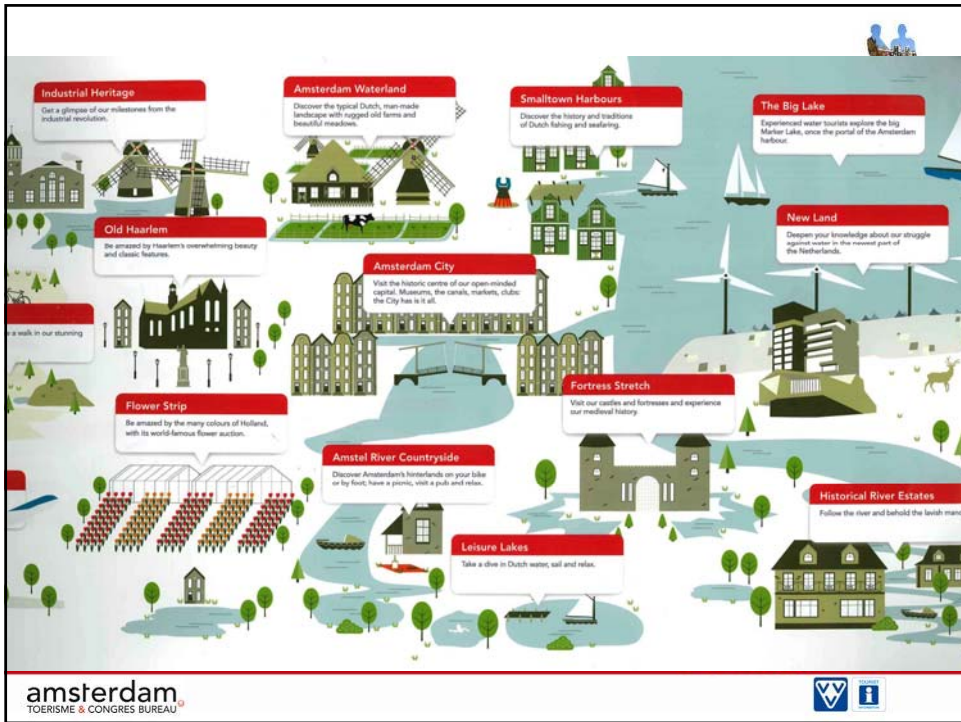
1. Distinctive image & authenticity KPI → Cooperation
2. Availability of attractions for tourists
3. Availability of accommodation KPI → Hotel settlement policy
4. Basis amenities
5. Good connectivity KPI → Cooperation

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Effects (measured) Amsterdam Metropolitan Area in 2012



KPI	Start (2008)	Target	Preliminary result	Measurement
Number of foreign visitors visiting the region	18%	27% in 2015	23% (2011)	Visitor survey and official statistics (barometer)
Linked visitors expenditure	822 Million	960 Million by 2012	1180 Million	Visitor survey
Total FTE (jobs)	59.369	64.000 by 2012	60.652	Calculative

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Effects (measured) Amsterdam Metropolitan Area in 2012



KPI	Start (2008)	Target	Preliminary result	Measurement
Cooperation (soft KPI)	No cooperation	Structural and promotional cooperation with tourist boards and industry the Metropolitan Area	Less financial investment from the industry; tourist boards recently more supporting; industry now accepting and supporting the concept	Output measurement (brochures, websites, integration of the characters, etc)

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The real effect: What does this mean for the region?



- 1 • One strong region within Europe's top ten destinations for the international traveller.
- 2 • Better results in and outside Amsterdam in turnover and employment
- 3 • More ROI on efforts of Tourist Boards by cooperation and joint targets

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Sense and nonsense around KPI's



Some practical guidelines

- Clear description of essentials for execution
 - Roles and responsibilities
- Agreement on measurement
- Play on all levels to maintain confidence with project partners and stakeholders
- Last year is crucial for public workers and politicians
- Avoid not related goals
- Avoid short timelines

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Sense and n around KPI's

Some practical guid

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- Agreement on r
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- Avoid sho



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Sense and non sense around KPI's

Some practical guidelines

- Clear description of essential objectives
 - Roles and responsibilities
- Agreement on measurement
- Play on all levels to maintain confidence with project partners and stakeholders
- Last year is crucial for next year's plan and objectives
- Avoid not related
- Avoid short time

4.1 Objectives for economy and employment

In figures:

- An increase in the economic contribution of visitors to the Amsterdam Metropolitan Area of 16.7% in the next 4 years, to an amount of € 7.4 billion
- A resulting rise in the number of employees of 7.8%

Stable, sustainable development

Amsterdam benefits of an tourist and corporate product, Sustainable growth can also contribute towards the quality of life of the residents. ATCB will take this into account in developing tourist and corporate products.

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Sense and nonsense around KPI's

Questions?

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