



# GASTRONOMIC CITIES

## BASELINE STUDY





## CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT

Cities have a crucial role in the achievement of the Europe 2020 objectives. The urban complexity with different mixture and use of resources, service policies and knowledge gives the key to a higher social cohesion and to increase economic diversity. In this framework, gastronomy and gastronomic tourism can be engine with potential to mobilise other sectors and resources, to contribute to cities' overall experience and its attractiveness. The project Gastronomic cities proposes innovative approach in developing gastronomic tourism in the cities addressing the following topics:

- Hospitality sector promoting entrepreneurship and SMEs development and employment as an engine for the city development.
- Tourism as a overall experience of the city and its life with multiplying effects on culture, commerce, urbanism, complementary services,...
- Strategic partnership arrangements to ensure a demand driven and integrated approach, improving Innovation and knowledge economy, following Lisbon Agenda principles.
- Gastronomy as an urban cluster of economic activities that contribute to growth, jobs and competitiveness.
- Framework for local raw material producers mainly primary sector to support the development of a strong and sustainable agricultural and food industry base able to compete globally.
- Gastronomy as a flagship for "Innovation union to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs.



# **GASTRONOMIC CITIES: CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT**

## **BASELINE STUDY**

**M.Sc Janez SIRŠE**  
**Project Lead expert**

**March 2014**



Connecting cities  
Building successes



## TABLE OF CONTENT

<b>1. INTRODUCTION.....</b>	<b>1</b>
<b>2. GENERAL CONTEXT OF GASTRONOMIC TOURISM - STATE OF THE ART ANALYSIS.....</b>	<b>1</b>
2.1. Strategic approach to gastronomic tourism in European framework .....	3
2.2. Market significance and economic importance of gastronomic tourism.....	7
2.2.1 Economic importance of gastronomic tourism.....	7
2.2.2. Market for gastronomic tourism .....	8
2.2.3 Food Tourism: tourists' perspectives .....	11
2.2.4. Food tourism: advantages and benefits for food producers .....	12
2.2.5 Global trends in food tourism .....	13
2.3. Position of gastronomic tourism in project partners' countries .....	14
2.3.1 Spain .....	14
2.3.2 Italy.....	16
2.3.3. Greece .....	16
2.3.4 Romania.....	18
2.4. Selected good practices of gastronomic tourism .....	19
2.4.1. Gastronomy as a key factor in branding Spain.....	19
2.4.2. Globalising Korean food .....	20
2.4.3. Nordic Food Diplomacy .....	20
2.4.4. The French experience: promoting food and lifestyle .....	21
2.4.5. El Somni – An opera in a dozen courses and a banquet in a dozen acts.....	21
2.4.6. Slovenia - Culinary offer of the highest quality within “Gostilna Slovenia” label .....	22
2.4.7. Some other examples of innovative gastronomic tourism .....	23
<b>3. BURGOS GASTRONOMIC TOURISM DEVELOPMENT MODEL - GOOD PRACTICE TO TRANSFER .....</b>	<b>24</b>
3.1. Success story in 4 lines .....	24
3.2. Short description of the project »Burgos Gastronomic Tourism Development Model« .....	24
3.3. Gastronomic tourism became growth generator in Burgos .....	25
3.4. Burgos – Giving city profile.....	27
<b>4. PROFILES OF PROJECT PARTNERS – RECEIVING CITIES .....</b>	<b>40</b>
4.1. Fermo – Receiving city profile .....	41
4.2. Alba Iulia - Receiving city profile .....	53
4.3. Korydallos - Receiving city profile .....	64
4.4. L'Hospitalet - Receiving city profile .....	74
<b>5. METHODOLOGICAL FRAMEWORK FOR TRANSFER OF GOOD PRACTICE .....</b>	<b>82</b>

5.1 Improvement of PPs baseline information and Feasibility studies .....	82
5.2 Organization of multi-stakeholder dialog and cooperation – ULSG organization .....	82
5.3 Peer review of good practice .....	83
5.4 Transnational activities .....	85
5.5 Local activities of adoption and transfer of good practice .....	85
5.6 Communication activities.....	87
<b>6. MONITORING AND EVALUATION FRAMEWORK.....</b>	<b>88</b>
6.1 Monitoring and evaluation of good practice transfer .....	88
6.2 Monitoring indicators .....	88
6.3 Monitoring and evaluation implications.....	92
<b>7. CONCLUSION.....</b>	<b>97</b>
<b>8. REFERENCES.....</b>	<b>98</b>
<b>9. ANNEXES.....</b>	<b>99</b>

## LIST OF TABLES/ CHART

<b>Table 1</b> Types of food tourist .....	11
<b>Table 2</b> Gastronomic cities project performance indicators .....	92
<b>Table 3</b> Gastronomic cities project resultindicators.....	93
<b>Chart 1</b> Monitoring of the project .....	88

## LIST OF ABBREVIATIONS

APEBU	Strategy Plan City of Burgos
CEG2013	Spanish capital of gastronomy 2013
DG SANCO	Commission's Directorate General for Health and Consumer Protection
ENIT	Agenzia Nazionale del Turismo
Euro-Toques	International Organization of Chefs and Cooks
ETC	European Travel Commission
FACYRE	Cultural Federation of the Association of Cooks and Confectioners
FEHR	The Spanish Federation of Hospitality
HOTREC	European Trade Association of Hotels, Restaurants and Cafes
ICIF	Institute of Cuisine, Culture and Oenology of the Regions of Italy
ISTAT	Italian National Tourist Board
LAP	Local action plan
LE	Lead Expert
LP	Lead Partner
PNIT	Plan Nacional e Integral de Turismo
PP	Project Partner
OECD	The Organisation for Economic Co-operation and Development
SETE	Association of Greek Tourism Enterprises
ULSG	Urbact Local Support Group
UNWTO	World Travel Organisation
UNESCO	United Nations Educational, Scientific and Cultural Organization

## 1. INTRODUCTION

Baseline study of Gastronomic Cities project was prepared according to given template. The study aims to give insight into gastronomy and gastronomic tourism in Europe and in some countries and to give very accurate and in depth description of Burgos gastronomic tourism model as good practice that will be subject to transfer to the partner cities. It brings description of present situation in receiving cities to see how Burgos good practice could be transferred. The study brings also methodology of transfer process and monitoring indicators to evaluate transfer efficiency.

Preparation of the study was done together with project partners. The author of baseline study – lead expert visited only Burgos where he studied good practice, met participants and discussed with them Burgos gastronomic tourism model, challenges, organization, targets, activities, results, problems and got very good inputs. The study was done in a very short time. This limits the completeness and accuracy of all findings and conclusions that might affect later elaboration of feasibility studies, action plans and consequently transfer implementation itself. There was also not enough time to discuss some findings and conclusions with project partners who could contribute more to elaboration of baseline situation and to prepare better for transfer implementation.

## 2. GENERAL CONTEXT OF GASTRONOMIC TOURISM - STATE OF THE ART ANALYSIS

"The European gastronomy and its related traditions and products have high potential for the consolidation of the image and profile of Europe as a sustainable and high-quality tourist destination." stated Mr. Santander, Executive Director of the European Travel Commission (ETC). All stakeholders in the destination are becoming aware of the importance of gastronomy in order to stimulate local, regional and national economic development and to diversify tourism. It has positive impact on employment, cultural development and cooperation and contributes to improving general perception and image of the destination. Furthermore, gastronomy includes ethical and sustainable values based on local products, culture, lifestyle and landscape. Gastronomy has become an indispensable element in order to get to know the culture and lifestyle of a destination and so embodies all the traditional values associated with the new trends in tourism: respect for culture and tradition, a healthy lifestyle, authenticity, sustainability, experience...etc. This leading role of gastronomy when choosing travel destination has resulted in the growth of gastronomic offer based on high-quality local products and the consolidation of a separate market for food tourism.

One of the most utilized definitions of gastronomic tourism used in the literature is that proposed by Hall and Sharples (2003), according to which food tourism is an

experiential trip to a gastronomic region, for recreational or entertainment purposes, which includes visits to primary and secondary producers of food, gastronomic festivals, food fairs, events, farmers' markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity related to food. In addition, this experiential journey is related to a particular lifestyle that includes experimentation, learning from different cultures, the acquisition of knowledge and understanding of the qualities or attributes related to tourism products, as well as culinary specialities produced in that region through its consumption. Thus, the experience of gastronomic tourism is considered as such, provided that everything mentioned above constitutes the main reason or motivation to travel for visitors to a particular destination or at least on significant motivation.

Researchers have pointed out that culinary tourism is an authentic experience of a sophisticated lifestyle in a pleasant environment, associated with the good life and the economic well-being of consuming exclusive, high-quality locally grown products.

Nowadays tourists are more experienced and informed, have more disposable income and more leisure time to travel, and thus tourism allows them to escape from the daily routine of their usual working and living environment. Therefore, more tourists are looking for concrete learning experiences in highly diverse ways. Tourists seek not only to know about the local food but also to know its origin, production process, legends and stories about the food history, making it an expression of cultural tourism<sup>1</sup>.

Food has assumed a prominent role in tourist decision making and satisfaction. It can therefore, be a useful instrument to guide the destination choices of tourists as well as the general development of a particular region or area (Henderson, 2009). Alonso (2010) recognised that the growing popularity of wine and other forms of rural based tourism also underlined the importance of multifunctionality or the "multifunctional character of agriculture" in rural areas. The socioeconomic benefits of food tourism in rural areas are well-accepted (OECD, 1998; Bekefi and Varadi, 2007 cited in Alonso, 2010). The establishment of good links between tourism and agriculture is perceived to have great importance for host destinations, but also in countries that are largely agrarian or dependant on farming activities (Torres, 2003 cited in Alonso, 2010). Relationships between food and tourism or between hospitality firms and local communities represent opportunities such as the creation of employment (Andiotris, 2002 cited in Alonso, 2010). Other benefits are opportunities for rural diversification (Hall, 2004 cited in Alonso, 2010) and product development.

---

<sup>1</sup> QUAN, S. & WANG, N. 2004, "Towards a structural model of the tourist experience: An illustration from food experiences in tourism" *Tourism management*, vol. 25, no. 3, pp. 297-305.

EU Commission Vice President Antonio Tajani intervened by reaffirming that tourism is at the center of the industrial policy and recovery for Europe. By giving it the importance it deserves working actively to strengthen it, tourism can become the Catalyst for the 3rd industrial revolution.

## 2.1. Strategic approach to gastronomic tourism in European framework

The Europe 2020 Strategy calls for innovation in tourism, for example to reinforce the quality of supply in all its dimensions, improve professional skills in the gastronomic tourism, to overcome the seasonal nature of demand, diversify the supply of tourist services and help to improve statistics and analyses relating to gastronomy and tourism.

The development of gastronomy tourism support the Europe 2020 Strategy with strengthening knowledge and innovation as drivers of growth. Knowledge transfer throughout the cities and innovations that are turned into new tourism products and services will create new market opportunities and jobs. Reinforcing the competitive advantages of gastronomic tourism businesses, the sector that counts 1.8 million businesses, with almost 91% of them being micro enterprises employing less than 10 people (HOTREC, 2013), will support Sustainable and Inclusive Growth, especially flagship initiatives »An industrial policy for the globalisation era« and "An Agenda for new skills and jobs". Development of concrete competition policy within gastronomy tourism will reinforce the entrepreneurship and will do more to contribute to achieving the Europe 2020 goals. Vice-President Tajani defined some priorities to increase the competitiveness of European Tourism: simplifying and modernising the issuing of visas, elaborating strategies to offset seasonality in tourism, encouraging the tourism of seniors and promoting better coordination of European quality labels for tourism services.

As Hall (Chapter 2), Rand et al. (2003), and Bertella (2011) suggests, developing food experience for tourism can be attractive development strategy, because food tourism is perceived as highest yield tourism, and can increase tourism spending. Moreover, food experience for tourism:

- can diversify rural economies with few development alternatives,
- is labour intensive and create jobs,
- contribute to regional attractiveness, thereby strengthening all aspects of the economy,
- sustain the local environment and cultural heritage,
- strengthen local identities and sense of community,
- can extend tourism season,
- generally does not require major new investment,
- create backward linkages, stimulating agriculture and local food production, industry, and ancillary services thus reducing economic leakage.

Initiative "Destination Europe 2020" is an 18 month programme of activities to be carried out by the European Travel Commission with the support of the European Commission. It aims at defining a long-term strategy for Europe, as a tourism destination and support the diversification of tourism with new development alternatives like gastronomy.

The Lisbon Treaty, which entered into force on 1 December 2009, strengthens the EU competence in the area of tourism. Tourism is now one of the policy areas for which "The Union shall have competence to carry out actions to support, coordinate or supplement the actions of the Member States".

In view of this new competence, the European Commission adopted on 30 June 2010 a Communication entitled "Europe, the world's No 1 tourist destination - a new political framework for tourism in Europe". The Commission text defines the new policy framework for the development of European tourism and identifies four pillars that will constitute the backbone of this new framework:

- Improving the competitiveness of the tourism sector in Europe;
- Promoting the continuous sustainable development of EU tourism;
- Enhancing Europe's image as home to sustainable and high quality destinations; and
- Maximising the potential of EU policies and financial instruments for the development of European tourism.

A total of 21 actions were announced in the Communication to achieve the above-mentioned objectives.

From the results of the UNWTO survey ([Global Report on Food Tourism, 2012](#)) it is possible to draw a set of general recommendations for tourism destinations in relation to the definition of development policies and promotion of food tourism.

First, traditional strategies in the development of food tourism must give a way to strategic tools to articulate the quality, variety and uniqueness of local products and gastronomy of a territory. These offer, presented with authenticity and as experiences to be lived, must be based on the values of cultural identity, sustainability, the quality of tourism products and services, and consumer protection. Also, in a highly competitive situation like the current one, market knowledge should be one of the pillars of the successful and efficient strategy. Therefore, the creation of plans to establish development guidelines and create gastronomic tourism products is seen as a priority for destinations.

Second, in the field of marketing and promotion the experience of the UNWTO shows the importance of seizing the opportunity represented by gastronomy for the definition of a strategy to build the image and the brand of destinations. Key factors in this regard are: bringing chefs on board as interpreters of the territory, the

development of high-quality and credible promotional tools—such as food guides—the organization of events, the media and use of the Internet and social networks.

Third, both in the conceptualization as well as in the development of product offer and promotion, UNWTO agrees on the importance of establishing cooperation instruments among all actors in the value chain of Food Tourism at the local level (producers, fishermen, markets, fish markets, restaurants, hotels, tour operators, public administrations, etc.). Finally, the UNWTO survey shows the need to promote knowledge and research on Food Tourism.

Furthermore European Travel Commission's (ETC's) long-term strategy will focus on the promotion of pan-European, transnational thematic tourism products and experiences that have high potential for overseas tourist, such as cultural routes, heritage, active and adventure tourism, education, health and wellbeing, sport activities, religious tourism, shopping and gastronomy. The latter is to be the first pan-European theme of this programme to be developed. ETC with the financial support of EC have already commissioned the development of European Portal on Gastronomic Events to present Europe as an appealing destination that offers a vast range of unique travel experiences related to European cuisine and gastronomic traditions. The new portal **Tasting Europe** aims to assist tourists when they tour Europe as it lists gastronomic fairs, festivals and trails, giving travelers the opportunity to taste the unique local products and dishes.

OECD has also particular interest in food and tourism experience because it seeks to promote policies that will improve the economic and social well-being of people. The relationship between food and tourism can make an important contribution to such work because food is vital not only for survival and local development, but it also provides the basis for important newly emerging creative and cultural industries. It is also an increasingly important part of tourism experiences and food culture around the world is a rich source of cultural, economic and social diversity.

OECD study on **Food and the Tourism Experience** (2012) aimed to develop new knowledge on the relationship between food experience and tourism that can support the development of appropriate policies, support mechanism and marketing and branding activities. In conclusion, the OECD publication represents a wealth of combined knowledge on the potential of gastronomic experience to support cities, regions and countries economically, socially and environmentally. Several areas for policy orientation are evident:

- Emphasizing the authenticity of local food. One of the food experiences is the link to the local; to specific landscape, cultures, creative expressions, etc.
- Raising quality and consistency. The basic quality of the food is crucial. There is great number of areas where policies can be developed to promote quality food, including food labeling, promoting the use of local products, and developing high service quality.

- Ensuring sustainability. Tourists can help to increase the demand for locally produced food, therefore helping to sustain local food.
- Building networks. The complex value creation network of food experience makes it essential to link different value generators together and form coalitions and collaboration around food.
- Repositioning food as a creative industry. As part of creative industries, food experience can also be seen as playing role in the vibrancy and attractiveness of places in general, not just for tourists, but also for people living or investing in those places.
- Marketing success. In promoting food experience the basic product is crucial. It is important to create clear message and images as well as to develop innovative strategies such as promoting chefs as culinary ambassadors.
- Developing a holistic approach. Because of the important linkages between food experiences for tourists and other policy areas, including agriculture, food production, country branding and culture and creative industries policies, it is important to develop an integrated, holistic approach to policy development and implementation.
- Supporting research and knowledge development. Although more information has emerged in recent years on the general motivations and profile of culinary tourist, we still have relatively little information on how tourists perceive and experience different foods, the role of food as an impulse for travel (Food and the Tourism Experience, p.11 , 2012, OECD).

UNESCO has contributed to reinforce the gastronomy heritage promoting universal value of cultural landscapes, more of them foodscapes, inscribed in the World Heritage List including culinary and traditional food manifestations and expressions in the Immaterial Heritage List or promoting gastronomy as a category in the network of Creative Cities. European Cultural Routes promoted by Council of Europe also include initiatives related to foodscapes as the Olive Oil Route or Iter Vitis – the Ways of the Wine and includes culinary heritage as a transversal item.

Another initiative is Leader project "[Green Guide to Local Gastronomy](#)"; initially a 2-year Leader+ programme aims to bring together the interests of local producers, tourism and the principle of sustainable development by promoting local and seasonal produce amongst consumers.

Second Leader+ project is [InFaCTo](#) - International Food and Activity Tourism and was designed to provide an integrated programme of training, exchange of knowledge, experiential learning and support for the capacity building of partners in order to develop networks and thereby to assist the companies to become both more competitive and creative in terms of new innovative international food and tourism products and services suited to international customer expectations.

Furthermore, as a major end-user of food products, serving millions of meals to European consumers, the hospitality industry is an important player in the food

chain and is directly concerned by EU food legislation and policies. Food-related issues are high on the agenda of European policy makers. The rationale for EU action in this field is twofold:

- Guaranteeing safety and health of consumers across Europe; and
- Ensuring the effective functioning of the internal market.

EU food legislation and policies cover a wide range of issues such as Food safety (food hygiene, etc.), Traceability (GMOs, etc.) and Food labelling and nutrition. EU food legislation and policies fall under the responsibility of the Commission's Directorate General for Health and Consumer Protection (DG SANCO).

## **2.2. Market significance and economic importance of gastronomic tourism**

### **2.2.1 Economic importance of gastronomic tourism**

In recent decades tourism has become one of the most important service industry in the global economy. Part of its importance lies in the wide range of services required to produce tourism products: transportation, accommodation, information, marketing, financial services, insurance, etc. The bundling of these services supports the production of tourist experiences. Food has particularly important role in the development of tourism services, since it makes up a large part of tourism expenditure - it is a necessity for all tourists in all destinations. .

One of the important factors stimulating the relationship between tourism and food experience is the role of these elements in local development. Both food and tourism have wide range of linkages to other areas of economy that tends to increase the value of the activities to the local economy.

Gastronomic tourism is an emerging phenomenon that is being developed as a new tourism product due, *inter alia*, to the fact that according to the specialized literature (among others, Quan and Wang, 2004) over one third of tourist spending is devoted to food. Therefore, the cuisine of the destination is an aspect of utmost importance in the quality of the holiday experience.

In general, most of the organizations included in UNWTO survey ([Global Report on Food Tourism](#), 2012) indicated that there is still no systematic analysis of the economic impact of food tourism. However, they consider that the weight of gastronomy in tourism revenue in destinations is very significant, at around 30%, and that destinations have a large margin to work with in this respect.

A variety of studies have underlined the strong impact that food experience can have on the tourism industry and the local economy. In Italy, for example, data from the Wine Tourism Observatory indicate that the average wine tourist spent almost 200 EUR per day in 2010 compared with around 150 EUR per day in 2003. The spending by wine tourists is much higher than the average spending for Italian

domestic tourists as a whole, estimated as 55 EUR per day in 2012. The 5 million Italians who engage in wine tourism in their own country generate up to 5 billion EUR in 2010. (Osservatorio sul Turismo del Vino, 2011).

Research by Failte Ireland (2010) indicates that 2 billion EUR was spent on food and drink by tourists in Ireland in 2009. Overseas visitors accounts for 60% of the total spending estimated at 1,2 billion EUR in 2009, while expenditure on food and drink by domestic tourists is estimated at over 700 million EUR. Food and drink represents 36% of visitors' expenditures besides accommodation. These expenditures lead to estimation of 163.200 employees providing food services to tourists.

According to a study by the University of Barcelona, more than 30% of tourist expenditures in Barcelona go on cuisine. In 2001 tourism generated around 835 million EUR for restaurant businesses. The importance of food in the tourism economy of the city stimulated the staging of the Year of Gastronomy in 2005 – 2006, during which more than 300 activities were staged, the majority aimed at tourists.

In Ontario, Canada a study showed that the food sector in the province had an annual turnover of 22,5 billion CAD and employed more than 404.000 individuals. Tourists spent almost 2 billion CAD on food and drink in 2010, with "deliberate culinary tourists" accounting for 816 million CAD, or 46% of total culinary tourist expenditures.

Furthermore, some research show that food events can have an important economic effect in their own right. For example, the Charleston Wine and Food Festival in United States generated a record economic impact of 7,3 million USD on the local economy in 2011, 2 million USD more than in 2010. A study by the College of Charleston's Business School found that the average tourist spent 764 USD in the city. Over 80% of tourists travelled to Charleston specifically for the event (Bird, 2011).

## 2.2.2. Market for gastronomic tourism

Latest findings of Eurobarometer study (EC, 2014) proves that main reasons for going on holiday in 2013 were sun and beach (46%), visiting family (34%), nature (30%) and following culture, including gastronomy, arts, etc. (25%).

One of the major challenges in the experience economy is dealing with the shift towards intangible culture and heritage. The focus of many tourists has changed from the classic 'must see' physical sights such as museums and monuments towards a 'must-experience' imperative to consume intangible expressions of culture, such as atmosphere, creativity and lifestyle. This provides new

opportunities for tourism destinations as well as new challenges, particularly in the areas of experience development, marketing and branding.

López-Guzmán (2012) noted that tourism had undergone major changes during the first few years of the twenty first century as a consequence of tourists searching for new and different destinations that offered distinct and novel experiences. This led to new trends in tourism, particularly the identification of non – traditional and less crowded destinations as well as a recognition of a change in expectation and needs of tourists. Modern tourists are increasingly motivated by the search for new experiences and sensations. Traditionally, tourists wished to sightsee, observing architecture, countryside and works of art. At other times, tourists did not use their other senses enough. Tourists now demand trips where they can use their other senses. They wish to appreciate the atmosphere of a location, enjoy the local food or take part in a particular event. This is why wine and culinary tourism has emerged (López-Guzmán, 2012).

Tikkanen (2007) took a different perspective and considered that a pleasant eating experience is one of our core physiological needs at all times. This view is supported by Henderson (2009) and Alonso (2010) who recognized that food and tourism share a very close relationship with access to good food, being a critical tourism resource (Quan and Wang, 2004). A region's local foods can be a motivating factor among tourists seeking unique and authentic experiences and it is during these events that tourists are exposed to their host's cultures (Plummer et al., 2005 cited in Alonso, 2010).

Several studies have found that tourists travel to those destinations that have established a reputation as a place to experiment with quality local products. In the tourism world there are influential destinations whose brand image is connected, with varying levels of intensity, to gastronomic values. Satisfaction with the destination leads to customer loyalty and this in turn gives a higher level of intention to repeat the visit. Quality gastronomy is a decisive factor in satisfaction, as it produces a lasting memory about the experience lived by the tourist. Thus, depending on the expectations held by the consumer as to the gastronomy of the destination, such expectations predict their levels of loyalty or fidelity, leading to repeat purchase behaviour. The festive atmosphere, relaxation and fun experienced by tourists during visit of a gastronomic route, and the social interaction with people of similar interests create associations in the tourist's mind linked to the good times experienced as tourist.

Gastronomic routes are becoming without doubt one of the most developed products in this area. A gastronomic route is a system that constitutes a comprehensive and thematic tourism offer, generally branded, and is defined by one or more itineraries in a given geographic area (although in reality, gastronomy has no borders), with a series of tourism products or sites, such as factories and restaurants, which are listed in tourism guidebooks and which revolve around a

specific food, product or dish, generally with differentiated quality, or gastronomic events or activities. The route also informs about other sites of historical interest, thus promoting economic development throughout the area. Therefore, the idea is to bring together different types of tourist attractions and to offer them in a conveniently packaged form so that tourists stay longer in the area than if only one kind of attraction is featured.

Gastronomic routes will be successful if they manage to activate gastronomic heritage and convert it into food tourism as an attraction for tourists, while at the same time differentiating it from the competition as visitors look for variety, new sensations and authentic experiences. But, any creation or value proposition made to strengthen travel motivations focused on gastronomy should be underpinned by sustainability principles and practices and organized around an effective system of public-private cooperation. Both approaches are inseparable and can provide benefits not only to direct providers, such as restaurants and food industries, but also to other sectors indirectly related but linked to tourism, creating conditions for improving local employment and the promotion of new activities in zones of influence.

Food is an essential prerequisite that all tourists eat when travelling and for some good food can be a major draw and primary motivator (Henderson, 2009). With regard to benefits, food offers pleasure and entertainment and serves a social purpose. Dining habits can also afford insights into ways of life (Bell and Valentine, 1997, in Henderson, 2009), helping tourists understand differences between cultures (Hegarty and O'Mahoney, 2001; Williams, 1997 in Henderson, 2009).

Henderson (2009) suggested that food tourism could be a core element in the branding of a country or a destination by marketers. A clearly defined gastronomic identity and heritage could be exploited in crucial processes of differentiation and rejuvenation, helping to convey a unique sense of place. Food can thus be central in destination development and harnessed to overall economic advancement.

Food had become recognized as:

- A part of the local culture, which tourists consume;
- A part of tourist promotion;
- A potential component of local agricultural and economic development;
- A regional factor that is affected by the consumption patterns and perceived preferences of the tourists (Hall and Mitchel, 2001; Misiura, 2006 in Tikkanen, 2007).

Tikkanen (2007) has identified five approaches to food that can influence motivation for a visit:

- Food as tourist attraction (Hjalager and Richards, 2002) with particular emphasis on tourism to well developed Western destinations.

- Foodstuffs as a tourist product component (contributing to the overall experience) which has multiple factors influencing the food volume and consumption structure (Meler and Cerović, 2003).
- Food experience in tourism. Quan and Wang (2004) introduced this as a two dimensional model, where the tourist experience refers to the key attractions that constitute the major motivation for tourism. For a tourist consumer, satisfaction of nutritional needs is not a mere act but increasingly a culinary – gastronomic experience (Meler and Cerović, 2003).
- The role of food in culture (e.g Quan and Wang, 2004) where food consumption is regarded as one of the most important factors in the destination and is key in marketing of that destination.
- Linkages between tourism and food production.

### 2.2.3 Food Tourism: tourists' perspectives

Understanding consumer perspectives in food and tourism is critical for leveraging the greatest benefit for destinations. It is widely recognized that tourists provide significant proportion of the market to restaurants and cafes around the world. However, there are substantial differences in the profiles of food-interested tourists between regions, even in the same country, and even at different times of the year. As pointed out by Mitchell et al. (2000) in relation to wine tourism, "profiles of wine tourists in one region should not be automatically assumed to be the same in another, or even from one winery to another".

One of the problems in understanding food tourism and the potential economic contribution of the food and tourism to regional economies in the multitude of definitions and their use. Hall and Sharples (2003) emphasized that in defining food tourist there is a real need to differentiate between tourists who consume food as a part of the travel experience and those tourists whose activities, behavior and even destination selection is influenced by interest in food. Wine tourism has been defined as visits to vineyards, wineries, wine festivals and wine shows. Whereby grape wine tasting and for experiencing the attributes of a grape wine region are the prime motivating factors for visitors (Hall, 1996). Food tourism may be defined as visits to primary and secondary food producers, food festivals, restaurants and specific locations for which tasting is the primary motivating factor for travel (Hall & Mitchell, 2001).

Additional to tourists who have an explicit interest in cuisine, there are a far large number of tourists who still have to eat. These visitors are economically significant not only by virtue of their direct purchasing of food when at a destination, but also the extended effect they have on the wider local food supply chain. Mitchell and Hall (2003) have identified market segments on the basis of the level of interest and involvement of visitors in local food and cuisine at destinations.

Table 1: Types of food tourists

Category	Level of interest and involvement
<b>Gastronomes</b>	High interest/ involvement
<b>Indigenous foodies</b>	High and moderate interest/ involvement
<b>Tourist foodies</b>	Moderate and low interest/ involvement
<b>Familiar foodies</b>	Low interest / involvement

Source: Mitchell, R. & Hall, C.M. (2003). *Consuming tourists: Food tourism consumers behavior.*

Some tourists have a serious or special interest and like to take part in organized activities such as sampling or learning about food and often incorporate an appreciation of beverages, both alcoholic and non-alcoholic (Hall et al, 2003 cited in Henderson, 2009). Other tourists although having a more casual attitude to food, must still decide upon what and where to eat when away from home. Dining out and trying national and local cuisine are agreeable pastimes on holiday and a diversion for some travelers. Many tourists enjoy watching the scenes at outdoor and indoor markets as traders and customers go about their everyday business. Those on self-catering may also buy ingredients and cook their own meals, as well as patronize commercial establishments. Special product, especially if closely linked to the destination, is a popular souvenir and useful gift. Consumption patterns may even change on the traveler's return as a consequence of exposure to previously unknown foodstuff and methods of preparation (Henderson, 2009).

The purpose of the **Food Tourist Study** (who are they, what do they want, how do you package offers, and reach them?) was to identify the different dimensions of being a 'foodie', what 'foodies' want and need from food and travel experiences, how 'foodies' communicate, and their travel patterns and preferences related to food. The ultimate use of this market intelligence is to attract more high- yield food tourists through development of attractive experiences and more targeted marketing and communications.

#### 2.2.4. Food tourism: advantages and benefits for food producers

Gastronomy forms a part of the social, cultural, economic and environmental history of areas and their residents. It reflects the specific way of life in different geographical areas, underpinning tradition in rural areas and modernity in urban ones as the cuisine is rooted in its own culture and traditions. Local and regional food could give added value to the destination and contribute to the competitiveness of the area.

The advantages for the food producer in developing food tourism are (Hall & Sharples, 2003, 2008; Hall, 2005a):

- Increased consumer exposure to product (including opportunities for product sampling);
- Brand awareness and loyalty developed through establishing links between branded merchandise and consumer;
- Positive customers relationship created with opportunities to meet staff and to see "behind the scenes";
- Increased sales margin through direct sale to consumers;
- Additional sales outlet(s);
- Product marketing intelligence derived from direct customer feedback;
- Customer marketing intelligence and the possible development of a customer database;
- Educational opportunities to create awareness and appreciation of specific types of food.

## 2.2.5 Global trends in food tourism

Growth of food tourism worldwide is an obvious fact. It is one of the most dynamic segments within the tourism market. Food tourism is formed by tourists who take part in the new trends of cultural consumption. They are travelers seeking the authenticity of places they visit through food. They are concerned about the origin of products. They recognize the value of gastronomy as a means of socializing, as a space for sharing life with others, for exchanging experiences. Such tourists have higher-than-average expenditures, they are demanding and appreciative, and they eschew uniformity. Therefore, gastronomy cannot become a bland and anonymous product; it must have personality, because otherwise it will become vulnerable, delocalized and subject to adulteration.

The territory is the backbone of gastronomic offerings. The territory is an element that differentiates and is the source of local identity. It encompasses environmental and landscape values, history, culture, tradition, the countryside, the sea, the own cuisine of the place. In this regard, the conversion of the territory into a culinary landscape is one of the challenges of tourism destinations. The product is the basis of Food Tourism. Therefore, it is important to define what cultural resources and natural resources stakeholders are going to convert into tourism products that make it possible to identify a certain territory.

Culture is the set of behaviors, knowledge and customs that shape a society and on which a sense of belonging is based. The design of any food tourism offering will not be viable if it does not take into account the cultural characteristics of the territory. Gastronomy allows tourists to access the cultural and historical heritage of destinations through tasting, experiencing and purchasing. That means, it makes it possible to approach culture in a more experiential and participatory way that is not purely contemplative.

Food tourism is capable of addressing cultural and environmental concerns in a way that is compatible with purely economic arguments. The recent history of global tourism development is littered with nominally sustainable models and manifestly unsustainable actions. The idea is not to create new indiscriminate pressure on culinary heritage, but to leverage it rationally with an eye to sustainability. It is not about "touristifying" gastronomy, by creating new offers or scaling up existing ones. It is not so much about creating in order to attract, but rather attracting visitors to participate in the destination's own cultural reality, well explained and interpreted, through cuisine, local products and all the services and activities that surround them.

Destinations that want to promote food tourism have to work on various levels in the field of quality: protection and recognition of local products, the development of a competitive offer, the professionalism of human resources throughout the value chain of food tourism through training and retraining, and consumer protection in order to increase visitor satisfaction.

Destinations must articulate a credible and authentic story of their food tourism offer. The travel experience has changed and is not limited to the days of actual travelling, but it starts much earlier with preparations (the tourist becomes inspired, gathers information, compares, decides, purchases), and the experience ends when the traveller assesses and shares his experiences through social networks. Key roles in the process have the great chefs who have ignited a revolution in the segment of high-end cuisine as a revitalizing element for tourism, the media (especially television), tourist guides, food blogs and social networks in the image building of a destination. And destinations must be present in all channels and all parts of this process.

It is necessary for the actors operating in the destination (producers, farmers, ranches, fishermen, chefs, restaurateurs, public administrations, hoteliers, etc.) to be involved in the definition and management of food tourism product offer.

## 2.3. Position of gastronomic tourism in project partners' countries

### 2.3.1 Spain

Spain is the world's leading tourism country and ranks first as a holiday destination, second in tourism expenditure and fourth in the number of tourists. Tourism accounts for over 10% of Spain's GDP, creates 11% of the country's jobs and helps to offset its trade deficit. Tourism is a crucial asset for the creation of wealth and employment, acting as a driving force even in times of downturn, and it also has a huge knock-on effect in other productive sectors in Spain. The Government considers tourism to be one of the main strategic thrusts for the economic upturn in its 2012-2015 agenda. Therefore Ministry of Industry, Energy and Tourism is implementing the National and Integral Tourism Plan (Plan Nacional e Integral de

Turismo: PNIT) with all public and private stakeholders, doing so in a climate of dialogue and collaboration. The recognition of Spain's wine and cuisine heritage has recently increased at international level thanks to the successful intervention of public figures and companies in this field. There is still some way to go, however, to bring out the full tourism value of this type of product. In this field private management plays a predominant role. Priority will therefore be given to promotion of wine and cuisine products in application of other measures of this Plan:

- Joint strategies of tourism hybridisation with the wine-producing and agrofood sector in coordinating the Spain brand: Internationalisation in collaboration with ICEX.
- Association with exporting firms of the agriculture, food and wine-producing sectors for inclusion in the Customer Loyalty Programme.
- Priority, in the network of customer experience management agencies, for those integrating the enogastronomic supply.

Tourism's leadership position in Spain and the international recognition of Spanish gastronomy, referring to aspects such as its regional diversity, the Mediterranean diet, the New Basque Cuisine in the 1980s, the New Spanish Cuisine led by Ferrán Adrià, or the tapas culture, have prompted municipal governments, hotel and restaurant operators, chef, and agro-food producers to create the first platform for the development of gastronomic tourism: **TASTING SPAIN**. This initiative, promoted by the Spanish Association of Destinations for the Development of Culinary Tourism, consisting of 23 destinations, the Spanish Federation of Hospitality (FEHR), the International Organization of Chefs and Cooks (Euro-Toques) and the Cultural Federation of the Association of Cooks and Confectioners (FACYRE), seeks to capitalize on the crest of popularity that Spanish cuisine and gastronomy is currently enjoying both within the country and abroad, in order to ensure its continuity and to seize the opportunity it represents for the development and promotion of tourist destinations.

TASTING SPAIN came into the conceptual framework of the Spanish Tourism Plan Horizon 2020, which recommended the promotion and creation of new networks of products that make it possible to strengthen distinctive and high value-added product and to encourage the joint management of tourism products among various destinations. More specifically, the aims were:

- To develop the "Spanish Experience" by promoting the generation of tourism products with high value for the client.
- New models of public and public-private cooperation.
- Deseasonalization and socio-territorial rebalancing.
- Tourism cooperation for international promotion.

Spain is implementing Comprehensive Rural Tourism Plan 2014 in order to structure the Rural Tourism product, promote it and support its commercialisation. The Spanish Food and Wine Tourism Association represents and speaks for the common interests and concerns of travel professionals specialized in Wine and Food

Tourism in Spain. Its purpose is to promote new trends in the leisure market by offering exciting new and unique suggestions to satisfy travellers in Spain.

### 2.3.2 Italy

Tourism accounts 3,5% of Italian GDP, a level that has remained almost unchanged since 2004. There are approximately 1,3 million people employed in the hotel and restaurant sector in Italy. Italy is among the world's largest tourism destinations, receiving 73,2 million visitors in 2010. (OECD, Tourism Trends and Policies 2012). According to the results of Tourism Satellite Account Italians spent 83 milliard EUR in 2012 for tourism services (60,7% in Italy and 22% abroad and 17,3% for second houses). Italians abroad spend 23,2% in restaurants, more than 4 billion EUR (ISTAT, 2013).

Italian National Tourist Board support gastronomic tourism with initiative "[Cooking with Italia.it](#)" and promotesculinary and wine itineraries through Italy's enogastronomic culture, in search of ancient recipes, genuine products, and simple food inspired by classic Italian cooking and innovative creations. Italy however reaches top positions in tourism rankings: they are the 1<sup>st</sup> destination in the world where people would like to go, the country with the highest artistic and historical heritage. Italy is first thanks to food and wine tradition and the third for shopping ([Italia Corporate Annual Report, 2012](#)).

The Italian Government's policies, through the Institute for Foreign Trade have been promoting all products that share the "Made in Italy" label. Yet more influentially, the Slow Food movement, driven by an international non-profit organisation, has promoted local farming and ranching areas and quality.

There are several events dedicated to gastronomy in Italy, for example Turin Slow Food Festival, [Taste Florence](#), [CIBUS International Food Exhibition](#) in Parma, [Taste of Milano](#), [Milano Food Week](#), [Stragusto](#) etc.

[ICIF](#) – Institute of Cuisine, Culture and Oenology of the Regions of Italy is a non-profit making organization whose objective is that of promoting the traditions of Italian food and wine abroad through training courses on Italian Cuisine and Oenology.

### 2.3.3. Greece

Greek gastronomy has a history of around 4,000 years, with special characteristics based on pure and unique quality goods produced on Greek land. In fact, it was Archestratos who wrote the first cookbook in history (330 B.C.).

According to [OECD report Tourism Trends and Policies 2010](#), the contribution of tourism (direct and indirect impact) to the Greek economy represents 18% of GDP.

The “hotel and restaurant” sector represents half of tourism activities. Moreover, tourism sector creates approximately 700.000 jobs and also plays a decisive role in the development of regions. (OECD, 2010).

According to available data, gastronomy, once included in the Greek tourism offer, could increase GDP by 1 billion EUR, attract 500.000 visitors and create 50.000 new jobs. Within three to five years, it may be one of the three key reasons for tourists choosing Greece as their holiday destination, offering value added to the country’s tourism product and contributing substantially to the development of the Greek economy.

The Ministry of Tourism is the highest authority for policy making and programming in tourism. The Ministry supervises National Tourism Organisation, the Organisation for Education and Training, the Hotel Chamber of Greece and the Tourism Development Company.

Two ministries for Tourism and for Rural Development and Food have agreed to launch joint actions in 2014 when Greece undertakes the Presidency of the European Union. These actions were expected to bring benefit to tourism, to the primary sector and the national economy. The aim of this cooperation is to promote high quality Greek products through tourism to strengthen the country’s tourism product and attract additional visitors. According to the tourism ministry, the impressive variety of Greece’s local products combined with the different culinary creations of each destination, with the proper promotion, can enrich the tourism product, encourage local communities to develop activities, and support businesses, local production and the economy of each destination. The two ministries will also cooperate on promoting agrotourism and the advantages it has for visitors to Greece.

Since 2009, the **Association of Greek Tourism Enterprises** (SETE) has undertaken the initiative of promoting gastronomy as a pillar of Greek Tourism. In 2009, SETE conducted a study with the aim of making gastronomy as one of the key reasons for tourists to choose Greece as their holiday destination in the next years. Experts declare that Greek cuisine has gained many fans abroad thanks to its particular character. The variety of mezes, the simplicity of food preparation, the taste and nutritive value of fresh Greek products, have helped making it widely known and beloved. In addition, young, passionate, creative chefs form with their passion a new trend, the New Greek Cuisine. Crete with its focus on local cuisine and Santorini with its distinguished modern cuisine, have proven that investing in gastronomy pays off. Other areas should follow their example. In almost every corner of Greece there are remarkable culinary resources that do not require large investment in facilities. What is needed instead is investment in marketing actions.

SETE promotes the initiative that sees gastronomy united with the marketing of Greek tourism. In its first year of implementation, SETE’s project “**Gastronomy in**

the marketing menu of Greek tourism" has included the launch of a website for Greek cuisine and invited all who serve Greek tourism responsibly to get involved. Its implementation is based on the first institutional coordinated effort that records and shows the valuable Greek catering services and products, aiming to connect Gastronomy with Tourism, to develop a "Greek" gastronomy brand and present Greece as an attractive culinary tourism destination.

### 2.3.4 Romania

Romanian tourism industry is characterized by the following indicators:

- 7.5 million foreign visitors in 2010 (down from 8.9 million in 2008); out of which, 7.1 million visitors are coming from Europe (the most important markets being Moldavia, Bulgaria, Germany, Italy, Turkey, France, Russia and Spain);
- 10.9 million outbound Romanian tourists (same year); the main destinations are Italy, Greece, Hungary, Bulgaria, Spain, Austria and Turkey;
- more than 1,000 million US Dollars revenue from international tourism, but this amount is quite low in comparison with other European countries;
- 3,405 millions US\$ in GDP (or 2.0%) and
- 270,000 jobs (3.2% of the total number of employees in Romania), showing a quite low participation of the tourism in the total Romanian economy (WEF, 2011).

In 2011, in the first half of the year, according to the National Institute of Statistics and Ministry of Tourism and Regional Development, the number of foreign tourists accommodated in Romania increased by 11.6%. It also developed a strategic and operational tourism marketing plan for 2011-2015, with a special marketing plan for Bucharest destination. Other strategies are ready to be implemented: for health tourism, ecotourism, for the south region of the Romanian seaside, and a strategy for rural tourism.

The fact that only 0.1% of Romania's rural economy comes from agrotourism, compared to 4.4% in the EU countries is an economic indicator for deep analysis of the Romanian agrotourism situation. Significant investments are necessary in agrotourism in relation to the allocated resources (educational, financial, infrastructure, etc.). The agrotourism has the function to strengthen economically the peasant household capacity, by the "internal" agri-food consumption on the household where the respective products have been produced (Otiman, 2008).

In the case of foreign tourists who spend their vacation in the agrotourism boarding houses, agrotourism represents an "internal" form of agri-food export. As most foodstuff consumed during the agrotourism activity comes from the food production of the household, it shows on one hand that the tourism activity is profitable and on the other hand that the prices in agrotourism are lower than in other tourism sectors. From the calculations made by the specialized tourism services, it results

that the price of an agrotourism dinner, in all the boarding houses, is by 40–50% lower than the price of a dinner served in a restaurant or hotel as the price of agricultural products consumed in the agrotourism household does not include VAT, transport and storage costs, etc. The meat, eggs, cheese, milk, butter, jam, pickles, wine, plum brandy, sherry, etc. go from the household production directly to the tourist - consumer's table, being processed according to the traditional methods from the agro-tourism farms. The agro-tourism policies should stimulate the rural tourism in the direction of tax and fee exemption, fiscal pressure diminution in order to keep low prices and maintain the traditional customers (town people with more modest incomes, foreigners willing to get familiar with the rural traditions of the area, town children, etc.).

## 2.4. Selected good practices of gastronomic tourism

### 2.4.1. Gastronomy as a key factor in branding Spain

Spain has become a name in the world of gastronomy. Gastronomy is gaining ground as one of the main reason for travelling to Spain. In 2010, of 52 million holiday makers visiting Spain, 6 million stated that gastronomy and Spanish wines were the main reasons for their choice of destination (IET, 2011). According to IET (2011), this generated more than 5.010 million EUR in revenue. In order to look at how gastronomy has helped to Spain's image as a country and position Spain's tourist brand, it is important to look at Spain's history.

Spain can be considered the place where food globalization started. Five different landmarks on which gastronomy in Spain is nowadays based can be found: Mediterranean diet, regional diversity, the new Basque cuisine in the 1980s, the new Spanish cuisine, and tapas culture. The **Mediterranean diet** has been recently included among new additions to the UN list celebrating the world's "intangible cultural heritage". The Mediterranean diet constitutes a set of skills, knowledge, practice and tradition ranging from landscape to the table (UNESCO). Gastronomy and Tourism are deeply intertwined, so private and public co-operation and co-ordination are necessary to undertake effective actions within these areas. The Plan for International Promotion of Eno-gastronomic Tourism was developed thanks to a close collaboration of Ministry of Tourism and Ministry of Environment and Rural Affairs. The total value of the plan is 9 million EUR and was adopted in 2009. It allowed the development of the "**Tasting Spain**" product (the first national platform to enhance tourism and gastronomy) as well as the organization of the **first European Congress of Tourism and Gastronomy**, held in Madrid in 2010. The new advertising campaign of Spain Tourism Office "I need Spain" highlights gastronomy as one of the key experiences. As part of Spain's marketing campaign, a channel has been dedicated to gastronomy in the website [www.spain.info](http://www.spain.info), so tourists can find a host information, including recipes, typical dishes, gastronomy's route information and recommendations of seasonal products.

Furthermore, International gastronomy event and festivals are vital to promote a destination. Among the important gastronomic events held in Spain are **Madrid Fusion**, **Alimentaria Barcelona**, **Salon Gourmet Madrid**, **San Sebastian Gastronomika**, **Basque Culinary Centre**. Furthermore, Spain is creating other gastronomic products, such as **Wine Routes of Spain** by **Spanish Association of Wine** or **Tasting Spain** by Culinary Tourism Association.

#### **2.4.2. Globalising Korean food**

The Korean Government has been utilizing **Hansik globalization** as the instrument for strengthening national competitiveness, and adopted "Hansik enjoyed by people around the world" as a slogan. By 2017, Korea endeavors to advance Hansik, **The Taste of Korea**, into a common world cuisine, as well as one of the world's top five food. There were 9.000 Hansik restaurants abroad in 2006 and the Government of Korea will implement ambitious plan to have 40.000 restaurants abroad in 2017. On the basis of this vision, the established goals of Korea are as follows:

- A legal and institutional system for building the industrial base for Korean food;
- Support for chefs of Korean cuisine (supporting two universities specializing in Hansik);
- Star restaurant project to expand the number of Korean restaurants in five-star hotels and is planning the 1<sup>st</sup> class Hansikdang (Korean restaurant) Street Project;
- Creating Hansik enthusiasts, Government is planning to mobilise 1 million people to build global network supporting Korean cuisine;
- Dispatching Korean's diplomats and chefs overseas for Korean Cuisine Education;
- The world's franchise powerhouse.

#### **2.4.3. Nordic Food Diplomacy**

**Nordic Food Diplomacy** is used to convey a tangible experience of a country or region – i.e. the taste and feel of the Nordic countries. In doing so, it strengthens the Nordic countries and the Nordic brands' position while, at the same time, underlining core values such as innovativeness and sustainable development. Nordic Food Diplomacy enhances the guests' experience and allows the host to give the meal an extra dimension apart from the guest just being fed. When used properly food and meals are powerful tools for branding one's country or region.

Since the start, with the signing of the **Manifesto for New Nordic Cuisine** in 2004, New Nordic Food has made its name all over the world. More importantly, though, is the growing awareness amongst chefs in all types of restaurants; in schools, in hospitals and in work places, of the Nordic culinary heritage and the rich variety of ingredients that are available on our doorstep and are particularly excellent in Nordic climates. Food that tastes great and is healthy, too.

The success story of Restaurant Noma in Copenhagen may be the prime example of the growing interest in food from the region. Restaurant Noma's concept, mixing Nordic culinary traditions and ingredients with modern and innovative cooking techniques have won the hearts of foodies around the globe. Furthermore, for three consecutive years, 2010, 2011 and 2012, Noma was elected the world's best restaurant by the jury of the prestigious contest The World's 50 Best Restaurant. Young and entrepreneurial chefs in the Nordic countries have been inspired by the forerunners who back in 2004 signed the manifesto.

As a result, standards are high and innovativeness is growing in restaurant kitchens all around the Nordic region. Moreover, Nordic chefs have become increasingly prominent on the winners stand in the biannual world championships for chefs, the **Bocuse d'Or**.

**New Nordic Food II** is a communication programme under the Nordic Council of Ministers that promotes Nordic food in the region and internationally. NNF II runs in the period 2010-2014. NNF II focuses on improving meals in homes and institutions, strengthening children's food culture and encouraging local food production and use of food when promoting the region. NNF II sees gastronomy as a valuable creative industry and promotes cooperation with other Nordic creative industries. Nordic food products, taste, health and attractive surroundings are fundamental in all activities within New Nordic Food II.

#### **2.4.4. The French experience: promoting food and lifestyle**

Food culture is a major element of the French identity and appeal. **Sopexa**, International Marketing Group for Food, Wine & Lifestyle, has over 50 years experience in promoting the French agrifood industry and supporting branding of French food. Sopexa demonstrates a full range of strategic elements that can be adopted to each tourism and culinary offer. Their experience indicates that industrial producers need better preparation, segmentation, innovation strategies, accompanied by clear and strong messages.

In 2008, Sopexa made a proposal to Ministry of Agriculture, Food and Fisheries to create an umbrella brand, "**France Bon Appétit**", for the agri-food sector, with two main objectives:

- To standardise and boost the visibility of French agri-food abroad; and
- To bring all French stakeholders together under a single banner.

#### **2.4.5. El Somni – An opera in a dozen courses and a banquet in a dozen acts**

Franc Aleu and El Celler de Can Roca lead us to el somni of all senses. The image, the art, the music, the taste and smell, are united in a cross-media work piece: an opera-dinner about the cyclical journey of human existence. A dream through

twelve emotions that takes us to the table where the dinner will be held, where the kitchen and video creation are transformed into a new artistic experience. A reference piece of art and cuisine that breaks the boundaries of creation themselves to offer a total perception of beauty.

“*El somni*” is a unique film, promoted and produced by Mediapro, in collaboration with the Barcelona City Hall, showcasing the creative process of more than 40 artists who participated in a dinner. The event, in the form of 12 course opera with the culinary creations of the Roca Brothers and directed by Franc Aleu, distinguished innovator of contemporary opera, offers the spectator a never-seen-before experience through a multi-format performance.

*El somni* is the result of a cross-media creation because it takes several forms: the dining experience ever lived the making of a film, the conception of two exhibitions and the publishing of a book. All these different media explain the process of creation and adventure of this union between arts and kitchen at the service of thought.

#### **2.4.6. Slovenia - Culinary offer of the highest quality within “Gostilna Slovenia” label**

In Slovenia, typical restaurants have always played a special role. They are not only the places where one can experience the local culinary offer, but have always been an important component part of the Slovenian heritage and culinary recognition. In 2006, Slovenian Tourist Board has developed [Strategy of development of gastronomy in Slovenia](#), which identifies priority actions for this product. The main pillar of the strategy is the culinary pyramid, which provides 24 gastronomic regions of Slovenia with 140 representative dishes.

On the strategy principles the Chamber of craft and small business of Slovenia, Tourism and Catering Section has been implementing the initiative “*Gostilna Slovenia*”. The bearers of the “*Gostilna Slovenija*” brand are a group of Slovenian inns that provide a culinary offer of the highest quality and thus actively convey the Slovenian culinary cultural heritage and diverse modern approaches to preparing tasty dishes. The menus of the inns under the “*Gostilna Slovenija*” brand have to include at least 80 percent of house, local, regional and Slovenian dishes. At least three offered dishes have to be products within protected appellation of origin. The chefs have to use at least one half of foodstuffs of local or Slovenian origin and at least five percent of these foodstuffs have to be produced ecologically. The offer in these inns differs according to the season. At least three quarters of wines offered at “*Gostilna Slovenija*” inns have to be wines from Slovenian winemakers and the offer of spirits has to contain at least five beverages of local or Slovenian origin.

## 2.4.7. Some other examples of innovative gastronomic tourism

### Raising awareness of gastronomic tradition

A Culinary Guide to the Capital of Podlasie" has been prepared and published to boost culinary tourism in the region. It is complemented by a web page which provides information on the culinary trail of Białystok, restaurants connected with it, organised Events and regional cuisine. A culinary guidebook "Flavours of Białystok".

### Transforming local products into tourist assets

La Rioja has led the way in transforming a natural product, wine, into a prestigious tourist asset at national and international level. And its successful eco-tourism model is a reference that can be applied to gastronomic tourism as well. La Rioja has developed a comprehensive approach to gastronomy as a tourist asset that spans from the extraordinary quality and flavours of its agricultural products with **Designation of Origin** to the enhancement of these products thanks to the culinary tradition, talent and innovation of La Rioja's chefs and cuisines.

### Establishing leading tourist destinations through local understanding

About ten years ago, two wine-growers – including one of the best makers of sparkling wine in Austria – and a well-known auditor from the region decided to establish a leading tourist destination centered on wine. At the time, this rural area of Langenlois had the highest number of agricultural operations per district in all of Lower Austria. Today, along with the Wachau region, the **LOISIUM World of Wine** has become one of the most important wine-based tourist attractions in Austria with nearly 55,000 paying visitors each year.

### Boosting local enterprises through innovation

The Council of the City of Victoria in Gozo together with the Arena del Sole Theatre in Bologna embarked on an innovative project with the aim to explore Gozitan culture through food, heritage and culinary delights. The discovery and promotion of this unexplored sector on the island was achieved through a journey of a group of popular Italian journalists accompanied by top Italian chefs all the way from Bologna to Gozo in prestigious cars. Through this **Grand Tour of Taste** that culminated on the island of Gozo and later the **Serata di Gola**, for which prominent people from Bologna participated, widely spread publicity of the island of Gozo in the centre of the Mediterranean, took place all around. This innovative project was nominated and later won the 1<sup>st</sup> prize of the Maltese National Enterprise Support Awards in April 2012 and is being nominated for the European Enterprise Promotion Awards 2012.

### 3. BURGOS GASTRONOMIC TOURISM DEVELOPMENT MODEL - GOOD PRACTICE TO TRANSFER

#### 3.1. Success story in 4 lines

Success of Burgos gastronomic tourism is based on strategic orientation of the city towards innovative, creative and experience economy. Chefs, restaurants and gastronomy schools reinvented traditional cuisine based on agriculture, food and wine from rural surrounding. Culinary, cultural, tourist, business and educational events inspired the city life, increased the quality of life of citizens and attractiveness for visitors. Burgos story spoke loud in Spain and abroad and image of the city increased significantly. This is success of the city, of all stakeholders that were committed to follow clear strategy and to promote social network of politics, business and civil sector - citizens.

#### 3.2. Short description of the project »Burgos Gastronomic Tourism Development Model«

Burgos gastronomic tourism model represents good practice of innovative contribution to urban development based on gastronomic tourism. It integrates reinvention of traditional gastronomy from provincial ingredients from agriculture, food production and wine, developing experience structured tourist product with gastronomy, culture, history and attractions and efficient marketing and communication. The success was built on stakeholders' partnership alliance and commitment, social networking and efficient management of the project.

Gastronomic tourism development brought significant results on short term, with existing policies more focused on gastronomy and tourism, with limited budget and without big investment. Burgos became more attractive and number of visitors increased, new restaurants and bars were open, interest for gastronomy education increased among young and older, citizens became proud on their city, the image of the city increased tremendously.

The project proves that clear vision, ambitious strategy and realistic targets lead to consensus of political and business decision makers, build trust and commitment of all stakeholders and attract citizens to participate and give their contribution to the project.

Burgos project became in fact gastronomic movement in the city and province with new participants, new ideas, more energy and more expectations. Project became sustainable with follow-up activities, city networking nationally and internationally, development of new projects and extending marketing and promotion.

### 3.3. Gastronomic tourism became growth generator in Burgos

Burgos - the capital of province has 179.000 inhabitants in Castilla y Leon region. The city is proud on 3 world cultural heritage monuments protected by UNESCO: impressive gothic Cathedral, Camino de Santiago de Compostela and Atapuerca unique archeological prehistorical findings of first European human being and human evolution.

Already before economic slowdown political and economic leaders and strategists of the city have started looking for diversification and renovation of economy of Burgos, economic structure with competitive economic sectors and high value added, new development and governance model. One of the pillars of new development paradigm became experience based economy with gastronomy, tourism, culture and history.

Development of gastronomic tourism was emphasized in several strategic city documents: Burgos 2020 strategic plan, city marketing plan with communication activities, Burgos cultural strategy, comprehensive application document for European capital of culture 2016 and candidacy document for Spanish capital of gastronomy 2013 (CEG2013).

Assessment of resources showed that Burgos has available all what is needed for gastronomic tourism in Burgos:

- Several hundreds of restaurants and bars, high qualified chefs, cooks, sommeliers, hoteliers, managers and 2 gastronomic schools
- Generally known gastronomy of Burgos with high quality agricultural, food products and wines
- 3 UNESCO monuments and attractions, new cultural and convention center and numerous city squares for organization of events
- Basic development policies and Strategic Plan City of Burgos (APEBU) with more than 60 public and private members and 12 years of experience
- An easy access by highway, by air and by train

Association's main mission is to develop projects that need public - private partnership and has the importance for the city. As Mr Fernando Gomez - City culture and tourism councillor stated: "The purposes of the Association are the development and monitoring of the strategic plan for the city of Burgos and its framework, acting in all areas that impact positively on the economic and social progress of Burgos, promoting and coordinating public and private sector."

Project had to meet some clearly set, realistic and measurable-visible targets:

- to develop innovative & creative gastronomic sector that will contribute to the overall experience of citizens and visitors in combining culture, attractions and food with wine,
- to improve the image of Burgos, to put it on the map of Spain as the city where citizens enjoy living and visitors like to experience,

- to increase the number of visitors from Spain and abroad to generate more revenues, jobs, production etc.

Burgos Gastronomic Tourism Model was based on reinvention of traditional cuisine, recipes and menus, preparation of cuisine nouvelle following the trends in technology and demand, use of new or old and adopted agricultural and food products. Tourist products were prepared to offer experiences with emotions. Innovative was marketing: inviting customers to come to the origin of products either in rural areas in shops and markets or in restaurants and bars.

New in the city governance was PPP – public private partnership and social networking, a dialog of interested stakeholders, private sector representatives with city administration, with politicians and decision makers and participation of citizens.

Internal communication was innovative focusing on inhabitants of Burgos to participate in the project. They became creators of friendly, inviting atmosphere of the city, a part of experience of visitors, they were witnesses of success stories and finally they became ambassadors of the city.

During the project duration there have been a lot of activities, several with long tradition and many new prepared by different stakeholders. Mostly there were smaller events but some also big to spread the communication nationwide and internationally.

Project stimulated product development. New dishes and nouvelle cuisine, adopted traditional dishes, tourist routes in the city and in rural areas with food and wine, with culture and with sport activities. These new or adopted products had to follow high quality standards, developing brands and winning different prizes on national competitions.

In the year 2013 there have been more than 40 events with gastronomic, tourism and cultural content. Spanish capital of gastronomy 2013 represented the most important and recognizable event in recognition of Burgos gastronomy, tourism with significant contribution to positioning and improving the image of Burgos. There have been also many food and wine tasting, food competitions, etc. In 2013 the longest "morcilla de Burgos" – black pudding was produced on public place, with several hundred volunteers which was registered as Guinness record with 187 meters. Devora es Burgos, tourism, gastronomic and cultural week organized in Burgos first in 2012 was one of biggest events in the city, which was visited by 7.700 people. Project initiated research about traditional gastronomy and agricultural products as raw material for gastronomy, educational gastronomic courses were organized, forums, discussions and workshops.

Important was promotion and communication. The project activities were communicated nationally and internationally.

Project achieved more results than was expected or foreseen. The image of Burgos improved significantly and its comprehensive experience attracted many visitors. Burgos registered the highest increase of visitors in the region especially from international markets.

Burgos city and Burgos province registered 42 new restaurants and 4,518 dinning seats in two years 2012/2013. Many new restaurants and bars were open in rural areas where project gave significant results although it was in fact a city project.

There was an increase of innovative and creative products, marketing and branding. Along with innovative gastronomy an increase of interest for education and training of culinary arts and services increased.

Citizens of Burgos became proud of the city, increased their self-esteem, became more open, communicative, and became part of Burgos experience. They became ambassadors of the city.

The evaluation of project promotion and communication shows that results were achieved equal to amount of 16,6 million EUR invested in commercial media campaign. This means that on 1 EUR invested brought 41,5 EUR worth result.

Burgos gastronomic tourism project was financed by limited financial resources – 400.000 EUR provided by the city of Burgos. Private sector – hotels, restaurants, bars, museums and other suppliers contributed to the budget in kind with accommodation for free or at very low price, free food & drinks, free entrances etc. This was especially important for incentives and fam trips of media and tour operators. Citizens, about 500 of them, worked voluntarily during preparation of the longest “morcilla” that entered in Guinness book of records giving significant participative contribution to the success of the project.

### 3.4. Burgos – Giving city profile





Analytical description of good practice of Burgos – giving city:

BACKGROUND INFORMATION ON PARTNER CITY	
<b>Name of Pilot Transfer Network</b>	<b>GASTRONOMIC CITIES: CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT</b>
<b>Practice title</b>	<b>Gastronomic Cities</b>
<b>Partner City</b>	<b>BURGOS, ASOCIACIÓN PLAN ESTRATÉGICO CIUDAD DE BURGOS, SPAIN</b>
<b>Member State</b>	<b>SPAIN, CASTILLA y LEÓN, BURGOS</b>
<b>Geographic size</b>	Burgos is a mid-sized city with 179.097 inhabitants situated in the North-central part of Spain in the region of Castilla y León. The core urban area is 108,26 km <sup>2</sup> and has a population density of 1.667 inhab/km <sup>2</sup> . The agglomeration area has 175 km <sup>2</sup> with approximately 248.000 inhabitants.
<b>One-liner description of the practice</b>	Gastronomy as generator of tourism and economic development in the city and territorial spread effects.
<b>Timeframe of the practice implemented and proposed for</b>	Implementation of development of gastronomy - known as »Burgos Gastronomic Tourism Development Model«, has started after adoption city marketing strategy in 2010. It reached its peak

<b>transfer</b>	in 2013 when Burgos has awarded Spanish Capital of Gastronomy.
<b>Funding</b>	The total budget of the project was 400.000 EUR provided by the city of Burgos. Private sector contributed in kind and during "Devora es Burgos" event with promotional prices of accommodation, food & drinks, free entrances for museums, galleries, etc. Volunteer work of about 500 people to prepare the biggest-longest "morcilla de Burgos" – black pudding that entered in Guinness record register has also contributed to overall sources.
<b>Operational Programme</b>	Regional Operational Programme 2014-2020 in definition process at the moment.
<b>Managing Authority (MA – if relevant)</b>	Consejería de Hacienda. D.G. Presupuestos y Estadística. Junta de Castilla y León. C/ José Cantalapiedra, 2. 47014 Valladolid
<b>Cohesion Policy Objective (if relevant)</b>	N/A
<b>Link to EU 2020</b>	Burgos identified its innovative city strategy on gastronomy as a good practice covering the 2020 Strategy principles: <ul style="list-style-type: none"> <li>Smart growth: The city is taking advantage of new production technologies, creative process in services and in marketing</li> <li>Sustainable growth: The process is an example of public-private partnership for optimizing resources and results integrating rural-urban co-operation.</li> <li>Inclusive growth: Burgos good practice is reinforcing the level of activity and employment in the services sector that generate positive effects in the related sectors: primary sector, industry, culture, etc.</li> </ul>
<b>Main reason for Highlighting this case</b>	Burgos can prove successful improvement of image, attractiveness of the city and economic results on a short term with limited budget and efficient PPP by developing gastronomy as important contribution to overall experience of visitors and inhabitants.
<b>Key Contact person</b>	Mario V. Sanjuán García estudio@burgosciudad21.org
<b>Keywords/Tags</b>	<ul style="list-style-type: none"> <li>Burgos, Capital española de la Gastronomía</li> <li>Devora, es Burgos</li> <li>App Disfruta Burgos</li> <li>Burgos Gastronomy and Tourism</li> </ul>
<b>1. PRACTICE DESCRIPTION</b>	
<b>Overall objective</b>	Project set some clear, realistic and visible targets: <ul style="list-style-type: none"> <li>to develop innovative &amp; creative gastronomic sector that will contribute to the overall experience of citizens and visitors in combining culture, attractions and food with wine,</li> <li>to improve the image of Burgos, to put it on the map of Spain as the city where citizens enjoy living and visitors like to experience and</li> <li>to increase the number of visitors from Spain and abroad thus increasing revenues, employment etc.</li> </ul>

<b>Description of activities</b>	<p>Initially, there have been research and study of traditional Burgos cuisine and ingredients. This phase was followed by innovative process of development of new recipes, new dishes with new or adopted ingredients from the region.</p> <p>Multistakeholder meetings were held to develop operational plans, to organize and coordinate project activities and to monitor project implementation.</p> <p>During the project implementation there have been many traditional, new and ad hoc events.</p> <p>Only in the CEG2013 year there have been more than 40 events with gastronomic, tourism and cultural content:</p> <ul style="list-style-type: none"> <li>• forums about traditional gastronomy and agricultural products as raw material for gastronomy,</li> <li>• educational gastronomic courses as well as forums, discussions and workshops,</li> <li>• many food and wine tasting, food competitions, etc.,</li> <li>• the longest "morcilla de Burgos" – black pudding registered as Guinness record being 187 meters long,</li> <li>• Devora es Burgos, a tourism, gastronomic and cultural week visited by 7.700 people,</li> <li>• CEG 2013 - Spanish capital of gastronomy in 2013 with national and international media coverage which contributed the most to recognition of Burgos food and wines, of Burgos city of experience in Spain,</li> <li>• international wine tasting,</li> <li>• participation on Spanish tourism and gastronomy fairs, exhibitions and competitions.</li> </ul> <p>Besides a few big events national/international dimension many small events were organized that jointly contributed to the targets. These events gave the opportunity to expose small rural producers of food products, suppliers to restaurants, wine producers, chefs and gastronomic schools, hospitality sector, culture, convention business, the city itself and inhabitants. Project was well promoted and had very strong support by communication and PR.</p>
<b>Recipients</b>	<p>Main recipients are:</p> <ul style="list-style-type: none"> <li>• Municipality (Tourism department, economic development department, culture)</li> <li>• Strategic Plan City of Burgos</li> <li>• Forum Evolution Auditorium</li> <li>• HORECA sector</li> <li>• Agriculture and food industry, Wineries (wine industry)</li> <li>• Chefs</li> <li>• Gastronomic schools, students</li> <li>• Citizens and tourists</li> </ul>
<b>Mainstreaming of gender equality and non-discrimination</b>	<p>Tourism and gastronomy itself support gender equality, giving more opportunity for employment and career to women and young people.</p>
<b>2. POLITICAL AND STRATEGIC CONTEXT</b>	

<b>2.1 National and regional framework</b>	<p>Success story of Burgos gastronomic tourism development was founded in strategic development document of the city: "Plan Estrategico Burgos 2020".</p> <p>Slowdown in economic development, big investment in the city infrastructure, renovation and rehabilitation of monuments, housing and cultural institutions and financial, economic and social crisis led to increasing unemployment with falling standard of living. The city political and economic leaders and strategists were facing several severe challenges:</p> <ol style="list-style-type: none"> <li>a) How to design new development model that will result in growth, employment and satisfaction of inhabitants? A model that will generate diversified economic structure with competitive economic sectors and high value added?</li> <li>b) There was great challenge to differentiate and position Burgos clearly in Spain and internationally. How to convey the message to the market that the city is attractive to visit, the products are of high quality - excellent and that the city offers rich experience of openness of the city, culture, history, events, leisure and gastronomy.</li> <li>c) How to improve city governance, taking decisions and implementing PPP - public private partnership with participation of producers, suppliers, big and small businesses. How to get consensus of political parties and politicians, how to assure them that new development paradigm will give expected, positive results?</li> <li>d) There was big concentration of knowledge, leadership and management, unique attractions and other capacities in the city but there was a need to combine urban and rural development, resources and capacities. How? On what basis? With whom?</li> <li>e) How to stop decreasing growth rates and increasing unemployment on a short run as there was not so much time to wait for effects of new investment, policies, etc. ?</li> <li>f) Spain has been visited in 2013 by more than 60 million of tourists. However, inland tourism has decreased. How to attract more domestic tourists?</li> <li>g) There was also one specific challenge relating to inhabitants of Burgos. With what projects and activities would citizens become proud being from Burgos, how to get citizens involved in activities, what activities would attract them?</li> </ol>
<b>2.2 The planning context</b>	<ul style="list-style-type: none"> <li>• Marketing Plan of the city of Burgos: Paper diagnosis and action plan with marketing measures aimed at transforming the image of the city.</li> <li>• Culture Strategic Plan of the city of Burgos: Document containing the concept shared by stakeholders on the city that everyone wants, where people want to live and relate culturally. Includes diagnosis and plan of action.</li> <li>• Strategic Plan of the city of Burgos 2020: Document that</li> </ul>

	<p>sets out the strategy for the city to achieve economic, social, political and cultural objectives.</p> <ul style="list-style-type: none"> <li>Application file: Burgos - Spanish Capital of Gastronomy 2013: Document containing the candidacy of Burgos to CEG activities and strategy.</li> <li>Dossier Burgos European Capital of Culture 2016: Document containing Burgos' candidacy for European Capital of Culture 2016 or how to transform a city with a large-scale event. To highlight the artistic project and citizen mobilization.</li> <li>Strategic Plan of tourism. Regional Government. <a href="http://www.turismocastillayleon.com/cm/turcyl/tkContent?pgseed=1261067251684&amp;idContent=538889&amp;locale=es_ES&amp;textOnly=false">http://www.turismocastillayleon.com/cm/turcyl/tkContent?pgseed=1261067251684&amp;idContent=538889&amp;locale=es_ES&amp;textOnly=false</a></li> <li>Strategic Plan of gastronomic tourism. Regional Government. <a href="http://www.comunicacion.jcyl.es/web/jcyl/Comunicacion/es/Plantilla100Detalle/1281372051501/_/1284279894390/Comunicacion">http://www.comunicacion.jcyl.es/web/jcyl/Comunicacion/es/Plantilla100Detalle/1281372051501/_/1284279894390/Comunicacion</a></li> </ul>
--	--

### 3. IMPLEMENTATION

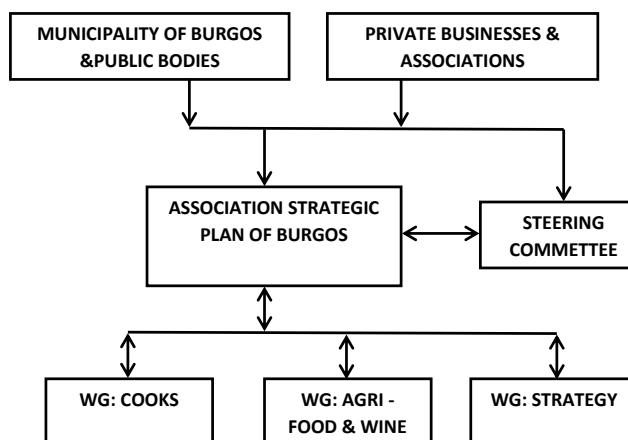
<b>3.1 PRACTICE DESIGN AND PLANNING</b>	<p>The design and development of gastronomic project has originated from the Strategic Plan City of Burgos - APEBU established by the municipality but with membership of over 60 organizations, companies, political parties, trade unions and organizations. The purposes of the Association are the development and monitoring of the strategic plan for the city of Burgos and its framework, acting in all areas that impact positively on the economic and social progress of Burgos, promoting and coordinating public and private sector.</p> <p>The assessment of economic and social situation, competitive advantages in Burgos and global trends clearly showed that one of the pillars of the future development of Burgos must be based on innovative, creative and experience economy.</p> <p>In Strategic Plan of Burgos 2010-2020, Strategic Plan of Culture, and the Marketing Plan diagnosis of the city was done with the support of several stakeholders. Then, action plans with specific projects were prepared. The diagnosis and the action plans underlined the need to put the gastronomy in the focus of the city strategy.</p> <p>Several activities related to gastronomic development started in 2011 and step by step an overall gastronomic project was developed with a peak CEG2013. Gastronomic project has formalized following unsuccessful bid to become European capital of Culture 2016 with preparation of dossier to become Spanish Capital of Gastronomy 2013.</p>
---	--

	<p>Gastronomic project was prepared by a wide group of stakeholders who were also steering its implementation:</p> <ul style="list-style-type: none"> <li>• Municipality (Cultural and tourism department, city councillors and politicians)</li> <li>• HORECA representatives</li> <li>• Chefs association</li> <li>• Wine producers</li> <li>• Agricultural and Food Products with Certification</li> <li>• APEBU - Strategic Plan City of Burgos</li> <li>• Media</li> <li>• Some others stakeholders they were interested to participate.</li> </ul> <p>The steering group was open organization allowing people with interest to participate.</p>
<b>3.2 MANAGEMENT</b>	<p>The Strategic Plan City of Burgos with its officers was the responsible for developing, coordination and implementation the project. There was project manager to follow project plan, coordination of activities and to make meetings and event more dynamic. There was communication officer responsible to prepare and wrap-up conclusions of the meetings and events. Third person was financial officer responsible for project budget, revenues and expenditures.</p>
	<p>Project management team consisted of three people employed part time during the whole duration of the project from 2011 on. Management structure was flexible, officers were helping each other, if necessary external support was granted or project stakeholders assisted management team. It was the city project, not the project of APEBU.</p>
<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>Monitoring was organized internally and externally. Project management staff collected outputs, statistical data and response of visitors. External monitoring was organized by company Kantar Media to measure impact of events in media - practically to measure impact on change of image of Burgos through media. There were 2 indicators: impact on media and number of visitors and these 2 were not quantified at the beginning of the project. Evaluation of project achievements was done by project steering committee and by municipality.</p>
	<p>As project has been developing in the first phase rather spontaneous monitoring was not organized systematically. Later, monitoring and evaluation was improved but still has not reached satisfactory level with clear set of indicators, targets and results. Project results are significant but it takes some time to collect and present available figures and estimations.</p>
	<p>Evaluation was partly done by external organization when considering an impact in media that contributed to improvement of the image of Burgos. In major part auto evaluation was done. Later, during an event Devora es Burgos a guest survey was developed for hotel and restaurant customers.</p>

### 3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT

The Municipality was managing the project through the APEBU - Strategic Plan City of Burgos.

The Strategic Plan of City of Burgos - APEBU is public equivalent body established by the municipality of Burgos and by private enterprises and other institutions and has a history since 2001. Association has 60 members - stakeholders and plays the role of ULSG - Urbact local support group. Association formed 3 working groups that were involved in planning and implementation of the project: working group 1 responsible for overall project development and implementation, working group 2 with stakeholders representing agriculture, production of food and wine and working group 3 with cooks, sommeliers and schools.



At the beginning the project got decisive support from the city of Burgos - from the municipality. Very important role in the project have also professional associations: Association of hoteliers and restaurateurs, Association of cooks and Association of sommeliers of Burgos. As mentioned, CEG 2013 was initiated and run under the patronat of two other national associations: Spanish Association of Tourism Journalists and Writers (FEPET) and Spanish Federation of Hotels and Restaurants (FEHR).

Business stakeholders were involved in the design of the project through the steering committee and working groups. Citizens were involved in specific activities as, for example, volunteers. They involved more than 500 volunteers to get the World records Guinness with the largest black pudding. Dissemination strategy required public participation in the development of initiatives, to be active participant in the project because experiences require an interaction of the consumer and the producer in a process of co-creation.

Project is a city project, first supported by the municipality of Burgos. Municipality financed project and through APEBU managed and coordinated implementation of the project. Project was strongly supported by city councillors and got full support of HORECA associations, food and wine producers and other businesses.

The leadership was provided by the Strategic Plan City of Burgos in the name of municipality. They were the most important in project implementation and decisive for the success of the project.

#### 4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

	<p>Project »Burgos Gastronomic Tourism Development Model« is based on</p> <ul style="list-style-type: none"> <li>• innovative culinary art: reinvention of traditional cuisine, recipes and menus, cuisine nouvelle following the trends in technology and demand, use of new agricultural products and adoption of old products as raw material for cooking and food preparation. Innovative approaches were also introduced when serving food in restaurants or bars as well as selling agricultural products in shops or on markets.</li> <li>• innovative approach in marketing: inviting customers to come to the origin of products either in rural areas in shops and markets or in restaurants and bars.</li> <li>• new approaches in internal communication with inhabitants of Burgos. They were simply not anymore only observers, they participated in the project, they were creators of friendly, inviting atmosphere of the city, they became a part of experience of visitors, they were witnesses of success stories and finally they became ambassadors of the city.</li> </ul>
	<p>In this co-creative process many stakeholders were involved sharing experiences and knowledge. Important role in creativity goes to cooks – chefs and gastronomy schools who started the process of reinvention of Burgos cuisine. Food and wine producers were also introducing innovative approaches. Marketing organizations, branding managers and communication agencies gave their contribution to creativity of the project.</p>
	<p>Usually, projects are prepared by professional organization for specific client. This project was prepared with joint cooperation of many stakeholders and in their joint consensus. Project was also developing and growing in time getting his final structure in 2013. It was also prepared to satisfy the expectations and requirements of many stakeholders. It was a kind of interactive process in project development, management and implementation. APEBU also learnt from designing the strategic plan for culture and the application to become European Capital of Culture 2016. Sometimes it is more important the process than the results themselves.</p>
	<p>As already mentioned, gastronomic triangle of 3 cities in Castilla y Leon and Rioja is a step to apply and transfer Burgos good practice to wider area. Policy makers were all the time involved in project and on the basis of achieved results they have given more attention and resources to tourism information services in Burgos. In order to spread Burgos good practice there are</p>

	<p>availables all documents, reports, dossiers...etc on website <a href="http://www.burgosciudad21.org">www.burgosciudad21.org</a> Also Urbact financing project Gastronomic Cities has the principal aim to share Burgos experience with other European cities.</p> <p>New was PPP – public private partnership and social network building. Dialog of interested stakeholders was promoted and implemented. Private sector representatives were sitting, discussing and deciding together with city administration, with politicians, with decision makers.</p>
--	---

## 5. FUNDING

	<p>Project was funded by 400.000 euros.</p> <p>Allthe budget came from Municipality. The private sector contributed to the budget in kind.</p> <p>Major part of budget was spent on marketing, promotion and big even Devora es Burgos. This generated increase of visitors arrivals, increased consumption and consequently increased revenues in accommodation and F&amp;B sector, increase of restaurant business, food product consumption and selling, visiting cultural attractions, events,...</p> <p>N/A</p>
--	--

## 6. PROJECT ASSESSMENT

<b>6.1. FINANCIAL SUSTAINABILITY</b>	<p>The project will continue. Burgos Municipality, with assistance of Strategic Plan City of Burgos, is designing a gastronomic plan in 2014 to give continuity to this project. Some new projects are foreseen:</p> <ul style="list-style-type: none"> <li>• Spanish triangle of gastronomy – 3 cities all Spanish capital of gastronomy in Castilla y Leon and Rioja;</li> <li>• Spanish gastronomy network, European capital of gastronomy.</li> </ul> <p>Gastronomic cities financed by Urbact II is also continuation of the project.</p>
<b>6.2 ISSUES AND PROBLEMS</b>	<p>The main problem was to persuade/to attract private sector (HORECA) to actively participate in the project. It was a city project, and private sector should know that the results will come on medium and long term (not on very short term) for all of them with multiplier effect. PPP approach and participation of private sector in project development and implementation gave to the sector an assurance of their role, importance and the need for their active participation in the project.</p>
<b>6.3 PROJECT OUTPUTS &amp; RESULTS</b>	<p>Project achieved more results than was expected or foreseen. The image of Burgos improved significantly and comprehensive experience of Burgos attracts many visitors. Burgos became leader in province in tourist arrivals with double digit growth rates. Burgos city and Burgos province registered 42 new restaurants and 4,518 new dinning seats in two years 2012/2013. Many new restaurants and bars were open in rural areas where project gave significant results although it was in fact a city project. Project</p>

	<p>results are obvious in increase of innovative and creative products, marketing and branding. Production in agriculture increased, especially of some typical products. Just to illustrate that »morcilla de Burgos« is found also as chips and biscuits. Along with innovative development of gastronomy and gastronomic tourism an increase of interest for education and training of culinary arts and services increased. There are more young students now, but also many adults attend culinary courses. Citizens of Burgos became proud of the city, increased their self-esteem, became more open, communicative, became part of Burgos experience. They became ambassadors of the city.</p> <p>It is impressive how project gave very significant results on short term and with limited budget. The project mobilized creativity, competitiveness and co-operation of chefs, bar owners, restaurateurs, hoteliers and managers. Innovations and entrepreneurship increased, and city development had multiplier effect on rural development.</p> <p>Impressive is also media effect: 1 EUR invested in the project gave equal effects as 41,5 EUR invested in advertisement and market communication.</p>
--	---

## 7. SUCCESS FACTORS, LESSONS LEARNED, AND TRANSFER CONDITIONS

<b>7.1. SUCCESS FACTORS</b>	<p>The success of Burgos Gastronomic Tourism Development is based on the following main factors:</p> <ul style="list-style-type: none"> <li>• Clear vision, strategy and realistic targets what the city has to become in the future and what is the role of gastronomic tourism: strategists and political leaders realized that gastronomy, tourism and culture can form the pillar of experience economy in Burgos</li> <li>• Commitment of all main stakeholders to develop innovative gastronomy and to offer experience based tourism products with leading role of Municipality and effective PPP: the project required participation of numerous stakeholders to develop recognized Burgos experience of gastronomic tourism, culture and the city itself</li> <li>• Social network promotion: development of co-operative and participatory atmosphere in the city with all target groups and stakeholders, with media, with national associations and participants of events that joined the project and transferred it into gastronomic movement</li> <li>• Highly qualified and enthusiastic cooks, sommeliers, food and wine producers: they were creators of new products, menus, brands and promoters of Burgos gastronomy</li> <li>• Internal city communication to inform and involve citizens in the project: citizens are a part of city experience and the project gave them the possibility to contribute to the project and to benefit from it; they realized that project will contribute to increase of quality of life in the city</li> <li>• Efficient management of project development, coordination</li> </ul>
-----------------------------	---

	<p>and implementation by Association Strategic plan of Burgos: they represented the core group in the project, mediator among stakeholders and their interests, active participants and communicators</p>
<b>7.2. LESSONS LEARNT</b>	<p>The city of Burgos considers that transfer of good practice based on gastronomy:</p> <ul style="list-style-type: none"> <li>• is easy to understand and to embrace by stakeholders.</li> <li>• all territories have gastronomic elements, primary resources as well as professionals to develop and implement a joint tourism and gastronomy strategy; urban gastronomic tourism give multiplier effects on rural development in wider area.</li> <li>• the relationship between tourism, gastronomy and culture is in the DNA of all territories and basis for experience tourism and economy.</li> <li>• no need for big investments and new policies; gastronomic tourism can be developed and can give results on the short – medium term.</li> <li>• visible results on short term help to achieve consensus among city stakeholders about major questions of strategic development and policy and contribute to governance improvement.</li> </ul>
<b>7.3. TRANSFERABILITY</b>	<p>Burgos is transferring the results through The Urbact II project 'Gastronomic Cities'. The project has just started.</p>
<b>7.4. TRANSFER CONDITIONS</b>	<p>"Burgos Gastronomic Tourism development Model" is good practice that will be transferred to receiving cities – Fermo, Korydallos, Alba Iulia and L'Hospitalet. It is important to have in mind when transferring Burgos model the following:</p> <ul style="list-style-type: none"> <li>• The need for clear vision and strategy with clear role of gastronomic tourism in the future development in receiving cities; gastronomic tourism should be explicitly stated as one of the pillars of city development</li> <li>• Commitment of political/city leaders to support gastronomic tourism development</li> <li>• Strong and influential professional associations of hoteliers, restaurateurs, cooks and sommeliers on the city or province/region level that should promote and implement innovations and entrepreneurship in gastronomic tourism</li> <li>• Efficient organization – ULSG with all main and decisive stakeholders from public, private and civil sector to support development, management and implementation of transfer, to monitor the transfer and propose adoptions when needed</li> <li>• Clear and efficient internal communication with citizens to involve them as co-creators of efficient gastronomic tourism of the city</li> <li>• Clear targets and expected results which should be</li> </ul>

	<p>achieved by the transfer</p> <ul style="list-style-type: none"> <li>• Sustainability of transferred project on longer period based on organization, financing and future activities.</li> </ul> <p>Receiving cities should map their situation with the challenges, resources, organization and mechanisms of Burgos to prepare feasibility study and action plan for efficient transfer.</p>
--	--

## 8. FURTHER INFORMATION

Bibliography	<ul style="list-style-type: none"> <li>• Marketing Plan of the city of Burgos: Paper diagnosis and action plan with marketing measures aimed at transforming the image of the city.</li> <li>• Culture Strategic Plan of the city of Burgos: Document containing the concept shared by stakeholders on the city. Culture as the city where people want to live and relate culturally. Includes diagnosis and plan of action.</li> </ul> <p><a href="http://www.burgosciudad21.org/es/plec/?idsec=427">http://www.burgosciudad21.org/es/plec/?idsec=427</a></p> <ul style="list-style-type: none"> <li>• Strategic Plan of the city of Burgos 2020 : Document that sets out the strategy for the city to achieve the objectives set by the economic , social , political and cultural in a consensual manner</li> </ul> <p><a href="http://www.burgosciudad21.org/es/contenido/?iddoc=187">http://www.burgosciudad21.org/es/contenido/?iddoc=187</a></p> <ul style="list-style-type: none"> <li>• Application file from Burgos to Spanish Capital of Gastronomy 2013: Document containing the candidacy of Burgos to CEG , activities and strategy.</li> <li>• Dossier Burgos European Capital of Culture 2016: Document containing Burgos 's candidacy for European Capital of Culture 2016 or how to transform a city with a large-scale event . To highlight the artistic project and citizen mobilization.</li> </ul> <p><a href="http://www.burgosciudad21.org/es/contenido/?idsec=397">http://www.burgosciudad21.org/es/contenido/?idsec=397</a></p>
Contact	<p>Mr. Mario V. Sanjuán García  Asociación Plan Estratégico Ciudad de Burgos (as promoter of the initiative)  estudio@burgosciudad21.org  +34947257905  <a href="http://www.burgosciudad21.org">www.burgosciudad21.org</a>  <a href="http://www.burgoscaptialgastronomia.com">www.burgoscaptialgastronomia.com</a></p>
<b>Name and contact of expert who did the "case study"</b>	<p>Mr Janez Sirse, Project LE,  Tel: +38641622023  janez.sirse@ntz-nta.si</p>

#### 4. PROFILES OF PROJECT PARTNERS – RECEIVING CITIES

This chapter brings description of present situation in project partners' cities – in receiving cities: Fermo (Italy), Alba Iulia (Romania), Korydallos (Greece) and L'Hospitalet de Llobregat (Spain). Description of baseline situation in four cities is prepared on given templates. Information were collected from project teams from four cities. Some thematic sections needed more work of project teams and comparative information from Burgos – receiving city that lead expert was collecting and organizing. Planning of activities in receiving cities can be in this phase only tentative. Cities see their capability to meet conditions for efficient transfer of good practice different without some stable parameters which will be elaborated later in the project duration. There was not enough time for receiving cities to get to know and to study Burgos good practice and to map it with the situation in their cities. Monitoring and evaluation approach must be coordinated, synchronized and one for all partners in the project.

Thus, we think that this chapter needs further elaboration, closer work with receiving cities, more information and more discussion to get satisfactory and reliable conclusions. This work will certainly continue with feasibility studies for receiving cities.

#### 4.1. Fermo – Receiving city profile



Analytical description of the baseline situation in receiving city:

<b>BACKGROUND INFORMATION</b>	
<b>Pilot Transfer Network Title</b>	<b>GASTRONOMIC CITIES: CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT</b>
<b>Receiving City</b>	<b>MUNICIPALITY OF FERMO</b>
<b>Member State</b>	<b>ITALY, MARCHE REGION</b>
<b>Geographic size</b>	Municipality of Fermo has 38.000 inhabitants. It is the leading city of the province, reference point for 39 province municipalities. Entire province of Fermo has 180.000 inhabitants Biggest cities in the range of attraction are characterized by sea tourism: - Porto San Giorgio - 16.000 inhabitants - Porto Sant' Elpidio - 25.000 inhabitants
<b>Operational Programme if relevant</b>	On 17 August 2007, the European Commission approved a <b>Regional Operational Programme for the Marche region in Italy for the period 2007-13</b> . The Operational Programme falls within the framework laid out for the Regional Competitiveness and Employment Objective and has a total budget of around €289 million. <b>The ESF (European Social Funds), approved by EU Commission decision C(2007) 5496 of 08/11/2007</b> , foresees a total funding of <b>euro 281.551.141</b> and its divided into 5 intervention priority axis further to Technical Assistance. <b>The European Agricultural Fund for Rural Development (EAFRD)</b> was established by Regulation (EC) 1290/2005 and aims at strengthening EU's rural development policy and simplifying its implementation.
<b>Managing Authority (MA – if relevant)</b>	The Managing Authorities are:  Marche Region ERDF (European Regional Development Fund) and ESF (European Social Fund) Mauro Terzoni Head of EU Policies Department and ERDF and ESF Managing Authority mauro.terzoni@regione.marche.it tel. 0039 071-8063801 Via Tiziano (Palazzo Leopardi), 44 60125 Ancona, Italy  Marche Region RDP (Rural Development Plan) Cristina Martellini Head of Agriculture, Forestry and Fishing Department cristina.martellini@regione.marche.it tel. 0039 071-8063204 Via Tiziano (Palazzo Leopardi), 44 60125 Ancona, Italy
<b>Key Contact person</b>	Cristina Frittelloni EU Policies, Agricultural, Trade and Productive Activities Department Municipality of Fermo Sportello.europa@comune.fermo.it

	Cristina.frittelloni@comune.fermo.it
<b>Keywords/Tags</b>	Gastronomic cities Fermo, Tourism, Gastronomy, Tipicita', Local development, Culinary art
<b>1. DESCRIPTION OF INITIAL LOCAL SITUATION</b>	
<b>Policy challenge</b>	<ul style="list-style-type: none"> <li>Improving perception, brand and image of Fermo: Fermo becomes in 2009 Province with 39 smaller municipalities, so it become necessary for the City to improve its brand and image.</li> <li>Support to territorial development with gastronomy: Since 1993 Fermo City is organizing and promoting typical food and wine products of the territory through the exhibition called TIPICITA' (<a href="http://www.tipicita.it/">http://www.tipicita.it/</a>). In more than 20 years gastronomy and products acquired several recognitions.</li> <li>Definition of proper, efficient marketing strategy: TIPICITA' is continuously growing (15.000 visitors) and has become one of the most visible, recognizable point of the city and of the region for territory promotion and tourism improvement, there is still a lack in the definition of a proper marketing strategy and city branding</li> <li>Strengthening the role of gastronomic tourism in Fermo: Food and wine typical products are strictly linked to the people and to the territory tradition and the sector is considered as a key driver for enhancement of Fermo economic profile</li> <li>Gastronomic tourism and growth &amp; jobs generation: Gastronomy should be improved to make the unique experience for tourists, to increase number of visitors, increase the number of employees in tourism and agriculture and food sector thus fighting against economic crisis</li> </ul>
<b>Rationale behind the transfer of the practice</b>	<p>The transfer of Burgos good practice allows a peer review and practice exchange that should serve to Fermo as a benchmark for its own development of gastronomic tourism. Burgos good practice contains some interesting elements that allow relevant comparison and effective transfer at several similarities that could facilitate the process such as:</p> <ul style="list-style-type: none"> <li>Similar number of inhabitants in Fermo Province and Burgos</li> <li>Relevant and recognized food and wine tradition at international level</li> <li>Strong regional tradition and territory peculiarities</li> <li>Relevant cultural heritage and monuments</li> <li>similar potentials of the territory</li> </ul>
<b>Main objectives and expected results</b>	<p>The main objective behind the implementation of tourist-gastronomic practice is the improvement of local development policies with increasing relevance of enogastronomic tourism as the main development axis, leading to better economic, social and environmental situation.</p> <p>The successful transfer of the practice can contribute to reach the following expected results:</p> <ul style="list-style-type: none"> <li>Increase of the number of tourists;</li> <li>Improve the quality of tourism, positioning the City as a preferred destination for experience linked to culture, arts,</li> </ul>

	<p>food and nature;</p> <ul style="list-style-type: none"> <li>• Increase the appearance of the City of Fermo in national and international media and in specialize press on gastronomy, culture and tourism;</li> <li>• Increase the number of jobs linked to food, tourism and cultural sector;</li> <li>• Increase the number of new creative enterprises linked to innovative processes and approaches in food sector;</li> <li>• Improve the participation and involvement of citizens in creative process to put gastronomy as one of the most relevant axis of development for Fermo and its territory.</li> </ul>
<b>Main Activities foreseen</b>	<p>The main activities during the transfer will be:</p> <ul style="list-style-type: none"> <li>• Establishment of Stakeholder Local Support Groups</li> <li>• Preparation of Local Action Plan</li> <li>• Gastronomy and food innovation and creativity process set up</li> <li>• The Research activities carried out and linked to territory history and artistic heritage</li> <li>• The City image/marketing strategy development</li> <li>• Tipicita' traditional event organization and good practice benchmarking</li> </ul>
<b>Timeframe</b>	<p>Project started effectively in January 2014 and will finish in March 2015. We wish to continue with the project and realization of LAP in next 3 years.</p>
<b>Target beneficiaries</b>	<p>The transfer of the good practices and the drafting of the action plan for the City of Fermo would involve directly and in a participative way several targets groups:</p> <ul style="list-style-type: none"> <li>• local association for the promotion of cultural and traditional resources of the territory,</li> <li>• SMEs of the tourism agricultural sectors,</li> <li>• local authorities of the territories,</li> <li>• secondary schools dealing with tourism and gastronomy, hospitality and catering training</li> <li>• Institute, universities,</li> <li>• local museums</li> <li>• young people attracted by creative processes for the development of innovative gastronomic tourism and food and wine sector.</li> </ul>
<b>Mainstreaming of gender equality and non-discrimination</b>	<p>Project will respect gender equality and will avoid any discrimination during its development and implementation.</p>
<b>2. POLITICAL AND STRATEGIC CONTEXT</b>	
<b>2.1 National and regional framework</b>	<p>Tourism policy was finalized by the Ministry for Regional Affairs, Tourism and Sport in the "Strategic Plan for the development of Tourism in Italy" in January 2013 which defines:</p> <ul style="list-style-type: none"> <li>• The state of the art detailing the positioning of Italian Tourism Offer and the competitiveness in international tourism</li> <li>• The main constraints for a policy supporting tourism industry in Italy</li> <li>• Necessary actions to develop tourism</li> </ul> <p>The guidelines also foster deeper cooperation between Government and Regions in order to involve properly also sector representatives and investors. Sectors associations</p>

	<p>should participate actively at Technical Discussion Tables, sharing associations' perspectives and offer an active contribution to the realization of Strategic plan.</p> <p>Further, at national level, Italy is now defining with European Commission the Agreement to negotiate priorities at National level for the next programming period 2014 – 2020.</p> <p>In the last draft sent in December to the EU Commission, the Agreement focused on 11 thematic objectives, among them the following are the most relevant to the project:</p> <ul style="list-style-type: none"> <li>• Thematic Objective 3: promoting the competitiveness of productive system (SMEs, agriculture, fishing and aquaculture sector)</li> <li>• Thematic Objective 6: Environment protection and valorization of cultural and environmental resources</li> <li>• Thematic Objective 8: Employment/Occupation</li> <li>• Thematic Objective 10: Education and Training</li> </ul> <p>Regional Policies for the next programming period are in elaboration phase and several consultations has been held in the last months. Finalized documents would be available as soon as possible, as they represent a crucial point for transfer process (RDP 2014 – 2020 and ROP ERDF 2014 – 2020 for Marche Region). Marche Region has recently approved its own Smart Specialization Strategy.</p>
<b>2.2 The planning context at city level</b>	<p>According to guidelines for Fermo development (years 2011/2016) tourism policies represent one of the most relevant priority and objective.</p> <p>Tourism is highlighted as an important sector in the local economy. Eno-gastronomy, culture and sea are the main motifs for visitors, mostly families to visit Fermo.</p> <p>The plan underlines the necessity to develop tourism as all year activity, not only in summer or during holidays, and to rethink the tourism strategy, which could take into account new tourist needs and methods. In particular the plan foster new tourism types such as Eno-gastronomy, Eco, Congress, religious and shopping tourism.</p> <p>The plan foresees the implementation of the following programmes:</p> <ul style="list-style-type: none"> <li>• Use of new technologies</li> <li>• Reformulation of the tourism offer</li> <li>• Participation</li> </ul>
<b>2A. TOURISM GASTRONOMIC CONTEXT</b>	
<b>2A.1 Development of gastro tourism in receiving city</b>	<p>The total number of tourist arrivals in Fermo for 2012 is 82.759 with 889.627 overnights. About 5.400 are international arrivals of tourists with their 30.000 overnights. The peak season is July and August with 34% of all arrivals in a year.</p> <p>In Fermo province tourists have at disposal several Bed&amp;Breakfast, Ecological Residence, Country Houses and Agritourism where tourists could enjoy typical wine and food. In particular Agritourism represents a kind of tourism where people are hosted within an agricultural enterprise and where wine and food are mainly derived from their own production.</p>

	<p>Since more than 20 years Agritourism represents a building block for the development of gastronomy and rural tourism in the region allowing the development of typical food and wine sector.</p>
<b>2A.2 Gastro tourism products in receiving city</b>	<p>Fermo territory has rich gastronomic history, many products represent also cultural heritage and are promoted on national and international level. Most of the products could be clustered under the following categories:</p> <ul style="list-style-type: none"> <li>• Cured meats (Several Kinds of Salumi)</li> <li>• Olive Oil</li> <li>• Wine (Red, White and Cooked Wine)</li> <li>• Fruits (Valdaso Fruits)</li> <li>• Pasta, Bread and Cereals - (Maccheroncini di Campofilone - kind of pasta recognized at Regional Level as typical traditional product)</li> <li>• Cheese (Caciotta, Pecorino)</li> </ul> <p>Additionally, Fermo develops also group of products:</p> <ul style="list-style-type: none"> <li>• "Bio" sector which is gaining relevance with agricultural enterprises certified as "bio" which sell products directly to final users (Km zero).</li> <li>• The high cultural, architectural and historical value of historical center, makes it possible to create enogastronomic initiatives that can be inserted in the circuit of the City global tourist offer.</li> <li>• Further, Fermo territory is also known for ancient and artistic craft (shoes, hats and jewels) and tourists enjoy outlet shopping circuit and tourism packages (TODS, NERO GIARDINI, BROSWAY, etc...).</li> <li>• In the city Sant'Elpidio a Mare a museum of the Shoes was set up with one of the main economic activities of the whole area.</li> </ul>
<b>2A.3. Development of tourism supply chain in the receiving city/region</b>	<p>Wine and Food chain development is considered as important development axis to support eno-gastronomic tourism. Regarding the supply chain of food and beverages several mechanisms and standards have been developed to guarantee the quality for consumers and producers and to keep the tradition of high quality regional products.</p>
<b>2A.4 Organization of tourism gastro sector in the receiving city/region</b>	<p>Several associations and Institutions are involved in the organization and promotion of eno-gastronomic tourism on city, provincial and regional level. One of the most important associations is <b>Association of the Local Tourism system MARCA FERMANA</b> with all main stakeholders: Province, All the Municipalities of the Fermo Province, Sector Representatives (Tourism enterprises association, hotels and restaurants association, handicrafts association, Agriculture and Agritourism Association), Fermo Chamber of Commerce, Universities. Fermo Province and Municipality have also Department for tourism which contributes to the promotion of enogastronomic tourism and organized several events throughout the year attracting visitors and citizens to experience local food and wine. Fermo Municipality is also the main organizer of the festival "Tipicità". Another relevant role in the promotion of high quality typical products and raw materials has Agricultural Trade Associations acting on regional and local level.</p>

<b>2A.5 Perception and support to gastro tourism in receiving city</b>	<p>Tourism and gastro tourism represent fundamental axis of development both for Fermo Territory and for the whole region. Fermo Municipality organizes the festival "Tipicità" already more than 20 years valorizing local production at international level. Regarding regional policy the Regional Authority provides through EU funds several support actions and financial contribution based on calls of proposal.</p> <p>Inhabitants are deeply involved in tourism development and ready for improvement and innovation. Value of the territory and tradition is represented by agricultural products. Fermo is tourism destination since many years, hosting people on the sea and in hinterland.</p>
<b>3. IMPLEMENTATION</b>	
<b>3.1 PROJECT DESIGN AND PLANNING AT LOCAL LEVEL</b>	<p>The municipality and province of Fermo are the most interested in participating in the project with transfer of Burgos good practice. We could also say that association Marca Fermana is the promoter of international networking and exchange of good practices. The main objective for participation in the project is to improve gastronomic tourism development with international experiences and to network Fermo in European area.</p> <p>Fermo has been assessing gastronomic tourism development periodically but during the project there will be new need assessment done according to standardized project model.</p> <p>Fermo has been promoting gastronomy, food, culture, crafts and tourism for a long time, with rich tradition and wide media communication. Tipicita' is an event with more than 20 years of tradition. So, we can say that Fermo has experiences in gastronomic tourism development.</p>
<b>3.2 MANAGEMENT</b>	<p>Fermo city and Fermo province agreed to form project management team consisting of:</p> <ul style="list-style-type: none"> <li>• Project coordinator/leader</li> <li>• Project manager</li> <li>• Project officer</li> <li>• Project financial manager and</li> <li>• Project communication officer</li> </ul> <p>Project team of 5 people will work on part time basis during the development and implementation period from January 2014 till end of March 2015.</p>
<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>Monitoring will be proposed by baseline study and will be done by LP, LE and project team. Monitoring activities on the level of a network will be coordinated by PP from Alba Iulia.</p> <p>Baseline report will propose output indicators elaborated by LE, LP and by PP from Alba Iulia.</p> <p>Baseline report will propose also result indicators elaborated by LE, LP and by PP from Alba Iulia. Baseline position will be collected from existing data while estimation of expected results will be done by experts mainly from ULSG members as narrower group of Marca Fermana Association.</p>

	<p>Results would be verified with self evaluation both internally (project partners) and externally (stakeholders). There will be also appointed external evaluator for whom financial resources are reserved in the project.</p>
<p><b>3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</b></p>	<p>Local stakeholders are organized in <b>Association of the Local Tourism system MARCA FERMANA</b> with all main stakeholders: Province, All the Municipalities of the Fermo Province, Sector Representatives (Tourism enterprises association, hotels and restaurants association, handicrafts association, Agriculture and Agritourism, Association), Fermo Chamber of Commerce, Universities. This is association with numerous members which are not all directly related and interested in the project. Thus, for the purpose of our project smaller – core group will be formed as ULSG.</p>
	<p>The Association Marca Fermana has the following objectives directly related to the project:</p> <ul style="list-style-type: none"> <li>• implementation of cooperation among public and private sector to improve the development of local tourism policies, valorizing in an integrated way local resources aimed to better set up tourism products which valorize cultural identity, territory social cohesion and economic competitiveness,</li> <li>• realize development projects to support joint activities and aggregation processes among tourism enterprises to upgrade tourism offer, sustain innovation of tourism innovation center, promote marketing and selling of tourism products,</li> <li>• create a brand to simplify the Local Tourism Systems and support the integration among environmental, natural, cultural and enogastronomic resources,</li> <li>• apply and manage available funds at regional, national and EU level,</li> <li>• protect and valorize territory areas characterized by recognized peculiarities</li> </ul> <p>Further to MARCA FERMANA, as mentioned before, also the Regional Authority through the ERDF funds supports several action for gastronomy tourism development through direct actions and focused calls for proposal addressed both to local authorities and sector enterprises</p>
	<p>Political support and the role of the Mayor, municipality and province administration is big and very important.</p>
	<p>Multistakeholder approach in Fermo has long tradition and gives very good results. A need for cooperation has been a driver for this cooperation as well as the awareness that visitors ask for complex tourism product that can be efficiently developed only in broader destination with many suppliers.</p>
<p><b>4. INNOVATIVE CAPACITY</b></p>	
	<p>Eno-gastronomic resources and products should become</p>

powerful instruments to innovate and differentiate tourism products and should be better integrated in tourism itineraries and packages avoiding the development of many fragmented initiatives and heterogeneous initiatives in the destination. The key innovation in this project is related to the sustainability of several initiatives that has been realized during the last 20 years in the Province of Fermo. Festivals and events have been a major source of knowledge exchange and they represent an important tool to transmit the tradition of peasant culture and to increase the consciousness among local people of the great tangible and intangible values intrinsic in food production. Nevertheless all these initiatives lack of a shared vision and every association works independently with an evident lack of coordination with other stakeholders. Thus, being a sustainable event requires attention to a number of dimensions, including the environment (resource base), economy, demand, organization, community impacts, and competent management. Working together, co-operation, co-ordination and joint vision should be innovative in our circumstances.

The Municipality of Fermo is strongly committed to innovation process in line with the EU objectives, thus fostering smart sustainable and inclusive growth. Many innovative project are in implementation phase; for example Fermo has officially joined the Covenant of Mayors initiative in 2013 to meet EU Energy objective and unlock innovation potential of the City. Another relevant project is the constitution of an evaluated cultural district through a Regional ERDF call for the whole Fermo Province where the City has a dominant role. Project foster at the development of creative industry focusing on the wide heritage of City cultural resources.

## 5. FUNDING

The project is financed by Urbact II programme (ERDF financing programme) and by local financial sources from Fermo Province.

Based on our previous experiences and projects there are several possibilities to finance project activities of this type from EU sources, listed in the section below.

Local sources can be also contribution of private stakeholders especially for product and brand development, promotion and marketing.

EU funding is provided by Marche Region RURAL DEVELOPMENT PLAN 2007-2013, ERDF and ESF REGIONAL OPERATIONAL PROGRAMME 2007-2013 and EUROPEAN FISHERIES FUNDS 2007 -2013. Further, the valorization of territory natural and cultural resources and the development of sustainable tourism are relevant points in the Adriatic and Ionian Macro-Regional Strategy where the Fermo Territory is included.

### **Regional Development (ERDF funds – Reg. (EC) n. 1080/2006)**

The Programme foresees 5 Axes, among those we can mention:

- Innovation and knowledge based-economy to improve regional enterprises competitiveness by a specific support to research and innovation. Financial resources: 125 M Euros;
- Territory valorization to preserve and valorize the territory resources by promoting environment preservation and **valorization of natural and cultural heritage**. Financial resources: 50 M Euros.

The Plan is managed by the Regional concerned Departments (Handcraft and Productive Activities, Internalization and Tourism).

#### **European Social Fund (EDF Reg.(EC) n. 1081/2006)**

- *The Regional Operational Plan 2007-2013* is developed in five axes with the goals of promoting the organizational innovation in job frameworks, improving the adaptability of employees and companies, improving the human resources' competences and training systems efficacy, reinforcing the innovation transfer among EU Countries. Regional Departments are responsible for the programme implementation. The programme finances professional training and competences updating also for agro-food operators

#### **European Fisheries Fund (EFF Reg. (CE) n. 1198/2006)**

Fishery Operational Plan 2007-2013 at national level, co-financed by EFF- financial availability 848.685.708 Euros. The Italian Plan foresees 5 axes and related measures, in relation to our project the following are relevant

- Aquaculture, inland fishing, processing and marketing;
- Collective action: receiving aid from the EFF to contribute to the sustainable development or conservation of resources, improving services offered by fishing ports, strengthening markets in fishery products and promoting partnerships between scientists and operators in the fisheries sector;

Specifically regarding the quality of food and wine chain, we mention 2 good practices implemented at Regional level by the Regional Authority - Agriculture Department together with the Regional Agency for Agrofood sector ASSAM:

##### **1. QM – Qualità Marche (Quality of Marche)**

The Regional Authority by regional law n.23/2003 established this brand applicable to food product and services.

- High quality products already recognized and registered at EU or national level such as POD, PGI, Organic products;
- Products that respect disciplinary approved by the Region;
- Services related to QM products (Agritourism, food services...).

QM concerns the **following supply chains**: Cereals, High Quality Milk, Bovine meat, Swine meat, Ovine meat, Fruit and vegetables, Fish, Mollusks, Olive Oil, Food services, Honey, Organic products.

##### **2. Integrated supply chains project for the agro-food sector**

The project, identified as regional policy best practices, is

<p>implemented in the framework of Marche Region RDP 2007-2013 and will be also proposed in the 2014-2020 programming period. The target group represented by single and/or associated producers, processing and retailing operators. The aims:</p> <ul style="list-style-type: none"> <li>• Supporting the companies – with particular reference to micro firms- in accessing the market and innovation;</li> <li>• Ensuring high quality standards along the supply chain;</li> <li>• Creating a critical mass.</li> </ul>	<p>Information on timeline for applications on open EU tenders is not yet available.</p>
--	--

## 6. SUCCESS FACTORS, LESSONS LEARNED, AND TRANSFER CONDITIONS

<b>SUCCESS FACTORS</b>	<p>We can say that Fermo meets success factors of Burgos good practice 100%. It is obvious that Fermo has achieved substantial results in development of gastronomy and tourism in whole territory. Fermo has a vision and strategy for gastronomic tourism development together with good practices and realized projects. There is efficient organization of stakeholders and their commitment to work together for joint targets, there is highly recognized Italian cuisine, professional chefs, culinary schools and high culture of food and beverage. Internal communication in the province is also efficient addressing inhabitants, business stakeholders and politicians. Fermo has also very professional external promotion and marketing for image raising and visitors attraction.</p>
<b>LESSONS LEARNT</b>	<p>Fermo will include lessons from Burgos in their development plans and actions although we can identify the presence of these lessons also in Fermo. This was also one of the aims to join the network. Besides, Fermo could also contribute to the improvement of Burgos good practice and to possibilities that gastronomic good practice could be further transferred on European level.</p>
<b>TRANSFER CONDITIONS</b>	<p>Fermo is practically fulfilling transfer conditions 100%. More detailed information will be available after feasibility study.</p>

## 7. FURTHER INFORMATION

<b>Bibliography</b>	<ul style="list-style-type: none"> <li>• Agrofood Observatory of Marche Region <a href="http://oamarche.wordpress.com/OAM/">http://oamarche.wordpress.com/OAM/</a></li> <li>• Regional Website for Tourism promotion <a href="http://www.turismo.marche.it/Turismi.aspx">http://www.turismo.marche.it/Turismi.aspx</a></li> <li>• Statistical website of Regional Tourism data <a href="http://statistica.turismo.marche.it/DatiTurismo/tabid/100/language/it-IT/Default.aspx">http://statistica.turismo.marche.it/DatiTurismo/tabid/100/language/it-IT/Default.aspx</a></li> <li>• Website of Local Tourism System Association "Marca Fermana" <a href="http://www.marcafermana.it">www.marcafermana.it</a></li> <li>• Website of TIPICITA' – Made in Marche Festival <a href="http://www.tipicita.it/it">http://www.tipicita.it/it</a></li> </ul>
<b>Contact of city partner</b>	<p><b>Saturnino Di Ruscio</b> Head of EU Policies, Agricultural, Trade and Productive Activities Department</p>

	<p>Municipality of Fermo Saturnino.diruscio@comune.fermo.it www.comune.fermo.it</p> <p><b>Cristina Frittelloni</b> EU Policies, Agricultural, Trade and Productive Activities Department Municipality of Fermo Sportello.europa@comune.fermo.it Cristina.frittelloni@comune.fermo.it www.comune.fermo.it</p>
--	--

## 4.2. Alba Iulia - Receiving city profile



Analytical description of the baseline situation in receiving city:

BACKGROUND INFORMATION	
<b>Pilot Transfer Network Title</b>	<b>GASTRONOMIC CITIES: CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT</b>
<b>Receiving City</b>	ALBA IULIA MUNICIPALITY
<b>Member State</b>	ROMANIA, CENTRE REGION
<b>Geographic size</b>	Alba Iulia has 63.000 inhabitants (2011). The city lies on the area of 10.365 ha of land out of which is 3500 ha farm land. Center region, where Alba Iulia is situated has 2.524.421 inhabitants, representing 11,8% of Romania's population.
<b>Operational Programme if relevant</b>	<b>Regional Development Programme</b> Priority Axis5. Sustainable development and promoting the tourism Priority5.2. Creation, developing and modernizing the specific infrastructure for valorising the sustainable development of the natural resources with tourist potential for increasing the quality of the tourist services. Priority5.3. Promoting the touristic potential and creating the necessary infrastructure for increasing the awareness of Romania as tourist destination.
<b>Managing Authority (MA – if relevant)</b>	The MA of the Regional Operational Program is The Regional Development Agency Centre, Alba Iulia - Decebal Str. 12, CP 510093, Alba Iulia, Alba County under the coordination of the The

	Ministry for Regional Development and Public Administration, Bucharest which is also the Managing Authority for URBACT Program in Romania.
<b>Key Contact person</b>	NICOLAE MARGINEAN – Service in Chief, Public Relations Service and Information Office, Tel: 0040258818616, nicolae.marginean@adrcentru.ro
<b>Keywords/Tags</b>	Gastronomic Cities Alba Iulia, gastronomic innovation, gastronomic tourism, HORECA, local development, urban development
<b>1. DESCRIPTION OF INITIAL LOCAL SITUATION</b>	
<b>Policy challenge</b>	<p>Alba Iulia encounters the challenges that will be directly or indirectly addressed by the project in the following areas:</p> <p><b>ECONOMY:</b></p> <ul style="list-style-type: none"> <li>• The main economic challenge is related to the unemployment rate which is very high - 8% unemployment at Alba County level. October 2013 there were 1318 persons unemployed in Alba Iulia)<sup>2</sup>. The unemployment rate of the most vulnerable group living in Alba Iulia, the Roma community is more than 90%. Migration of young generation to bigger towns close to Alba Iulia - Cluj Napoca ( 100km away) and Sibiu (70 km) - for employment reasons.</li> <li>• Low attractiveness, visibility at national and international level of Alba Iulia for investors and lack of incentives from the government for the potential investors.</li> <li>• The lack of tourist capacities, products and services and weak tourist demand to stimulate an economic growth through tourism development. Stimulation of tourism and economic development based on the promotion of local producers and products.</li> <li>• The gastronomic potential of the region is not efficiently used as tool for urban regeneration and tourism development.</li> <li>• Increase of the quality of services in the HORECA sector.</li> </ul> <p><b>CULTURE:</b></p> <ul style="list-style-type: none"> <li>• Creation of a complex touristic product which could be promoted at national and international level taking into consideration the historical-cultural and gastronomic offer.</li> <li>• The city lacks of events that will emphasise the local identity, the uniqueness of Alba Iulia, rich cultural heritage and history and typical gastronomy.</li> <li>• The lack of cooperation of economic sector in organizing cultural events (the companies are not interested to support cultural life)</li> </ul>

<sup>2</sup><http://www.ziarulunirea.ro/rata-somajului-in-alba-a-crescut-intr-o-singura-luna-cu-24-atingand-un-procent-nedorit-de-8-234198.html>

	<ul style="list-style-type: none"> <li>• The lack of performing capacities, a convention hall, a theatre etc. (even though there is a local theatre group).</li> <li>• Lack of an efficient tourism, culture, maybe also investment information center.</li> <li>• Lack of direction signs for visitors.</li> </ul> <p><b>ORGANISATION AND GOVERNANCE:</b></p> <ul style="list-style-type: none"> <li>• Lack of local policies, lack of visibility of the public policies and lack of trust of citizens and entrepreneurs.</li> <li>• Lack of regional/municipality autonomy and transfer of competences and responsibilities from the central government</li> <li>• Realistic planning and prioritizing with realization of plans/promises.</li> <li>• Weak dialog and cooperation of public sector with business companies and HORECA sector.</li> <li>• Low degree of involvement of citizens in decision making process and local policies.</li> </ul> <p><b>ENVIRONMENT:</b></p> <ul style="list-style-type: none"> <li>• Low degree of involvement of civil sector in protecting the environment and culture.</li> <li>• Low level of the use of bicycles for visitors and inhabitants to lower the pollution.</li> <li>• No parking system for optimizing the traffic in Alba Iulia with fast increasing number of cars.</li> </ul> <p><b>SOCIAL:</b></p> <ul style="list-style-type: none"> <li>• The Roma communities represent 4 % of the population in Alba Iulia, with bad living conditions, high unemployment and weak integration in the society.</li> <li>• Emigration of families to other countries for economic reasons.</li> </ul>
<b>Rationale behind the transfer of the practice</b>	<p>Development of gastronomic tourism can be achieved on local level with local policies very independent from central authorities. It gives results in a short term. Improves the recognition of the city and surrounding, contributes to promotion and improvement of image. This can improve the attractiveness of Alba Iulia for investors and entrepreneurs. Consequently, it affects an increase of visitors, brings jobs and revenues. In tourism and gastronomy work mainly small/micro companies and family businesses. For their efficiency they need to cooperate among themselves and with policy makers.</p>
<b>Main objectives and expected results</b>	<p>The main objective of transfer of Burgos good practice is support to development of one pillar for economic and social development of Alba Iulia based on gastronomy and tourism with multiplier effects that will contribute substantially to increase of quality of life of citizens.</p> <p>By studying of Burgos good practice Alba Iulia will learn processes and mechanisms for strategic planning, organization of project management, event management and promotion of innovative work.</p>

	<p>Transfer of experience and know-how of the Burgos city, and also of Fermo as well developed gastronomic tourism city, will bring national and international appreciations to their work, networking and cooperation among cities.</p> <p>Expected project results:</p> <ul style="list-style-type: none"> <li>• Alba Iulia could benefit from the transfer influencing sustainable development of the city</li> <li>• Preparation of gastronomy strategy outlines with local action plan - LAP and incorporation of gastronomic tourism in the city strategy, recognized, evaluated and adopted by the local policy and municipality councilors.</li> <li>• Involvement of different actors/stakeholders in the sustainable development of the city based on public-private cooperation taking into account the needs of all stakeholders</li> <li>• Promotion of tourism, culture and economy of the city;</li> <li>• Extending and multiplying gastronomic events like the Tasty Fair Alba when during 2 days/year Alba Iulia becomes the capital of the authentic traditional gastronomy of Romania. (<a href="http://alba24.ro/conceptul-deslow-food-promovat-la-targul-gustos-de-alba-23890.html">http://alba24.ro/conceptul-deslow-food-promovat-la-targul-gustos-de-alba-23890.html</a>)</li> <li>• contribution to development of Roma community</li> </ul>
<b>Main Activities foreseen</b>	<p>Major activities, foreseen so far are:</p> <ul style="list-style-type: none"> <li>• Organizing the ULSG meetings and workshops, preparing LAP for gastronomic tourism and incorporating LAP in the Strategy of Development of Alba Iulia Municipality.</li> <li>• International visits and staff exchange to learn and transfer of know-how and good practices from Burgos and other cities.</li> <li>• Testing gastronomic event during the Roman Festival, where the traditional Roman food could become part of a permanent Roman festival organized each year in partnership with the National Museum of Alba Iulia.</li> <li>• Development of a set of events related to gastronomy, tourism, culture.</li> <li>• Study, research and promotion of innovative/reinventing traditional food among chefs, schools and other relevant institutions.</li> <li>• Awareness raising campaigns for encouraging the use of local products.</li> </ul>
<b>Timeframe</b>	<p>Transfer project will run between March 2014 – March 2015. We plan to develop sustainable project with implementation period of 2 years after March 2015. ULSG meetings will take place regularly in order to increase the quality of solutions found in the field of marketing, promotion, tourism development, local events focused on gastronomy, etc.</p>
<b>Target beneficiaries</b>	<p>Main beneficiaries of the project will be:</p> <ul style="list-style-type: none"> <li>• The inhabitants of Alba Iulia Municipality</li> </ul>

	<ul style="list-style-type: none"> <li>• 90 000 tourists that have visited Alba Iulia in 2013 officially (it is estimated that the city was visited by more than 250 000 tourists in 2013)</li> <li>• The representatives of the HORECA sector</li> <li>• Tourism Agencies</li> <li>• The cultural institutions in Alba Iulia Municipality</li> <li>• Local producers</li> <li>• Local trade and sales, markets</li> <li>• Events organizers</li> <li>• Food industry from Alba Iulia municipality</li> </ul>
<b>Mainstreaming of gender equality and non-discrimination</b>	<p>Project will address also Roma minority inhabitants. In the project management team we have 80 % women and 20% men.</p>
<b>2. POLITICAL AND STRATEGIC CONTEXT</b>	
<b>2.1 National and regional framework</b>	<p>In Romania, we are facing strong role of central administration in designing development and promotion framework in the area of gastronomic tourism. By the Government decision a list of investment projects in tourism and financial sources with eligibility criteria are listed. Governmental decision regulates also the approval of Multinational Program for Marketing and touristic promotion and Multiannual Program for developing the tourist destinations and the touristic products.</p> <p>Similar is the situation with tourist promotion abroad either attending tourist fairs, exhibitions, organizing educational familiarization trips to visit Romania and to organize and employ tourist guides.</p>
<b>2.2 The planning context at city level</b>	<p>Relevant documents for Alba Iulia Municipality related to the transfer of Burgos gastronomic tourism good practice are:</p> <ul style="list-style-type: none"> <li>• On national level <ul style="list-style-type: none"> <li>- The Romanian Government Emergency Ordinance no. 93/2000, approved by Law no. 344/2001 that defines the whole city of Alba Iulia and the surrounding area as an objective of national interest;</li> <li>- The Romanian Government Emergency Ordinance no. 142/2008 concerning the approval of The Urban Development of the National Territory Plan, section VIII-Areas with tourist resources;</li> <li>- The Decision of the Romanian Parliament no. 26/1994, that defines Alba Iulia as the citadel-symbol of the Romanian great union</li> </ul> </li> <li>• On regional level <ul style="list-style-type: none"> <li>- The Regional Development Strategy 2014-2020</li> <li>- The Regional Territory Plan</li> </ul> </li> <li>• On department level <ul style="list-style-type: none"> <li>- The Territorial Development Plan for Alba County</li> </ul> </li> <li>• On city level <ul style="list-style-type: none"> <li>- Integrated Urban Development Plan of the Municipality of</li> </ul> </li> </ul>

	<p>Alba Iulia for the period 2009 – 2015</p> <ul style="list-style-type: none"> <li>- The General Urban Plan</li> <li>- The Land Management Plan Alba Iulia – Sebeş - Teiuş 2007</li> </ul> <p>Practically there is no very strictly related document about gastronomy and tourism.</p>
--	---

## 2A. TOURISM GASTRONOMIC CONTEXT

<b>2A.1 Development of gastro tourism in receiving city</b>	<p>The tourism accommodation capacities in the Center Region consists of in 2012 of 1526 accommodation units among which 269 hotels and motels, 429 touristic pensions and 594 agro-touristic pensions and other types of touristic units (representing 21,4% of the total number of tourists accommodated in Romania). The existing accommodation total capacity was of 53.787 beds, rating the region on the second place at national level while the functioning accommodation capacity was 15.459 beds (on July 31 2012).</p> <p>The main source of demand for hotels comes from the business sector (approx. 60%), the rest being from the recreation and transit tourism, individual or group tourism. There are seven hotels (2 to 4 star hotels, plus a new 5 star hotel) in Alba Iulia with 278 rooms. Each of the hotels has their own restaurant. In the city are 11 restaurants - traditional Romanian, Chinese, Italian, and French. There is one cinema (Dacia), several clubs and open air theatre.</p> <p>Officially there was 90.000 tourists in Alba Iulia but in fact it is estimated to be 250.000 visitors in the city yearly. The potential growth of tourism is in the segment of cultural tourism and health and wellness - based tourism. During the last years the number of tourists in the city increased considerably thanks to the rehabilitation process of the Alba Carolina Citadel but also to the marketing plan developed by the Municipality. The number of tourists doubled in the last 3 years.</p>
<b>2A.2 Gastro tourism products in receiving city</b>	<p>In Alba Iulia there is a large number of HORECA representatives with a growing potential for the future. Alba is also very well represented at regional and national level through its food and beverage industry. Some of the biggest companies are leaders in their field of activity at national level.</p>
<b>2A.3. Development of tourism supply chain in the receiving city/region</b>	<p>The local gastronomy supply chain is very well developed due to the presence of a large number of important food and beverages producers at local and County level. These producers include different areas of activity such as: poultry meat, meat processing, milks and dairy products, condiments, cookies and sweets, alcoholic and non-alcoholic beverages.</p> <p>Among these big producers there are also other local providers, offering a organic food and beverage products. Many HORECA companies are using this type of organic food and beverage products for their gastronomy offer.</p> <p>The presence of such a large number of economic operators in the gastronomic field represents a strong base for the development of</p>

	<p>gastro-tourism.</p> <p>Total number of companies active in gastronomic tourism in Alba Iulia was 35 in 2008 with 171 employed persons. In agriculture there were 48 companies in 2008 with 245 employed persons.</p>
<b>2A.4 Organization of tourism gastro sector in the receiving city/region</b>	<p>In Alba Iulia there are few food and beverage associations:</p> <ul style="list-style-type: none"> <li>• Association of Producers of Traditional and Ecological Produces Alba,</li> <li>• Association for Vegetable Producers',</li> <li>• Association of Producers and Exporters of Winery beverages.</li> </ul> <p>At national level there is a Federation of the Hotels' industry in Romania which has representatives also from Alba Iulia, but also an Association of Hotels, Agencies and Restaurants.</p>
<b>2A.5 Perception and support to gastro tourism in receiving city</b>	<p>Gastro-tourism is beginning to be an important pillar among the economic activities of the city.</p> <p>The perception of the citizens towards tourism and gastronomic tourism is very positive as they benefit from the high services of a large number of restaurants and brasseries.</p> <p>There is no real support to gastronomy or tourism from national and regional policy.</p> <p>The general attitude of inhabitants towards tourism and gastronomic tourism is positive although there is no real culture to enjoy in gastronomic services due to several historic factors. However, the inhabitants perceive the development of gastro-tourism along with the increase in the number of tourists in the city as benefit for the economy and are supportive towards the further development of tourism activities.</p> <p>Many of the SMEs in the city, active in tourism or gastro-tourism activities are owned by the local inhabitants.</p>

### 3. IMPLEMENTATION

<b>3.1 PROJECT DESIGN AND PLANNING AT LOCAL LEVEL</b>	<p>Municipality and the mayor of the city are the most interested in joining the project with transfer of Burgos gastronomic tourism good practice to Alba Iulia.</p> <p>No feasibility studies has been undertaken yet; the project will make an assessment and feasibility for more efficient transfer of good practice.</p> <p>In this field no similar activity was tried before.</p>
<b>3.2 MANAGEMENT</b>	<p>Municipality formed a team to manage the project with leader-coordinator, communication officer and finance officer. The coordinator (the local manager) will ensure efficient planning, coordination, monitoring and evaluation during the project implementation and for the sustainability period post-implementation.</p> <p>ULSG will also be formed with stakeholders that are the most interested in the project.</p> <p>There are 4 people employed with contracts for the specific tasks of the project for the entire period of the project till march 2015. Additionally 3 civil servants were nominated to take part in the project.</p>

<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>Monitoring will be ensured by the Project Manager at local level and by the project lead partner.</p>
	<p>Monitoring will be based on indicators proposed monitoring and evaluation methodology from baseline study. Among them:</p> <ul style="list-style-type: none"> <li>• The number of LSF meetings</li> <li>• The quality of the LAP; LAP adopted by ULSG and politicians</li> <li>• The quality of the public event organized using the expertise from the project</li> <li>• Respecting deadlines for activities realized</li> <li>• Respecting the Presage Rules</li> <li>• Respecting the reporting procedures and keeping all the relevant reporting documentations</li> </ul>
	<p>Baseline values of indicators will be from the year 2012 or 2013 depending on the availability of data. ULSG and experts will estimate expected values the project should achieve.</p> <p>Baseline study in monitoring and evaluation should give more information about that.</p>
	<p>There will be external evaluation and self-evaluation by project partner and lead partner. There is an amount provided in the budget for evaluation.</p>
<b>3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</b>	<p>All the relevant stakeholders will be involved in the Urbact Local Support Group - ULSG which will be composed of local restaurant owners, producers of food and beverages, politicians and other decision makers, representatives of the Chamber of Commerce and Industry, Alba Regional Statistics Direction, NGOs, architects, SMEs, University, Mass-media. The Managing Authority for the Operational Programme will be also involved in this step and also in other project activities.</p> <p>The local stakeholders will be involved in working sessions as round tables in order to encourage the exchange of information, brainstorming, and debates. The coordinator of the ULSG will have competences in coordinating the interaction between all the stakeholders, for assessment of current situation and to clearly define the needs of Alba Iulia Municipality, preparation of IAP, etc. The sessions will be interactive taking into consideration case studies from other cities, positive examples of temporary usage but also negative, to do and not to do list, mistakes to be avoided. Deciding that food tourism is relevant for developing the tourism in Alba Iulia, the ULSG members must look for a coherent strategy integrated in wider regional development strategies. In this respect, the presence in the ULSG of the representative of the</p>

	<p>Management Authority - which is a regional authority for the Center Region, is mandatory.</p>
	<p>Every stakeholder has a specific interest and role:</p> <ul style="list-style-type: none"> <li>• The Municipality wants to develop tourism as an important economic activity for the city and to support the other economic stakeholders in order to improve and develop their services. Furthermore, the Municipality wants to develop the gastronomic activities in order to improve the touristic potential and attractiveness of the city. The Municipality wants to adopt a local development agenda with Gastronomy taken into consideration as a new pillar for generating jobs creation at local level of development and job creation at local level and recognize it in the local agenda as a vehicle to promote tourism, culture and economic activities in the city.</li> <li>• HORECA representatives want to improve and diversify their services in order to attract more tourists and to attract them to stay for a longer period in the city. They are very interested to learn and share with other cities best practices of gastro-tourism. HORECA representatives want to develop and promote the unique Romanian traditional gastronomic products and to bring their gastronomical offer to the expectations of tourists.</li> </ul>
	<p>All other stakeholders involved, the NGOs, the 1 December 1918 University of Alba Iulia, local architects, SMEs, Mass Media, Chamber of Commerce and Industry of the Alba, Regional Statistics Direction and other public institutions are involved in the sustainable development of the city and interested to create LAP which can result into coherent strategy based on a public-private cooperation.</p>
	<p>Alba Iulia Municipality will mobilize human resources from different departments of the city hall, specialized and active in urban development. On long term, the measures will be included in the strategy, and a special budget could be taken into consideration for such kind of activity or identifying external sources for future projects.</p> <p>Local development agenda of gastronomic tourism will be adopted by the decision makers.</p> <p>The political support is very strong due to the fact that the Mayor and the City Manager of Alba Iulia Municipality are very involved in the development and promotion of tourism activities at local level and in the promotion of the touristic sites of the city.</p> <p>The role of the Management Authority will be to have a representative in the ULSG in order to provide important guidance to the stakeholders with regard to the coherent strategy on gastronomy integrated onto regional level.</p>
	<p>From our experience in other projects, it is very important to provide continuity for these partnerships between stakeholders also after the completion of the project, in order to ensure</p>

	<p>sustainability and continuity of partnerships. Alba Iulia Municipality has been involved in several other similar partnerships with Local Support Groups in the social field and other economic fields implementing other transnational projects.</p>
<b>4. INNOVATIVE CAPACITY</b>	
	<p>The involvement of several stakeholders in generating Local Action Plan with the expertise of Burgos, will be innovative on local level. Involvement of gastronomy and gastronomic mean an increase of the visibility and attractiveness of Alba Iulia as tourist destination.</p> <p>For example, Alba Iulia Municipality managed to have the first tourist city logo in Romania, well appreciated on national level.</p>
<b>5. FUNDING</b>	
	<p>In the project Gastronomic cities, Alba Iulia has a budget for project activities, greater amount from Urbact programme and partly from local sources.</p> <p>The Territorial Cooperation Programs as well as other ERDF funds are fully committed to the experience exchange and territories mutual learning, so the 2014- 2020 programming period is a potential source of funding. This Multiannual Financial Framework 2014-2020 is also an opportunity to access future external funding to ensure the sustainability of the project especially If transfer project has a significant impact on the development of the city. With good results private funding can also be realized in the future.</p> <p>Funding can come from Regional Development Program Priority Axis5. Sustainable development and promoting the tourism Priority5.2. Creation, developing and modernizing the specific infrastructure for valorising the sustainable development of the natural resources with tourist potential for increasing the quality of the tourist services.</p> <p>Priority5.3. Promoting the touristic potential and creating the necessary infrastructure for increasing the awareness of Romania as tourist destination.</p> <p>Application should be prepared and submitted in the period 2014-2020</p>
<b>6. SUCCESS FACTORS, LESSONS LEARNED, AND TRANSFER CONDITIONS</b>	
<b>SUCCESS FACTORS</b>	<p>The good practice from Burgos and transfer success and limitation factors will be mapped with the situation in Alba Iulia during the preparation of feasibility study and Local action plan preparation. Then it will be clear to what extent and in which areas good practice can be transferred. The reality of the Alba Iulia City will be more visible also during the visit of project partners and LE in Alba Iulia.</p>
<b>LESSONS LEARNT</b>	<p>Lessons learnt in Burgos will be transferred into the local policies.</p>

	Moreover, by disseminating the results of the exchange on national level through the URBACT National Dissemination Point it could become transferable also to other cities in Romania dealing with the same realities in this field.
<b>TRANSFER CONDITIONS</b>	Transfer conditions from Burgos good practice are mainly met in Alba Iulia. They will be addressed by involving all the relevant stakeholders active in the field of tourism and food production activities.

## 7. FURTHER INFORMATION

<b>Bibliography</b>	Nicolae MOLDOVAN, Integrated Plan for Urban Development 2009 – could be provided via wetransfer, dropbox if needed
<b>Contact of city partner</b>	SEEMANN MARIA ELENA Public Manager – Project manager for Gastronomic Cities 0040 372586412 marilena_seemann@hotmail.com <a href="http://www.apulum.ro">www.apulum.ro</a> <a href="http://www.turism.apulum.ro">www.turism.apulum.ro</a>

### 4.3. Korydallos - Receiving city profile



Analytical description of the baseline situation in receiving city:

BACKGROUND INFORMATION	
<b>Pilot Transfer Network</b>	<b>GASTRONOMIC CITIES:</b>
<b>Title</b>	<b>CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT</b>
<b>Receiving City</b>	<b>Municipality of Korydallos</b>
<b>Member State</b>	<b>Greece, Region of Attica</b>
<b>Geographic size</b>	The population of the city of Korydallos is 63.445 inhabitants (census of 2011). The city surface is 5,41 km <sup>2</sup> of which 2,94 km <sup>2</sup> constitute the residential area. Demographic trends show rapid increase of older population and low birth-rate. In the

region lives nearly 4 million inhabitants.	
<b>Operational Programme if relevant</b>	Title : Operational Programme 'Attica' Intervention Type : Operational Programme CCI no : 2007GR161PO006 Number of decision : C(2007)5443 Final approval date : 2007-11-05
<b>Managing Authority (MA – if relevant)</b>	Intermediate Managing Authority of the Attica Region Operates on the regional level (second level of local self-Government) Supervised by the Ministry of Development and Competitiveness- Secretary General of Public Investment (NSRF)
<b>Key Contact person</b>	Andreas Alexopoulos; aalexop@aegean.gr
<b>Keywords/Tags</b>	Gastronomic cities, Gastronomy, local development, tourism, city attractiveness
<b>1. DESCRIPTION OF INITIAL LOCAL SITUATION</b>	
<b>Policy challenge</b>	Municipality of Korydallos is trying to adapt its strategy to innovative local actions with serious impact on local development. The project "Gastronomic Cities" is oriented towards the above stated approach by revealing the potential of gastronomy. Gastronomic sector is the second most important economic activity within the city. There are approximately more than 300 restaurants. Consequently, innovative development of the sector could be crucial for increasing local income, employment and revenues for the municipality. Korydallos faces the most serious problem of rising unemployment rate, especially during the current financial crisis (estimated at about 30%). Employment in tertiary sector reaches 83% of all employees. Furthermore, the participation of Korydallos in the project is considered both a major challenge and opportunity, revealing new perspectives through networking with other European cities.
<b>Rationale behind the transfer of the practice</b>	This practice could reveal innovative approaches to enhance local development by investing into one of the most important activities in the city - food and leisure. The enhancement of this sector's activity by transferring new ideas, practices or strategies will bring direct benefits to the city. Employment could rise, local income increase etc. Finally, this could have multiplier effect for the overall development of the city.
<b>Main objectives and expected results</b>	The main strategic objective is the boosting of local economy in times of severe economical and social crisis by revealing its local potential. Korydallos expects from the participation in a European network of cities: <ul style="list-style-type: none"> <li>• to reveal the underlying opportunities through gastronomy for the city's local growth. Local gastronomy could be related with local traditions particular cultural elements</li> </ul>

	<p>associated with the history of the city and its population building a different culture in relation to food and lifestyle.</p> <ul style="list-style-type: none"> <li>• a cultural shift from the participants - mostly relevant stakeholders and /or the wider local community through a more active participation in local decision-making developmental process and training strategies.</li> </ul> <p>The expected benefits in the medium to long term are:</p> <ul style="list-style-type: none"> <li>• the significant improvement of local economic figures (local income, local GDP, strengthening the business turnover, increasing employment rate, reducing unemployment, develop new jobs, increasing revenues of the municipality),</li> <li>• strengthening the attractiveness of the city relating to a particular local image both for regional or foreign visitors,</li> <li>• finally, enhancing the participatory processes in strategic decisions.</li> </ul>
<b>Main Activities foreseen</b>	<p>The main activities that will be carried out as a part of the transfer could be:</p> <ul style="list-style-type: none"> <li>• dissemination of the program's main goals, strategy and implementation to a number of relevant stakeholders in the municipality.</li> <li>• development of participatory approach of relevant stakeholders (especially those groups that are more directly related to gastronomy). A list of 65 companies was prepared, first meeting was organized and a designated representatives were selected to participate in this phase of the program. The dissemination and engagement activities will continuously develop after the Deep Dive meeting in Burgos.</li> <li>• establishment of local support group for this project with the participation of a number of different stakeholders.</li> <li>• incorporation of relevant gastronomic strategy into five years strategic plan of the municipality. Our participation in the program, will enrich our knowledge and thus enable the municipal team and leaders to develop a concrete plan with specific actions for promoting gastronomy sector and local development in Korydallos (eg organizing local festivals, cooperation agreements with local sellers, etc.).</li> <li>• gradual enlargement of the local action group to regional level by forming a network with relevant gastronomic stakeholders.</li> </ul>
<b>Timeframe</b>	<p>Project started in fact at the beginning of February with our engagement and dissemination strategy. On February 13 was held the first meeting of relevant stakeholders with Urbact project team of the municipality of Korydallos and the Mayor. Our intention is to integrate relevant gastronomy strategy into city strategic development Plan for the next five years.</p>
<b>Target beneficiaries</b>	<p>The population affected by this intervention is estimated to about 2,800 people - the number of persons employed in the</p>

	<p>catering industry in more than 300 operating businesses. In absolute terms, this number could be approximately 8700 people taking into account the families of unemployed people. Indirect benefits are expected to be significantly larger as the local GDP increases, the income and purchasing power increases, the revenue of municipality increases and enables public investment with multiplier effects on the local area.</p>
<b>Mainstreaming of gender equality and non-discrimination</b>	<p>The principle of non-discrimination and respect of a gender perspective is reflected in Municipality's five years strategic Plan. Gender equality will be taken into consideration when setting up local support group with a share of women entrepreneurs. We will also attempt to come in contact with the Council of Immigrants and immigrant communities to ensure their participation in the above group.</p>
<b>2. POLITICAL AND STRATEGIC CONTEXT</b>	
<b>2.1 National and regional framework</b>	<p>The tourist sector is important but can contribute even more for the recovery of the Greek economy. It has been recognized as one of the five main sectors that can boost a new development of Greece (McKinsey Study: 2012). However, Greece faces a deteriorating competitive position on traditional tourist markets while it cannot attract visitors from emerging markets (China and Russia). This required redefining and re-focusing of the strategy of Greek Tourism with key priorities:</p> <ul style="list-style-type: none"> <li>• to develop city breaks themes for Attica region with global MICE event or cultural events,</li> <li>• enhancing the role of the Piraeus port as a cruise starting location,</li> <li>• develop different poles of tourist attractions in the region through networking cultural, historical or traditional poles/places,</li> <li>• emerging gastronomic tourism in Attica is a key priority action either in national or regional strategic documents.</li> </ul>
<b>2.2 The planning context at city level</b>	<p>Planning context of city development is related to:</p> <ul style="list-style-type: none"> <li>• Attica Master's Plan</li> <li>• Regional Strategic Plan of Attica (2012-14)</li> <li>• Regional Operational Programme of Attica (2007-2013)</li> <li>• Local Strategic Plan of Korydallos (2010-2013)</li> </ul> <p>All the relevant regional or local plans emphasises the need for developing tourism activities on regional level in order to develop a new role for the region as stand-alone urban tourism destination for short duration throughout the whole year.</p> <p>A number of actions were undertaken:</p> <ul style="list-style-type: none"> <li>• Drafting regional strategic plan of Tourism; this multi-level and multi-actor tourism strategy should eliminate the fragmentation of actions taken place so far while ensuring the continuity and effectiveness through economies of scale and synergies.</li> </ul>

	<ul style="list-style-type: none"> <li>A special program for tourist image of Athens with interventions for the attractiveness and safety of the region and its establishment as a city break destination is also prioritised both at national and regional level.</li> </ul> <p>The newly elected regional self-government, had already developed comprehensive tourism promotion of the Attica region culture, gastronomy, luxury vacations, shopping, nightlife, the sea, the Sun, sailing and Congress tourism, are some of the elements that compose the central message of the advertisement campaign in the region entitled "live your life".</p>
<b>2A. TOURISM GASTRONOMIC CONTEXT</b>	
<b>2A.1 Development of gastro tourism in receiving city</b>	Currently there is no hotel in the municipality. The number of restaurants (including cafes) in Korydallos are more than 300 and the number of sits are estimated around 10.000.
<b>2A.2 Gastro tourism products in receiving city</b>	<p>Identified and marketable specific tourism gastro products - tourist attractions, food, beverages that are known to consumers in broader region are:</p> <ul style="list-style-type: none"> <li>Olive Oil</li> <li>Several varieties of wine (Assyrtiko, Xynomavro etc.)</li> <li>Feta cheese and some other varieties of cheese Protected Designation of Origin" (PDO)</li> <li>Mastic</li> <li>Fish roe Mesolongiou</li> <li>Greek salad</li> <li>Souvlaki</li> <li>Mousaka</li> <li>Greek Yogurt</li> <li>Greek Coffee</li> <li>Frappe Coffee</li> </ul> <p>Greece has registered 92 names as "Protected Designation of Origin" (PDO) and "Protected Geographical Indication" (PGI), of which 65 relate to PDO and 27 to PGI products. The protected designations include:</p> <ul style="list-style-type: none"> <li>26 types of olive oil</li> <li>22 types of cheese</li> <li>22 fruits - vegetables - nuts</li> <li>10 table olives, etc.</li> </ul>
<b>2A.3. Development of tourism supply chain in the receiving city/region</b>	Korydallos is located in the metropolitan area of Athens and all central markets of the country are easily accessible. Consequently, there is no risk or challenge related to supply availability for intensive gastronomic tourism development in the area.
<b>2A.4 Organization of tourism gastro sector in the receiving city/region</b>	The most important institution in the gastronomy field based in the municipality of Korydallos is the Greek Gastronomic Society. At the country level in the region of Attica are concentrated all the chambers of Greece, the most important associations, organizations such as the NGO, Slow Food Hellas etc.

<b>2A.5 Perception and support to gastro tourism in receiving city</b>	<p>The City of Korydallos could be considered as one key centre of gastronomy in the region. It attracts residents from neighbouring areas who visit Korydallos for leisure and gastronomy or for the plethora of products on its local market. Catering sector is the second largest in the city with 2,800 people employed which represents 8% of active local population. More than 300 businesses operate in this sector or approximately 9 % of all local businesses.</p> <p>Local policies to boost tourism are limited, as the Korydallos is not a typical tourist destination. Nevertheless, a key strategic goal of the city's strategic plan is the development of its inner city-center with retail, catering and leisure activities that could attract visitors from all the neighbouring municipalities.</p> <p>At regional level, gastronomic tourism receives significant support because of its impact on employment growth. Gastronomic tourism events has been organised in the region and the integrated promotional program refers exactly to gastronomic tourism potentials of the area. All these actions for gastronomic tourism development are not directly related to the city of Korydallos.</p> <p>Inhabitants of Korydallos are not really involved in tourism activities. Nevertheless, inhabitants are involved in urban gastronomic activities as the majority of them own a business or they are working in restaurants and cafes.</p>
--	---

### 3. IMPLEMENTATION

<b>3.1 PROJECT DESIGN AND PLANNING AT LOCAL LEVEL</b>	<p>The main expectation from our participation in this transfer network is to enhance our local capacity for the development of an innovative strategy that will boost local development. The Municipality has thus the most important role in participating of Korydallos in Gastronomic cities project. We are motivated by the strong belief that this experience could be an opportunity for exchanging know-how, uphold new capabilities of local stakeholders, creating new perspectives for future partnerships and thus enabling a new outwork European profile of our city.</p> <p>During the project duration a feasibility study will be prepared as to have better insight for Local Action Plan preparation. This will become part of new strategic development plan of the city for the next five years.</p> <p>Similar project activities have been undertaken before but in a completely different field. It was community initiative aiming at horizontal inclusion policies for migrant women.</p>
<b>3.2 MANAGEMENT</b>	<p>The transfer process will be managed by a team of four persons that have been assigned by the municipality: project manager, local coordinator, communication officer and financial officer. This team of 4 will be supported whenever it is necessary by different staff and department of the municipal organization.</p>

<p>Project will employ 4 people for 14 months on part time basis.</p>	
<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>The monitoring process will be organized according to the relevant guidelines from the LE and LP and it should be related to the project's implementation workplan.</p> <p>Output indicators used for monitoring will be definitely described later on. Some examples could be:</p> <ul style="list-style-type: none"> <li>• the degree of compliance with the deadlines originally set</li> <li>• the number of meetings of the local support group held</li> <li>• the number of actual participants in the local support group</li> </ul> <p>Examples for result indicators could be:</p> <ul style="list-style-type: none"> <li>• the number of actions concerning the development of gastronomy specified in strategic text of the municipality</li> <li>• the number of new business developed (restaurants and café).</li> <li>• the growth rate of people employed in the sector</li> <li>• the rate of reduction of unemployment in the city</li> <li>• the number of visitors to the city</li> <li>• the turnover of enterprises in gastronomy sector</li> <li>• how is affected the income of the municipality through relevant taxes or through local growth.</li> </ul> <p>Project evaluation will be based on the ongoing learning evaluation by external expert (e.g. local university department, expert). It could be used in order to gain more input through the process. Still, this is something, that it should be discussed with other partners.</p> <p>It seems quite relevant to us to involve stakeholders in the evaluation process. There is up to now no discuss of how to do this. However, some of the mentioned indicators could be embraced as for example:</p> <ul style="list-style-type: none"> <li>• Number of meetings of local group</li> <li>• Number of decisions taken by this group,</li> <li>• Number of decisions taken that are endorsed by local political structures (mayor or municipal council).</li> </ul>
<b>3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</b>	<p>The core group of participants should represent local companies and organizations active in gastronomy and tourism. Some of the partners that will be involved could be:</p> <ul style="list-style-type: none"> <li>• representatives of businessmen and workers (chefs),</li> <li>• caterers or other relevant suppliers,</li> <li>• representatives of academic institutions</li> <li>• gastronomic event organisers</li> <li>• representatives of trade association</li> <li>• representatives of the Regional Operating Program</li> <li>• representatives of municipal authority</li> <li>• local NGOs and organizations related to gastronomy</li> <li>• Selected cultural associations that operate in the city</li> <li>• well-known persons in the field of gastronomy</li> </ul>

	<ul style="list-style-type: none"> <li>• representatives of another municipality that has a relevant interest</li> <li>• regional councilors or other executive staff from regional authority</li> </ul>
	<p>Up to now there is not any detailed stakeholder analysis. Our stakeholder strategy is to approach and involve them with different potential roles, influential or not to the overall strategy.</p>
	<p>The political support is considered to be quite strong on local level as the mayor is personally committed to this project. This has been practically manifested on the first meeting with the relevant stakeholders (entrepreneurs of restaurants) on Thursday 13 February 2014 where the Mayor was present.</p> <p>As project team we expect that this support and interest will be gradually enhanced during the implementation of the project, when the benefits of the transfer will be more apparent. The participation of several members of the municipal authority in the next transnational meetings will have also positive effects on engagement and understanding of collaborative procedures among stakeholders.</p>
<b>4. INNOVATIVE CAPACITY</b>	
	<p>The focal point of innovation in this project is the cultural / entrepreneurial exploitation of local potentials by creative combination between technology (science and technology), creativity of enterprises (services and experience) and artistic creation (aesthetics and art). At the same time, at regional or local level the gastronomy is now not really developed with innovative approach.</p>
	<p>The innovation capacity of the city is limited. The majority of projects and/or programmes implemented at local level did not reveal any innovative approach. Most of them were projects aiming to regenerate a particular area of the town without any strategic perspective. However, we could mention the integration of ICT in the municipality's operational procedures or the development of the municipal webpage and portal, the development of GIS system and the creation of free wi-fi hot</p>

	<p>spots. Still, these actions revealed inconsistencies and fragmentation and it could not be said that had become cultural and operational ethos at the municipal level.</p>
<b>5. FUNDING</b>	
	<p>Funding for relevant projects are really scarce nowadays due to the financial constraints of public spending (own participation-co-financing). The only possibility of financing should be considered the new ERDF for the next programming period 2014-2020 or some other EU programmes and financing instruments.</p>
	<p>The specific priorities either at national or regional level is not yet determined. Currently both sector and regional operational programmes of the period 2014-2020 are drafting. Still, the priority of tourism and gastro tourism is there both at national and regional programmes, as a key element of the newly tourism strategy of Greece.</p>
	<p>Yet there are no particularly detailed information about timeline for applications. There are only some general guidelines about the requirements and application period.</p>
<b>6. SUCCESS FACTORS, LESSONS LEARNED, AND TRANSFER CONDITIONS</b>	
<b>SUCCESS FACTORS</b>	<p>Situation in Korydallos is similar to the one in Burgos in several segments. The city is dedicated to development of gastronomy and tourism. It is also written in their development strategies and other documents. There is also co-operation of tourism stakeholders rather strong although not organized as perhaps in Burgos and Fermo. Additional push and realistic programme with clear targets would increase their commitment to work together, to work with city administration and to promote the city, gastronomy and tourism more efficiently. The city has also professional gastronomy sector highly developed although not recognized as the highest quality, excellence. Thus, the role of chefs and gastronomy schools should be strengthened.</p> <p>Burgos has been developing social networking which should be more emphasized in Korydallos in order to integrate public administration, private sector and citizens in a "gastronomic tourism movement". In this respect, Korydallos also misses stronger communication and promotion programme and internal communication.</p> <p>The nomination of Burgos as the capital city of gastronomy for 2013 in Spain is an undeniable success. Korydallos has not an event like that or similar one on which image building should be based.</p> <p>With information available we can also say now that project management is not yet organized as in Burgos and this should be improved for efficient transfer of Burgos good practice.</p>
<b>LESSONS LEARNT</b>	<p>The lessons learnt from the good practice experienced by the giving city must correlate with the national/regional/ local</p>

	context and local governance. Korydallos is studying the success factors and lessons learned in Burgos and other PPs cities – especially in Fermo. It is also the aim of the project to learn from lessons of other PPs and to implement such practices. Korydallos will especially evaluate the case of marketing with events as to increase the image and increase the demand for gastronomic tourism. The city will also look and implement multistakeholder dialog and cooperation that was well presented and justified with Burgos practice.
<b>TRANSFER CONDITIONS</b>	This could not be answered fully yet as more detailed information and knowledge about Korydallos should be available. Still, some conditions are present in relevance with the national/regional/local context. In the case when the transfer conditions are not so favorable, local municipality and local community could embrace a more strategic focus in order to develop such conditions. This might be the case with multistakeholder coordination and cooperation, organization of events and marketing, innovative ideas and proposals by chefs and restaurateurs and the role of HORECA associations where Korydallos can have even a better situation than Burgos as Athens is next to Korydallos with big potential: demand, knowledge, organization, networking, etc.

## 7. FURTHER INFORMATION

<b>Bibliography</b>	Somereferences of relevant reports on this topic in the city <ul style="list-style-type: none"> <li>• Regional Strategic Plan of Attica (2012-14)</li> <li>• Regional Operational Programme of Attica (2007-2013)</li> <li>• Local Strategic Plan of Korydallos (2010-2013)</li> <li>• McKinsey (2012), Greece 10 years ahead, Athens Office</li> <li>• Chamber of Greek Hotels, (2011-2013, Statistics)</li> <li>• Research Institute for Tourism (2011- 2013 statistics)</li> </ul>
<b>Contact of city partner</b>	Andreas Alexopoulos 240 Grigoriou Lambraki av. 302104990454, 306944626858 aalexop@aegean.gr www.korydallos.gr

#### 4.4. L'Hospitalet - Receiving city profile



Analytical description of the baseline situation in receiving city:

BACKGROUND INFORMATION	
<b>Pilot Transfer Network</b>	<b>GASTRONOMIC CITIES</b>
<b>Title</b>	<b>CITY STRATEGY ON GASTRONOMY AS A TOOL FOR TOURISM AND EMPLOYMENT DEVELOPMENT</b>
<b>Receiving City</b>	<b>AJUNTAMENT DE L'HOSPITALET – Municipality of Hospitalet de Llobregat</b>
<b>Member State/Region</b>	<b>Spain, Catalonia, Barcelones</b>
<b>Geographic size</b>	The population of Hospitalet de Llobregat was in 2013: 254,056 on city surface of 12,4 km <sup>2</sup> Broader Barcelonès Area has population of 2.240.437 on a surface of 145,8 km <sup>2</sup> . <sup>3</sup>
<b>Operational Programme if relevant</b>	Will be included in next phase.
<b>Managing Authority (MA – if relevant)</b>	Managing Authority: Ministry of Finance and Public Administration General Directorate of European Funds - General subdirectorate for Cohesion funding and Territorial Cooperation. 162 Castellana Promenade, 28071 Madrid, Spain

<sup>3</sup> More information: <http://www.idescat.cat/emex/?id=081017&lang=en>

	<p>Intermediate Body: Catalunya Regional Goverment Economy and knowledge department General Directorate in Economic Policy and promotion Rambla de Catalunya, 19-21 08007 Barcelona, Spain</p>
<b>Key Contact person</b>	<p>Margarita Rodriguez Lleonart Project Manager Local Gastronomy Cities. Contact data:mrodriguezll@l-h.cat</p>
<b>Keywords/Tags</b>	<p>Gastronomic city L'Hospitalet, Gastronomy, Tourism, Public-Private cooperation, hospitality education and trainings, HORECA sector</p>
<b>1. DESCRIPTION OF INITIAL LOCAL SITUATION</b>	
<b>Policy challenge</b>	<p>L'Hospitalet de Llobregas see the following challenges that should be addressed by the project:</p> <ul style="list-style-type: none"> <li>• HORECA sector to become strategic sector in future city development. Currently is the one keeping good occupation rates and economic performance.</li> <li>• Hospitalet must be projected as a city with excellent gastronomy and food culture for rich dining experience using the characteristic elements: "Tapas" uniqueness, authenticity, affordable prices, high quality (value) and variety of supply (food from different regions of Spain and international).</li> <li>• To improve the service quality and develop the local market business as a tourism services complement related to FIRA activities.</li> <li>• To use the city resource: the Hospitality &amp; Catering training center, which committed itself as a resource center for training and employment, but also connection and cooperation link among all actors linked to the HORECA sector.</li> <li>• the design of a comprehensive training policy pivots around professional certificates in the field of Hospitality.</li> <li>• preparation of steps to articulate a solid model of public private cooperation.</li> </ul>
<b>Rationale behind the transfer of the practice</b>	<p>We believe that location of Hospitalet - near Barcelona and its airport gives the receiving city great chance to develop gastronomic tourism. This expectation is supported also by strong MICE industry with business tourism where visitors enjoy in gastronomic delights. Hospitalet can according to the information from managers of hotels attract also leisure tourism demand.</p>
<b>Main objectives and expected results</b>	<p>Main objectives of Hospitalet in the project are:</p> <ul style="list-style-type: none"> <li>• create new gastronomic products in restaurants, bars and in hotels,</li> <li>• to emphasize a specific cuisine of L'Hospitalet with branding -quality marks or certificates,</li> </ul>

	<ul style="list-style-type: none"> <li>• to develop market recognized gastronomic events – for example traditional week including visit of attractions, a tapas route, tapas competition in Catalan / Spain, Food Fair,</li> <li>• Ensure that the factory Godo Trias gets an iconic destination in the field of food and food culture,</li> <li>• To develop joint experience of cultural activities, cuisine and nightlife of the city; restaurants and bars should offer comprehensive package of food, leisure and culture,</li> <li>• promote the quality of restoration and renovation of deployed commercial buildings especially with a quality, healthy and attractive interior.</li> </ul>
<b>Main Activities foreseen</b>	<p>First, we will prepare Local action plan – LAP how to develop Hospitalet as gastronomic city based on Burgos good practice and some lessons learned from other project partners.</p> <p>During the project, there will be several bigger and numerous smaller events:</p> <ul style="list-style-type: none"> <li>• During the Festes de Primavera (Spring Festival), there will be a number of activities related to gastronomy, organized in divers neighbourhoods.</li> <li>• "Primavera de tapas" (seasonal small dishes selection), and "Rutas de Tapas" (a path to follow and taste different tapas stiles).</li> <li>• the 4th. Gastronomic Guide edition of "l'Hospitalet Tapa a Tapa" will be published</li> <li>• L'Hospitalet, a double surprise: either for the food quality and friendly people.</li> </ul>
<b>Timeframe</b>	<p>Project started effectively in February 2014 and will finish on 31 March 2015. We expect that LAP will be approved and implementation of the project will continue after March 2015.</p>
<b>Target beneficiaries</b>	<p>The main beneficiaries of the project will be:</p> <ul style="list-style-type: none"> <li>• Inhabitants and visitors with gastronomic offer of the city</li> <li>• HORECA sector with hotels, restaurants, bars,</li> <li>• Catering training center: 1,000m<sup>2</sup> site, equipped with special equipment to ensure the best quality training for HORECA professionals.</li> <li>• Associations: ACODEL'H (Trade associations and executives. Unions. City Council) - and: Local restaurant owners. Local wine and food producers association. Citizens associations.</li> <li>• Students: Strong demand of people interested on training.</li> </ul>
<b>Mainstreaming of gender equality and non-discrimination</b>	<p>The project will respect gender equality and will avoid any discrimination.</p>

<b>2. POLITICAL AND STRATEGIC CONTEXT</b>																					
<b>2.1 National and regional framework</b>	<p><b>Provide a description of the key elements of the regional and national context relevant for the transfer</b></p> <p>Detailed description will be provided in next phase.</p> <p>Ministry for Business and Labour (Catalonia) provide a framework:  <a href="http://www20.gencat.cat/portal/site/empresaiocupacio/menuitem.7c312755b8c91fe0a6740d63b0c0e1a0/?vgnextoid=fe91af428efed210VgnVCM2000009b0c1e0aRCRD&amp;vgnextchannel=fe91af428efed210VgnVCM2000009b0c1e0aRCRD&amp;vgnextfmt=default">http://www20.gencat.cat/portal/site/empresaiocupacio/menuitem.7c312755b8c91fe0a6740d63b0c0e1a0/?vgnextoid=fe91af428efed210VgnVCM2000009b0c1e0aRCRD&amp;vgnextchannel=fe91af428efed210VgnVCM2000009b0c1e0aRCRD&amp;vgnextfmt=default</a></p>																				
<b>2.2 The planning context at city level</b>	<p>There are three important guiding documents Strategic Tourism Plan for Catalonia, National Directives and the Marketing Plan that make up the Catalonia Tourism Strategy 2020.</p> <p>The Strategic Tourism Plan for Catalonia 2013-2016 defines the basic principles of the Catalan tourism model in the medium term and directs the tourism policy of all actors in the sector, both public and private, particularly that of the Government of Catalonia. It contains guidelines for developing a 'sustainable &amp; competitiveness' tourism model: a balance of tourism quality and quantity that enables future continuity to be ensured on the basis of economic, environmental and social sustainability.</p> <p>More information :  <a href="http://www20.gencat.cat/portal/site/empresaiocupacio/menuitem.32aac87fcae8e050a6740d63b0c0e1a0/?vgnextoid=11cb25fb7f771410VgnVCM1000008d0c1e0aRCRD&amp;vgnextchannel=11cb25fb7f771410VgnVCM1000008d0c1e0aRCRD&amp;vgnextfmt=default">http://www20.gencat.cat/portal/site/empresaiocupacio/menuitem.32aac87fcae8e050a6740d63b0c0e1a0/?vgnextoid=11cb25fb7f771410VgnVCM1000008d0c1e0aRCRD&amp;vgnextchannel=11cb25fb7f771410VgnVCM1000008d0c1e0aRCRD&amp;vgnextfmt=default</a></p>																				
<b>2A. TOURISM GASTRONOMIC CONTEXT</b>																					
<b>2A.1 Development of gastro tourism in receiving city</b>	<p>The Hotel Industry in L'Hospitalet de Llobregat is a new sector of economic activity in a long-term strategy to transform the city development model. This change is part of a trend common to the whole metropolitan area of Barcelona with growing share of services with high added value.</p> <p>Tourism statistics in 2013</p> <table border="1"> <thead> <tr> <th>Indicator</th><th>I'Hospitalet de Llobregat</th><th>Barcelonès</th><th>Catalonia</th></tr> </thead> <tbody> <tr> <td><b>Hotels</b></td><td>13</td><td>629</td><td>2,850</td></tr> <tr> <td><b>Hotel beds</b></td><td>3,612</td><td>73,690</td><td>300,808</td></tr> <tr> <td><b>Visitors</b></td><td>117,000</td><td></td><td></td></tr> <tr> <td><b>Overnight stays</b></td><td>286,000</td><td></td><td></td></tr> </tbody> </table> <p>L'Hospitalet offers also a broad range of catering services in</p>	Indicator	I'Hospitalet de Llobregat	Barcelonès	Catalonia	<b>Hotels</b>	13	629	2,850	<b>Hotel beds</b>	3,612	73,690	300,808	<b>Visitors</b>	117,000			<b>Overnight stays</b>	286,000		
Indicator	I'Hospitalet de Llobregat	Barcelonès	Catalonia																		
<b>Hotels</b>	13	629	2,850																		
<b>Hotel beds</b>	3,612	73,690	300,808																		
<b>Visitors</b>	117,000																				
<b>Overnight stays</b>	286,000																				

	<p>about 490 enterprises (Cafeteria, Restaurants, Hotels). Hotel Sector of Hospitalet reach high level of occupancy - around 72 % and average prices around € 79. This activity is still low from December to February. Demand mix for hotels is balanced between corporate and MICE and holiday visitors - mainly tour groups. 55% of visitors come from international market and sustain high levels of employment.</p> <p>L'Hospitalet tourism depend nearly completely on Barcelona.</p>
<b>2A.2 Gastro tourism products in receiving city</b>	<p>Hospitalet, today, is not considered as a tourist destination but mainly as continuation of Barcelona destination. To create the destination is a long-term commitment and has a very high cost. According to this Hospitalet takes an advantage of the opportunities offered by the Barcelona brand. Main tourist product of Hospitalet are fair and convention facilities and MICE is the main motif for visitors. Hotels, restaurants, bars, nightlife, shopping are supporting tourism offer of the city.</p>
<b>2A.3. Development of tourism supply chain in the receiving city/region</b>	<p>Description will be provided in next phase.</p>
<b>2A.4 Organization of tourism gastro sector in the receiving city/region</b>	<p>There are associations:</p> <ul style="list-style-type: none"> <li>• ACODEL'H - Trade associations and executives. Unions. City Council</li> <li>• Local restaurant owners</li> <li>• Local wine and food producers association</li> </ul>
<b>2A.5 Perception and support to gastro tourism in receiving city</b>	<p>Tourism and gastronomy are new in economy of Hospitalet but are getting more and more importance.</p> <p>L' Hospitalet City Council has developed activities in the hospitality industry continuously since 1986. Currently the Hospitality Training Centre has approved seven Certificates of professionalism : Basic Operations kitchen (level 1 ) Basic operations of bar and restaurant ( level 1 ) Basic operations of catering services ( level 1) , kitchen (level 2) , bar and cafe services (level 2 ) restaurant Services (Level 2), and Sumillería (level 3 )</p> <p>Description will be provided in next phase.</p>
<b>3. IMPLEMENTATION</b>	
<b>3.1 PROJECT DESIGN AND PLANNING AT LOCAL LEVEL</b>	<p>Hospitalet City Council is the major driver for participation in the project. It has been also in the past, but we expect that HORECA sector and tourism and hospitality training center will have significant role in project development and implementation.</p> <p>During the Project lifetime feasibility study will be prepared.</p> <p>There has not been any similar project activity so far.</p>
<b>3.2 MANAGEMENT</b>	<p>There will be project technical teamwith project manager,</p>

	<p>project assistant-Officer, financial manager and communication officer.</p> <p>Project team has not been finalized yet but there are supposed to be:</p> <ul style="list-style-type: none"> <li>1 Project Manager: Half Time</li> <li>1 Project Officer:Full time</li> <li>1 Financial manager: Part time</li> <li>1 Communication officer: Part time</li> </ul> <p>There will also be support to technical team from Catering training center</p>
<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>Project team, LP and Municipality will monitor Project work.</p>
<b>3.3 MONITORING AND EVALUATION SYSTEM</b>	<p>LP and LE will prepare monitoring and evaluation document with indicators.</p>
	<p>LP and LE will prepare result indicators. Hospitalet has the main project target related to support the cities' strategy to develop gastronomic tourism as a pillar for sustainable economic growth and employment.</p>
	<p>Evaluation of project achievements will be done on self-evaluation, by LP and by working project group - ULSG with members from private (HORECA) and public sector (municipality).There is small budget available for external evaluation.</p>
<b>3.4 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</b>	<p>In the last session of the Municipal Council of September 2011, the Agreement for Employment and Economic Development Local L' Hospitalet 2012-2015 ( ACODELH ) was approved.</p> <p>The Agreement for Employment and Economic Development Local Hospitalet 2012-2015 , involved the City Council and the most representative , namely the Territorial Delegation of the General Union of Workers of L' Hospitalet , the Regional Union of Workers Commissions the social and economic agents Barcelona , the Local Union of Workers of L' Hospitalet Fees and Business Association and L'Hospitalet Llobregat Baix .</p> <p>In this sense, this Agreement has the vocation to be supplemented, from the local level , with strategic objectives and guidelines laid down in European policies (EES 2020) , state (National Reform Programme and Spanish Strategy Employment 2012-2014) and national (the Catalan Employment Strategy) .</p>

	<p>This agreement involved the implementation of a planning process and participation, which is articulated by the Standing Committee appointed executive body ACODELH. In this sense, the implementation of Gastronomic Cities project will be integrated within the strategic framework adopted in 2011 in which all active public and private entities - stakeholders in economic development, are included.</p>
	<p>Public sector has the main role in the project, supporting preparation of LAP and transfer of Burgos good practice. HORECA sector sees the opportunity to improve their business and quality of their offer. It is important to state also international networking.</p>
	<p>The city supports the Project most strongly and is decisive in partnership of Hospitalet in the Project.</p>
	<p>Partnership work will be organized on the basis of upper mentioned organization of all stakeholders in Hospitalet with focus on tourism and gastronomy – with stakeholders that have interest in the Project. Work plan of approximation of ULSG will be prepared during the project time.</p>
<b>4. INNOVATIVE CAPACITY</b>	
	<p>The key innovation from our point of view is increasing, innovative and economic role of gastronomy, role of chefs and gastronomy schools in gastronomic tourism development.</p> <p>Important is also organization of events, communication and promotion and social networking to develop “gastronomic movement” of public administration, private sector and inhabitants.</p>
	<p>L'Hospitalet has strong culinary tradition, high quality, also excellent restaurants and well known professional chefs. Besides, the city has also very strong schools with education and trainings in gastronomy and tourism.</p> <p>The city lacks of more appropriate organization to emphasize gastronomic tourism development especially from private sector. L'Hospitalet should also lean much stronger on Barcelona as the center of knowledge, organization, policy and demand.</p>
<b>5. FUNDING</b>	
	<p>Hospitalet provides a share for co-financing of present project. For its implementation, the city will look for other financial sources – also from EU and from private sector – HORECA sector.</p> <p>What specific priorities or programmes could it come from? (include reference to wording in programmes)</p> <p>Information will be provided later.</p> <p>What are the requirements and timelines for application? N/A yet</p>

## 6. SUCCESS FACTORS, LESSONS LEARNED, AND TRANSFER CONDITIONS

<b>SUCCESS FACTORS</b>	<p>L'Hospitalet is preparing clear, result focused development strategy with gastronomy and tourism as one of the pillars of the city development. In this context it is a necessity to develop stronger stakeholders' coordination and cooperation and the project Gastronomic cities could support this with ULSG formation.</p> <p>The city will also need to improve communication and marketing, together with internal communication and project team organization which is still not completed.</p>
<b>LESSONS LEARNT</b>	<p>The city will study in detail project organization of Burgos and the role of ULSG in project development, implementation and management. We consider also internal communication as very good case how to involve citizens in project and get their support and participation.</p> <p>The city will have more clear ideas about this during the feasibility study.</p>
<b>TRANSFER CONDITIONS</b>	<p>L'Hospitalet is meeting some conditions very good and some not satisfactory as far as we can estimate now with rather limited information and knowledge of the city. We expect to improve this knowledge during the feasibility study.</p> <p>L'Hospitalet has good conditions in well developed gastronomy, restaurants, hotel sector and chefs with education institutions.</p> <p>Tourism demand is also in favor of developing gastronomic tourism faster and more emphasized as L'Hospitalet has a big share of corporate demand which is even more demanding than leisure tourist demand.</p> <p>The city should improve organization of Project management team, improve organization of stakeholders and improve marketing and promotion.</p>

### 6.1. FURTHER INFORMATION

<b>Bibliography</b>	For more information two studies are available (In Catalan Language).
<b>Contact of city partner</b>	<p>Margarita Rodriguez Leonart            Carretera del Mig, 85-87 ,            Postcode 08907            Hospitalet de Llobregat, Spain            Telephone Number +34 93 402 60 27            E-mail address            Website of organisation  <a href="http://www.l-h.cat">www.l-h.cat</a>  <a href="http://www.dinamitzaciolocalh.cat/">http://www.dinamitzaciolocalh.cat/</a></p>

## 5. METHODOLOGICAL FRAMEWORK FOR TRANSFER OF GOOD PRACTICE

Methodological framework is built on few pillars of transfer activities, organization in PPs cities, information and knowledge available and project management.

### 5.1 Improvement of PPs baseline information and Feasibility studies

Baseline phase of the project gave detailed description, analysis and guidelines for transfer of Burgos good practice – Burgos as giving city. Findings, success factors, conditions, monitoring and recommendations for transfer were structured in an illustrative model. Due to short time available baseline information of PPs cities' – receiving cities do not completely meet the needs for mapping their situation with Burgos good practice model. Therefore, during the next phase of the project – feasibility study preparation improvement of these information and analysis of possibilities for transfer will be done. This will enable more precisely, accurately and more reliably to define transfer process and actions. It is evident also from information available that the situation in PPs cities is different, that targets are not the same, organization of stakeholders more or less developed, even resources are not the same in all PPs cities and also project teams perform project implementation with different intensity.

To simplify and standardize mapping of the situation in PPs cities with Burgos good practice a model was described and prepared in graphic form (see Annex 2). The model has the following segments:

- Challenges addressed
- Resources and mechanisms available
- Targets and expected results set
- Activities planned and performed

On the basis of already available information and additional information collected during project meetings the Burgos good practice model will be extended by comparable information from PPs cities.

This is continuous and interactive process with each PP with support of LP and LE that will lead to satisfactory assessment situation in PPs cities, preparation of Action plan and implementation of project activities.

### 5.2 Organization of multi-stakeholder dialog and cooperation – ULSG organization

It was very clear from the description of Burgos good practice that organization, coordination and monitoring/evaluation of multi-stakeholder group is very important for the success of the project. Urbact programme provides comprehensive manual on ULSG – Urbact Local Support Group formation and work.

In Gastronomic cities project, short manual with guidelines was prepared, based on Urbact manual, Burgos experience and situation in receiving cities and proposed role and activities ULSG should perform during and after the end of project.

It is proposed that ULSGs in receiving cities form representative, smaller group of stakeholders important for the project who will be strongly committed to the project implementation with efficient transfer of Burgos good practice. This should be small operational group of stakeholders representing public sector, private sector and important NGOs as representatives of civil society.

ULSG role is primarily to:

- work closely with project management team in project planning,
- give substantial contribution in refinement of baseline report,
- estimate expected results of Gastronomic cities project to be achieved at the end of the project,
- work with project team in implementation of good practice, preparation of transfer Feasibility study and Local Action Plan, as well as active role in transnational events,
- monitor and evaluate project implementation process and realization of activities leading toward expected results,
- convey clear, strong and decisive public messages to different target groups: politicians, economic actors and citizens about the project, about importance of gastronomy and tourism and about activities done and results achieved.

ULSG in receiving cities are also a platform for development of participatory role of all stakeholders and PPP development. It is also a place for dialog, consensus and commitment building about strategic issues.

### 5.3 Peer review of good practice

Peer review of Burgos good practice consists of four events being held in Burgos:

- Deep dive – technical visit of Burgos with a comprehensive review of Burgos good practice
- Staff exchange – Devora es Burgos, technical visit of Burgos, specialized on marketing and event organization
- Staff exchange – Zelo Kilometer, technical visit of Burgos, specialized on organization of food supplies
- Staff exchange – Innovative Chefs, technical visit of Burgos, specialized on the role of chefs and culinary schools in the project

A comprehensive review of Burgos good practice – Deep dive, is an introductory but detailed review of the project that was developed and implemented in Burgos – the giving city. For this purpose, detailed, systematic and structured description of Burgos project is prepared and is available to participants of the visits in advance. This enables PPs participants – five per city (as estimated) to learn about Burgos

gastronomic tourism development before arrival and to get prepared for an intensive interactive learning experience.

The programme of Deep dive consists of workshops, discussions, interviews and field visits. Meetings and workshops includes politicians as leading partners in the project, HORECA – hotels, restaurants, bars representatives, chefs and gastronomy schools who had the most important role in gastronomic project planning and realization, representatives of agriculture, food and wine suppliers, representatives of event organizers, tourism promotion, culture and congress organizers and with media. Participants of Deep dive should thus get insight in project strategy and policy preparation, innovative processes, learning, organization of multi-stakeholder co-operation, marketing, branding and work with high quality end and intermediate products.

Proactive role of Deep dive participants is planned by realization of interviews with project stakeholder groups in order to get their direct response on the most important segments of gastronomic tourism project in Burgos.

A supportive pocket book is prepared for participants of Deep dive with statement of the aim of the visit, explanation of deep dive method, some hints for consideration focused on workshop topics and a template form for questions related to different topics and ideas for successful transfer of Burgos good practice. All materials are to be available to participants in advance, to get prepared and make the most of the visit.

With three staff exchange visits Burgos will provide to PPs additional in-depth and more focused insight in the role and activities of chefs and gastronomy schools, in marketing and communication related to event organization and in the cooperation and synergy with suppliers of agriculture, food products and wine from rural neighbourhood. Participants of these meetings will have more practical work, site visits and direct contact with Burgos service providers instead of presentations and conference discussions. It should be added that practical guidelines are prepared for each meeting to facilitate learning of Burgos good practice, that interactive dialog is organized and stimulated in order to encourage the visits and that evaluation of events is done with follow up and lessons learnt. All this has the basic aim to enable participants to see and experience Burgos good practice and to make the transfer more efficient.

No need to underline that LP and LE are at disposal to PPs before, during and after transfer events. LP and LE play active role in motivating participants, guiding them through learning process of Burgos good practice, moderating sessions and jointly wrapping up lessons learnt at the end of each visit. After each visit a report is prepared which enables additional learning and planning of transfer activities in receiving cities.

## 5.4 Transnational activities

Transfer of Burgos good practice includes also organization of transnational activities in PPs cities. The main transnational activity is organization of project event with participation of all PPs, LP and LE. The main purpose of this event is to perform comprehensive set of activities that are addressing all or nearly all issues that characterize the Burgos good practice. Activities performed during transnational event are organized by the city organizer but enables dialog and interactive communication of organizer, Burgos giving city representatives and representatives of other receiving cities. Each such transnational event is therefore a stage for all actors learning how to play the story that Burgos wrote but adopted to specific challenges, resources, targets and conditions in each receiving city with the same message: development of gastronomic tourism as one pillar for innovative, experience based economy. Each such event is also the moment to show project progress on local level and to involve ULSG and numerous stakeholders.

The scenario of such transnational event is thus a joint work of organizer – receiving city, of LP and LE. The scenario must enable and request from actors on the stage – participants from cities to be active, to be creative and suggestive and to elaborate conclusions and proposals that would improve Burgos good practice and enable its efficient transfer to all PPs cities. Besides presentations, prepared by organizer there must be enough time for project team discussions, exchange of views, wrapping up ideas, proposals and conclusions and to prepare recommendations for further work. Transnational event must include also site visits in receiving cities.

Organizer, LP and LE should moderate and guide discussion, organizing event evaluation and preparing a report of event. Stimulating and motivating tools (like: videos, photo presentations, mind maps preparation, brainstorming sessions, provocative and challenging questions, etc.) should be used in order to increase active role of all participants.

## 5.5 Local activities of adoption and transfer of good practice

There is a set of activities that project teams in receiving cities will realize in adoption and transfer of Burgos good practice. Project teams are supported by ULSGs in receiving cities and by LP and LE.

After establishment of ULSGs there follows detailed study of Burgos good practice and local baseline situation. This will lead to preparation of feasibility study of a transfer as we mentioned already. At this stage it is important to set realistic targets and to estimation of expected results that Gastronomic cities project should achieve in one year - as long as the project lasts. This could be done the most appropriate with ULSG and maybe external technical support. It is necessary to set the targets and expected values in the first three months of the project duration.

On the basis of Burgos good practice and feasibility study in each receiving city LAP – Local action plan for development of gastronomic tourism in each receiving city will be prepared. This is again joint work of project teams in cities and ULSGs. There is enough time for preparation of LAP. It should be finalized before the end of the project and should take into account all findings and conclusions that project teams got during detailed study and examination of Burgos good practice from documents and by thematic visits, from visits of transnational events in PPs cities and from experiences while performing local activities focused on development of gastronomic tourism.

What are the main groups of local activities in adoption and transfer of Burgos good practice? We can formulate the following groups of activities:

- Reinventing, adoption and redesigning of traditional cuisine together with innovative ways of serving food in restaurants and bars; project will gather chefs, restaurateurs, gastronomy schools to develop this section based on research, based on culinary tasting, based on culinary competitions, etc.
- networking and cooperation with agriculture, food producers and with wine producers to develop and offer high quality, local or regional supplies of raw material for gastronomy; this group needs also innovative solutions for supplies that will need the requirements of reinvented cuisine, suppliers must become reliable partners to gastronomy and must see the opportunity to extend and improve their businesses,
- preparation of a set of activities that will be focused on hoteliers, managers of attractions, cultural and historical sites managers, event organizers, transport provider and others to develop complex tourist offers, packages with gastronomy in the center to attract demand from visitors and from citizens in order to exploit new, attractive, high quality gastronomic offer,
- providing a group of activities in education, training, quality and brand development; there will be limited number of excellent chefs, restaurants, food and wine producers, hotels and other suppliers but with trainings general level of quality must raise, the other must have the possibility to learn and follow the best ones,
- Dissemination, promotion and marketing of gastronomy and tourism on domestic and on foreign markets; high quality gastronomy, tourist packages, cultural and tourist events, etc., must raise the demand, must be recognized by the market and must bring increase of revenues. Increased demand must come from the citizens and from visitors. Thus, the cities must organize events that will have impact on the increase of the image of the city and increase of demand. Events can be purely gastronomic or any others that gastronomy can be linked to. Usually one big event organized only once or few times does not bring desired success as market requires continuity, systematic communication with the market. Thus, numerous smaller events can very efficiently contribute to image building and demand raising if professionally organized and properly communicated.

- Market communication activities; gastronomy, tourism and culture do not offer products that could be measured and declared by standard quality measurement and labels, they offer experiences and satisfaction of needs of customers. In a highly competitive world – especially in service sector market communication influences customers' decisions much more than in other economic sectors,
- Internal communication and social network building; the success is based on coordinated work of many stakeholders from public, private and civil sectors. Regular meetings of stakeholders, discussions and search for solutions, giving to all the opportunity to contribute to the success and joint planning and implementation will lead to consensus in decision making either among private stakeholders or between them and political decision makers. Activities to attract citizens and to integrate them in city life, city development and more direct city decision making will lead to participatory role of citizens, to their identification with the city and to increase of pride to be citizen of successful city.

Burgos good practice adoption and transfer to receiving cities will go through different phases and activities. With monitoring and evaluation of effectiveness of activities it would become clear how much and how some activities affect transfer process what gives useful information when preparing LAP – Local action plans to develop gastronomic tourism in receiving cities. LAPs will formulate the operational side of Burgos good practice transfer. That will be subject of implementation in the following years after termination of Gastronomic tourism project.

## 5.6 Communication activities

The project has on a network level communication and PR strategy and basic communication guidelines and tools (logo, website, twitter, facebook, basic project information, etc.). Additionally, Urbact programme provides some templates, guidelines and also communication tools and channels for communication which must be respected in PR and communication activities. This gives to the project and PPs uniform toolkit to convey clear and synergic project messages.

Essential for efficient communication and PR is mailing data base structured according to target groups the project would like to address. Because of cost effectiveness, electronic communication and electronic address data base are to be developed and used.

The communication should support activities that lead to achieve project results. This is not a promotion of a project itself, of project team, political leaders supporting project or business stakeholders making benefit from project. Communication must spread information for example about the project achievements that will increase the importance of gastronomic sector, increase the

interest for education and trainings in this area, increase innovative – creative culinary art etc. if we want to develop gastronomic tourism.

Project communication messages are prepared by project communication officer in each PPs city team. He might need to consult project network communication officer from Burgos, sometimes he would need to consult communication office of the mayor or city council. Depending on the importance and spread effect of communication message the mayor or chairman of ULSG should address target groups either on press conference or by press release. In many cases, project communication officer in the city distributes messages, news and newsletter to persons from mailing lists. There can be more proactive, participatory and innovative communication approaches (like talk shows, media briefings, media site visits, prize games or competitions, customers as reporters, photographers, etc., or using e-technology and social media for dissemination and communication).

There are many opportunities to disseminate the information about the project: project kick-off event, transfer events and visit to Burgos, transnational events in PPs cities, establishment of ULSG in PPs cities, finalization and dissemination of findings from baseline study, meetings of ULSG, innovative sessions of chefs, HORECA sector, schools, implementation events in PPs cities, finalization of LAP – Local action plan, etc. It is advisable to organize regular, systematic dissemination of project news to media maybe once a month or once on two months in order to be present in public regularly. As it was shown in Burgos good practice, communication, promotion and marketing are important success factors of the project.

## 6 MONITORING AND EVALUATION FRAMEWORK

### 6.1 Monitoring and evaluation of good practice transfer

Monitoring and evaluation of progress is necessary in implementing every activity, every project and every plan. It gives to the actors information whether implementation is in line with a plan and expectations, it gives information to react in time and in proper manner to change the direction of implementation towards expected and planned results and it gives the information if the resources are used the most efficiently.

### 6.2 Monitoring indicators

Monitoring and selection of indicators that support monitoring request very clear statement of objective and targets of the project. This is the very beginning of monitoring and evaluation process.

Monitoring is based on a set of indicators that must be selected on SMART principles:

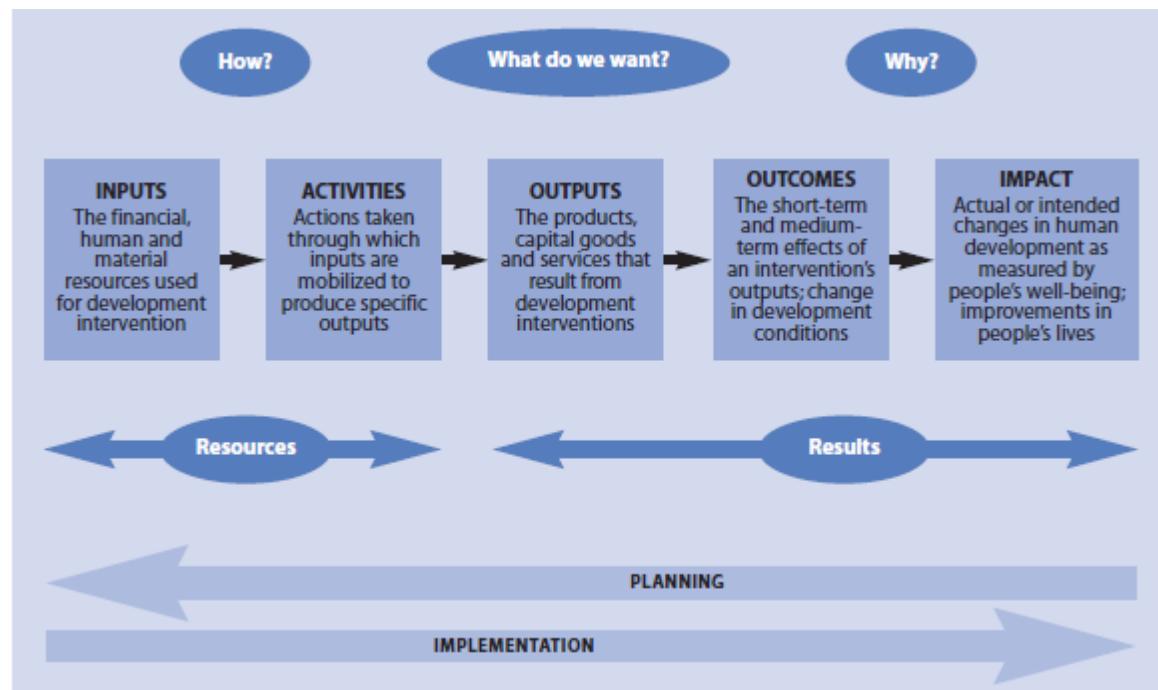
- S – Specific
- M – Measurable
- A – Achievable
- R – Relevant
- T – Time bound

This means that selected indicators must be relevant to the subject and expressing on the most suitable way the true meaning of the progress of the subject monitored. Indicators must also be specific to describe a specific future situation, they must also be measurable which means that we have to have empirical tools available to express quantitatively the progress and not on a descriptive way. Indicators must also be selected to express achievable situations/results in a certain period of time that we set as project duration, one year in project duration etc.

Monitoring is a process that supports project planning and implementation which gives us an indication how successful we are in achieving expected results. It is a part of project planning and result based management process of the project.

Monitoring and its role is presented by the following chart.

Chart 1: Monitoring of the project



Source: UNDP, Handbook on planning, monitoring and evaluating for development results, 2009, p.55

This chart shows that final aim of a project must be a change of a certain situation: economic, social, environmental, etc., on sustainable (also irreversible) basis which is usually achieved on a long term. On short or medium term we can achieve project outcomes that will change the conditions or will establish conditions that expected-planned impacts can be finally achieved. Outputs are means produced by the project with which we achieve outcomes and impact. All this are project results.

To achieve results project must consider the availability and use of resources – inputs and activities.

In Gastronomic cities project we will monitor project implementation with 2 groups of indicators related to:

- Performance of project activities and
- Results of project activities
  - Outputs
  - Outcomes
  - Impact

### **6.2.1 Performance indicators**

Performance indicators are simply measuring the project's work itself, management, use of resources and realization of activities that were planned in order to achieve planned and expected results. We will simply measure the efficiency of the work of project teams by project partners and of overall project team.

**We will monitor performance of project implementation of Gastronomic cities project teams on the following areas:**

1. Use of HR available in the project
2. Use of budget available in the project
3. Timely and proactive co-operation/communication among PPs and with LP & LE
4. Timely realization of planned project meetings and events
5. Timely finalization of project deliverables to be prepared by LP, LE and PPs
6. Timely reporting of project partners to LP
7. Timely and proactive project external communication/PR of PPs and LP
8. Timely and active co-operation/communication with and reporting to Urbact secretariat

Measuring of some of these indicators is based on empirical facts (HR and budget used) that PPs will report to LP each 3 months or clearly planned activities (reporting, meetings and events). Other indicators can be estimated on the basis of observations, experiences and practice achieved during project implementation, on the basis of orally agreed work with PPs and on general perception of functioning of

project teams. In this latter case, it is advisable to discuss arbitrary estimated indicators with partners to avoid possible mistakes.

Project partners will prepare values for selected indicators (HR, budget, etc.) and submit them to LP. LP will estimate these indicators each three months which will give him an opportunity to react and manage project implementation more efficiently. Project implementation and good practice transfer will be monitored also by the questionnaire at the project transfer and transnational meetings. In some cases, PPs and LE will participate with additional information to support LP in his monitoring. Monitoring of project implementation should be discussed on regular project's Steering Committee meetings.

Detailed review of performance indicators is presented in Table 2.

### 6.2.2. Result indicators

With result indicators we measure the achievement of expected-planned results on certain target groups that project activities are focused on. Result indicators can measure short or medium (and long) term effects on certain target groups or areas of human activities. Usually, impact results come on long term very often after project expiration.

To measure the progress of project towards expected results we have to have baseline values of indicators and we have to have expected values of the same indicators of a project. During the implementation of activities we can collect intermediate values of indicators and at the end of the project we have final/achieved values of indicators which show us the real achievements of the project. It must be stressed that progress of activities and achieved results cannot be linear, for example in the middle of project duration we cannot expect automatically 50% of final results. Starting period with preparatory work is sometimes longer and results will normally come later. So, when setting target values of indicators we must also foresee/estimate expected dynamics of project progress either is it linear or progressive.

**In Gastronomic cities project we will establish monitoring of the project results on the following areas:**

- **Impact assessment (intended changes in behavior, functioning and perceiving):**
  1. Capacities of restaurants and bars
  2. Visitors arrivals and overnights
  3. Gastronomy as motive/satisfaction with gastronomy in receiving cities
  4. Presence of gastronomy & gastronomic tourism in media
  5. Increase of image in receiving cities
- **Outcome assessment (outcomes to establish conditions for changes in behavior, functioning and perceiving):**

1. Action plans for gastronomic tourism development adopted
2. Gastronomy incorporated in city tourism strategy and promotion
3. Hospitality associations strengthened and ULSG effective
4. Good practice transfer and implementation efficiently performed

- **Output assessment (deliverables prepared by the project activities):**
  1. Basic project documents prepared (baseline, feasibility, action plans,...)
  2. Good practice transfer and implementation events organized
  3. Communication and PR documents and tools prepared and used

Assessment of project results can be done most objectively by external evaluator. He/she – external evaluator collects information for the values of indicators from project partner, documentation of municipality organs, by special surveys and from official statistical sources. The baseline values of indicators could be that from 2012 or 2013 depending on the availability of official statistics. As mentioned, it is important to estimate expected values of indicators for target period which in our case is the end of the project in March 2015. We suppose that in this short period project can not have significant impact on changes in behavior (planning, decision making, increase of business, visiting,...) therefore we set as target year for impact indicators also 2018 – 5 years period. In this period significant results should be achieved on the basis of Action plans and transfer/exchange/implementation activities of good practice – "Burgos gastronomic tourism development model".

We do not propose any intermediate values of result indicators as project lasts only a little bit longer than a year. Result oriented monitoring will be done for each project partner. LP and LE will then prepare compilation of result indicators on project level.

Detailed review of result indicators is presented in Table 3.

### 6.3 Monitoring and evaluation implications

Monitoring and evaluation of progress and impact of Gastronomic cities project will be done by performance and result indicators. Project will be monitored on the level of each project partner and on the level of the project.

Performance indicators of project will be prepared by LP on the basis of information received mainly from project partners. Result indicators will be prepared by an external monitor/evaluator on the basis of information of PPs, LP, official statistics, documents and by estimations based on surveys.

Evaluation of project progress and implementation based on indicators will be done by PPs themselves, on project Steering Committee meetings, on ULSG meetings, on municipality organs and on Urbact programme level.

The results of monitoring and evaluation should support smooth project implementation, solution of problems in time and efficient management of the project. The results should contribute also to evaluation of transfer tools, methods and activities on Gastronomic cities project and Urbact programme level.

**Table 2: Gastronomic cities project performance indicators**

	INDICATORS	Start values	End March 2014	End June 2014	End Sptmbr 2014		End Decmbr 2014	End March 2015	Remarks
1.	Work days used vs work days available for the city project team								PPs report to LP
2.	Work days used vs work days available for the overall project								LP prepares for all PPs
3.	Budget used vs budget available for the city project team								PPs report to LP
4.	Budget used vs budget available for the overall project								LP prepares for all PPs
5.	Timely response of project partners on internal requirements & communication								LP & LE estimation based on observations
6.	Timely realization of project meeting and events of project partners								LP & LE estimation based on observations/facts
7.	Timely realization of project deliverables/outputs								LP & LE estimation based on observations/facts
8.	Timely and proactive external project communication and PR of PPs								PPs report to LP; LPs estimation based on observations
9.	Timely and proactive external project communication and PR of LP								LP estimation based on observations/facts
10.	Timely reporting of project partners to LP								LP estimation based on observations/facts
11.	Timely reporting of LP to Urbact secretariat								LP estimation based on estimations/facts
12.	Timely and active communication with Urbact secretariat								LP & LE estimation based on observations

**Table 3: Gastronomic cities project result indicators**

	RESULTS INDICATORS	Value at Dec 2013	Expected value at Feb 2015	Real value at Feb 2015	Expected value at 2018	Source
<b>1.</b>	<b>IMPACT Indicators</b>					
1.1.	Number of restaurants & bar					Statistical Office
1.2.	Number of seats in restaurants & bars					Statistical Office
1.3.	Number of visitors to the city					Statistical Office
1.4.	Number of foreign visitors to the city					Statistical Office
1.5.	Number of nights spent by visitors in the city					Statistical Office
1.6.	Number of nights spent by foreign visitors in the city					Statistical Office
1.7.	Presence of gastronomic tourism in media (%) increase)					Survey of Tourism Office/External
1.8.	Gastronomy as the motiv for visitors (%) increase)					Survey of Tourism Office/External
1.9.	Satisfaction of citizens with gastronomic offer (%) increase)					Survey of Tourism Office/External
1.10.	Satisfaction of visitors with gastronomic offer (%) increase)					Survey of Tourism Office/External
1.11.	Image of receiving cities in the country improved (%) increase)					Survey of Tourism Office/External
1.12.	Perception of importance of gastronomic tourism in city administration&politics (%) increase)					Survey of Tourism Office/External
<b>2.</b>	<b>OUTCOME Indicators</b>					
2.1.	City's Gastronomic tourism Action plan adopted					Municipality/ULSG Minutes of meetings
2.2.	Gastronomy incorporated in city's tourism strategy and promotion					Tourism Office/Municipality Documents

2.3.	HORECA and subsector associations strengthened&active					Minutes of HORECA Ass meetings
2.4.	Project stakeholders group – ULSG established &active					Minutes of ULSG meetings
2.5.	Efficient knowledge exchange of Giving city's good practice					Survey of LP & PPs questionnaire
2.6.	Efficient Transnational events realization in Receiving cities					Survey of LP & PPs questionnaire
<b>3.</b>	<b>OUTPUT Indicators</b>					
3.1.	Baseline report prepared					Document finalized
3.2.	ULSG guidelines prepared					Document finalized
3.3.	Feasibility studies for receiving cities prepared					Documents finalized
3.4.	Action plan for each receiving city prepared					Documents finalized
3.5.	Giving city's good practice model improved					Document finalized
3.6.	Innovative&creative gastronomic offer prepared					Documents/Menus finalized
3.7.	Good practice transfer & staff exchange events in giving city					Reports available
3.8.	Good practice implementation events in receiving cities					Reports available
3.9.	Project communication/PR strategy					Document finalized
3.10.	Project communication/PR tools (web, logo, social networks,..)					Documents/Evidences available
3.11.	Project Press conferences/News letters					Documents/Evidences available

## 7 CONCLUSION

Baseline study of Gastronomic project gives the general overview of development of gastronomy in several countries and on international, global or European level. All the documents, case studies show the growing importance of gastronomy and gastronomic tourism (also called food tourism). Gastronomic tourism is a trend, is a fashion, is experience that combines reinventing traditional cuisine, search for new delights, new tastes, using adopted and new raw materials – mainly agricultural and food products and new technology. Creativity of chefs – gastronomic gods does not know the limits. Culinary art is becoming an art as shown in the movie – *El Somni*.

Gastronomic cities project partners are coming from different countries with different tradition and recognition of gastronomy. Spain and Italy are leaders, not far behind is Greece and newcomer is Romania. The project is based on good practice of Burgos, where gastronomy was set as a pillar for tourism and economic development. The Burgos project shows that development of gastronomy is very complex and it demands multi-stakeholder cooperation, the work of many individuals and small businesses, volunteer work and good management. Baseline study compiled Burgos gastronomy development, challenges, targets, activities and results in a model that can serve as benchmark for transfer to receiving cities. The project also demonstrates that gastronomy development does not need big investment and new or additional known economic or social policies. Gastronomy is all around us, is present in everyday life, is easy to understand. Agriculture and food production is close to urban centers and can play important role in supplying restaurants with their products and play important role in promotion of development of rural areas. Development of gastronomy bring results on short term and without big financial investment.

Baseline study identifies the situation of receiving cities: Fermo (IT), Korydallos (GR), Alba Iulia (RO) and L'Hospitalet de Llobregat (ES) to estimate to what extent the cities can transfer Burgos good practice and what adoptions and activities are needed for that. This section of the study seems to be just an initial phase of detailed analysis of the situation in receiving cities. There is a need for more profound information and knowledge about these cities which will be fulfilled during the preparation of feasibility studies of transfer of Burgos good practice.

At the end is a model for monitoring and evaluation of project performance and project results. Project impact and results are very limited due to short duration of the project. Still, regular monitoring and external evaluation should support efficient project implementation towards planned results.

## 8 REFERENCES

1. Alonso, A. D. (2010). Olives, hospitality and tourism: a Western Australia perspective. *British Food Journal* , 55 - 68.
2. Bird, A. (2011). "Wine + food= record year: Event's economic impact highest ever, analysis finds.", *Post and Courier*, 21. October 2011.
3. EC, Flash Eurobarometer 392, Preferences of Europeans towards Tourism, 2014
4. Hall, C.M. & Sharples L. (2003). "The consumption of experiences or the experience of consumption? An introduction to the tourism of taste" in Food tourism around the world. Elsevier Butterworth-Heinemann, Oxford, pp. 1-24
5. Henderson, Joan C.(2009) "Food tourism reviewed", *British Food Journal*, 111(4), pp.317-326
6. Instituto de Turismo de Espana - [www.tourspain.es](http://www.tourspain.es) López-Guzmán, T. (2012). Culinary tourism in Córdoba [Spain]. *British Food Journal*, 168 - 179.
7. OECD, Tourism Trends and Policies 2012, 2013 [http://www.keepeek.com/Digital-Asset-Management/oecd/industry-and-services/oecd-tourism-trends-and-policies-2012/italy\\_tour-2012-23-en#page1](http://www.keepeek.com/Digital-Asset-Management/oecd/industry-and-services/oecd-tourism-trends-and-policies-2012/italy_tour-2012-23-en#page1)
8. Paun Ioan OTIMAN (2008), Sustainable Development Strategy of Agriculture and Rural Areas in Romania on Medium and Long Term, Institute of Agricultural Economics, Romanian Academy, Institute of Agricultural Economics
9. Strategies revealing for the destination Europe 2020, FTN news (2014): <http://www.ftnnews.com/tours/22474-strategies-revealing-for-the-destination-europe-2020.html>
10. Tikkannen, I. (2007). Maslow's hierarchy and food tourism in Finland. *British Food Journal*, 721 - 734
11. Tourism Satellite Account nel 2012, Federturismo Confindustria (2014), <http://www.federturismo.it/it/i-servizi-per-i-soci/studi-e-statistiche/i-numeri-del-turismo/7874-tourism-satellite-account-nel-2012-gli-italiani-hanno-speso-83-miliardi-nel-turismo>

## 9 ANNEXES

**Annex 1** Burgos Gastronomic Tourism Development Model -Detailed description for Deep Dive peer review

**Annex 2** Gastronomic tourism transfer model structure (shown for PP Fermo as example)

## Annex 1. Burgos Gastronomic Tourism Development Model –

Detailed description for Deep Dive peer review

### 1. Introduction

Success story of Burgos gastronomic tourism development was founded in strategic development document of the city: « Plan Estrategico Burgos 2020». Based on the assessment of the economic and social situation in Burgos, competitive advantages and global trends there was clearly stated that one of the pillars of the future development of Burgos must be based on innovative, creative and experience economy.

This new approach to economic development that would result in the new structure of economic activities required mobilization of creative, innovative energy of HR, required transparent and participatory governance where administration and business formulate targets and policy mechanisms in interactive process, and also respect of the expectations of inhabitants for better living and working conditions and higher quality of life.

In this context, culture as generator of richness including also tourism and gastronomy was emphasized as one of main lines of Burgos strategic development 2020. Additionally, agriculture, food and wine production were stressed; strong emphasize was given also to education, research, and innovations and to the fact that Burgos lies on a crossroad of transport communication lines. Burgos as the city was designated as the city of people and for people, to enjoy, to admire and to visit.

In this framework a set of plans, activities and communication was designed and realized that could be integrated in a project: »Burgos Gastronomic Tourism development Model«

Project »Gastronomic Cities – City Strategy on Gastronomy as a Tool for Tourism and Employment Development« represents Model of Gastronomic Tourism Development that was developed in Burgos in the context of the new city development strategy and policy. Burgos Gastronomic Tourism Development Model is the city project as it was stated at several occasions - the project of city administration and city and provincial enterprises, associations of suppliers, schools and many individuals as well as volunteers that actively contributed to implementation of a set of activities that form the experience of gastronomic tourism in Burgos. Project Gastronomic Cities will define more clearly and generalize the model of Burgos and prepare action plans, organization of the model with activities, mechanisms and monitoring and evaluation methodology to be transferred to project partner cities: Fermo (IT), Corydallos (GR), Alba Iulia (RO) and Hospitalet (ESP). The project lasts from 1 December 2013 till end of March 2015 and is approved and financed by EU programme URBACT II.

The key players in the project are mayors, city councils and administration, HORECA association, Association of chefs and sommeliers, some hotels and

restaurants, tourism-culinary schools, Association of Tourism Journalists and writers. In Strategic Plan City of Burgos - APEBU – public equivalent body played the central role in project development and implementation. They interact between public and private sector, represent the interests of both sides, and are the spirit and engine of many projects and activities in Burgos. They acted in the project as local stakeholder support group – ULSG.

The final beneficiary of the project are inhabitants. Benefit from project have also enterprises, hotels, restaurants, wine producers, agricultural product producers and other suppliers in Burgos city and Burgos province.

## **2. Short description of the project »Burgos Gastronomic Tourism Development Model«**

Burgos project that represents good practice of innovative contribution to urban development based on gastronomic tourism can be summarized in the following programme segments that represent also the phases of its development and implementation:

- Reinventing, renovating and offering Burgos gastronomic traditional food on creative way based on local, provincial ingredients from agriculture, food production and wine
- Development of attractive market gastronomic products combined with gastronomic tours, wine tours, events, cultural sites, exhibitions and congresses,
- Building stakeholders partnership alliance: city administration, tourism and gastronomy associations, schools,
- Marketing and communication:
  - Branding of typical Burgos agricultural and food products and wines
  - Events – some big and many smaller development and organization
  - Proactive market communication covering whole Spain and some international markets
  - Proactive internal communication targeted at citizens of Burgos
- Sustainability and follow-up activities in further development of attractive cultural, tourism, gastronomic product mix on a city and province level, generation of events, city networking nationally and internationally on the basis of gastronomic tourism, development of new projects related to gastronomic tourism and more marketing and promotion.

The project described became gastronomic movement in the city and province of Burgos with new participants, new ideas, more energy and more expectations. It gave impressive quantitative and qualitative results with limited financial budget and with small, creative and enthusiastic team that was developing and managing the project.

Overview of the project and presentation of its complexity is illustrated in the chart.

## BURGOS GASTRONOMIC TOURISM DEVELOPMENT MODEL

STRATEGIC CONTEXT-CHALLENGES	ASSESSMENT-RESOURCES & MECHANISMS	TARGETS	IMPLEMENTATION-ACTIVITIES	EVALUATION-RESULTS & IMPACT
LOW VALUE ADDED ECONOMY WITH TRADITIONAL STRUCTURE	<p><b>RESOURCES:</b></p> <ul style="list-style-type: none"> <li>HR &amp; HIGH QUALIFIED, SKILLED COOCKS, SOMMELIERS, HOTELIERS, MANAGERS</li> <li>2 GASTRONOMIC SCHOOLS</li> <li>KNOWN GASTRONOMY</li> <li>MANY RESTAURANTS AND BARS</li> <li>3 UNESCO MONUMENTS AND OTHER ATTRACTIONS</li> <li>CONGRESS &amp; MEETING CENTER AND CITY SQUARES</li> <li>HIGH QUALITY AGRICULTURAL &amp; FOOD PRODUCTS</li> <li>HIGH QUALITY WINES</li> </ul>	DEVELOP INNOVATIVE AND CREATIVE GASTRONOMIC TOURISM	<p><b>PRODUCTS:</b></p> <ul style="list-style-type: none"> <li>TYPICAL AND NEW AGRI &amp; FOOD PRODUCTS</li> <li>TRADITIONAL AND NEW DISHES &amp; MENUS</li> <li>FOOD &amp; WINE TOURS</li> <li>CULTURE &amp; GASTRONOMIC SIGHTSEEING AND TASTING</li> </ul>	BURGOS IMAGE IMPROVED SIGNIFICANTLY IN SPAIN AND ABROAD
ECONOMIC AND SOCIAL CRISIS WITH UNEMPLOYMENT		IMPROVE THE IMAGE OF BURGOS IN SPAIN	<p><b>TRADITIONAL EVENTS:</b></p> <ul style="list-style-type: none"> <li>FOOD &amp; WINE TASTING</li> <li>FAIRS &amp; EXHIBITIONS</li> <li>WHITE GASTRO NIGHT</li> <li>CULTURAL EVENTS-CID, etc</li> </ul>	NUMBER OF VISITORS INCREASED; BURGOS RANKS ON THE TOP OF MOST VISITED CITIES
A NEED TO DEVELOP TOURISM OFFERING COMPLEX EXPERIENCES	<p><b>BUDGET:</b></p> <ul style="list-style-type: none"> <li>400.000 EUR PUBLIC BUDGET</li> <li>IN KIND CONTRIBUTION OF BUSINESSES</li> <li>VOLUNTEERING</li> </ul>	INCREASE THE NUMBER OF VISITORS TO BURGOS - NATIONALLY AND INTERNATIONALLY	<p><b>INT &amp; NATIONAL EVENTS:</b></p> <ul style="list-style-type: none"> <li>DEVORA ES BURGOS</li> <li>INTERNATIONAL WINE TASTING</li> <li>CEG2013: SPANISH CAPITAL OF GASTRONOMY</li> </ul>	NUMBER OF RESTAURANTS AND OTHER BUSINESSES, JOBS, REVENUES INCREASED
A NEED TO ACHIEVE THE SYNERGY OF URBAN-RURAL DEVELOPMENT AND COOPERATION	<p><b>GUIDING DOCUMENTS:</b></p> <ul style="list-style-type: none"> <li>BURGOS 2020 STRATEGIC PLAN</li> <li>MARKETING PLAN OF CITY BURGOS WITH COMMUNICATION PLAN</li> <li>BURGOS CULTURE STRATEGY</li> <li>CEG2013 APPLICATION DOCUMENT</li> <li>EUROPEAN CAPITAL OF CULTURE 2016 APPLICATION DOCUMENT</li> </ul>		<p><b>COMPETITIONS:</b></p> <ul style="list-style-type: none"> <li>MANY COMPETITION AMONG COOKS</li> <li>SPAIN COOK OF THE YEAR</li> <li>BURGOS MORCILLA -BLACK PUDDING GUINNESS RECORD</li> </ul>	NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS
LACK OF IMAGE AND POSITION IN SPAIN			<p><b>EDUCATION &amp; TRAINING:</b></p> <ul style="list-style-type: none"> <li>CULINARY COURSES</li> <li>RURAL CUISINE FORUM</li> <li>FOOD PRODUCTION</li> </ul>	CREATIVITY IN GASTRONOMY, FOOD PRODUCTION AND TOURISM INCREASED
A NEED TO INCREASE SATISFACTION OF CITIZENS AND CHANGE THE CITY ATMOSPHERE AND LIFE	<p><b>ORGANIZATION:</b></p> <ul style="list-style-type: none"> <li>STRATEGIC PLAN CITY OF BURGOS - APEBU - AS ULSG</li> <li>SOCIAL NETWORK BUILDING: PUBLIC-PRIVATE - CIVIL (CITIZENS)</li> </ul>			INTERES TO LEARN CULINARIC ART INCREASED AMONG YOUNGSTERS AND ADULTS
A NEED TO CHANGE THE CITY GOVERNANCE	<p><b>POLICIES:</b></p> <ul style="list-style-type: none"> <li>SYNTERGY OF EXISTING POLICIES</li> </ul>			NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS
A NEED TO USE EFFICIENTLY CITY INFRASTRUCTURE AND CULTURAL AND CONGRESS FACILITIES				BUSINESS IN RURAL AREAS IMPROVED
				CITIZENS OF BURGOS INCREASED SELF - ESTEEM AND BECAME PROUD ON THEIR ORIGIN
				MEDIA IMPACT WAS AS 16,6 MIO EUR OF INVESTMENT IN COMMUNICATION

### 3. Political and strategic context of the project – challenges of the project

Burgos is the capital of Burgos province with 179.000 inhabitants – in broader area is nearly 250.000 inhabitants. The city is proud on 3 cultural monuments that are protected by UNESCO as a world cultural heritage: impressive gothic Cathedral, Camino de Santiago de Compostela and Atapuerca unique archeological prehistorical findings of first European human being and human evolution. It is said that Burgos is known widely in Spain also by black sausage – black pudding.

Due to slowdown in economic development, big investment in the city infrastructure, renovation and rehabilitation of monuments, housing and cultural institutions and later financial, economic and social crisis with increasing unemployment and with falling standard of living the city political and economic leaders and strategists were facing several severe challenges:

- h) It was obvious that the present drivers of economic development of Burgos city and province could not give satisfactory results anymore. How to design new development paradigm that will result in growth, employment and satisfaction of inhabitants? That will generate economic structure with competitive economic sectors and high value added?
- i) Burgos was known for cathedral, good and authentic food, good wine, rich history and tradition but Burgos missed clear, distinctive positioning, image and brand of Burgos. Thus, there was great challenge to differentiate and position Burgos clearly first in Spain and then also internationally and to convey the message to the market that the city is attractive to visit, the products are of high quality - excellent and that the city offers rich experience of openness of the city, culture, history, events, leisure and gastronomy.
- j) Closely related to diversification and renovation of economy of Burgos was the challenge how to adopt to this new development paradigm politicians, political decision makers and administration with their governance, taking decisions and implementing PPP- public private partnership where producers, suppliers, big and small businesses will participate in the city governance. How to get consensus of political parties and politicians, how to assure them that new development paradigm will give expected, positive results?
- k) They were also aware that the city itself cannot assure all resources for the development; there is big concentration of knowledge, leadership and management, unique attractions and other capacities. There was a need to combine urban and rural development, resources and capacities. How? On what basis? With whom?
- l) Pressuring crisis was affecting more and more businesses, employees, workers and inhabitant. How to stop decreasing growth rates and increasing unemployment on a short run as there was not so much time to wait for effects of new investment, policies, etc?
- m) There was also one specific challenge relating to inhabitants of Burgos. They were supposed to be »cold«, not very communicative, hard to get involved in

activities, and critical. Thus, a difficult task was in front of creators of new development paradigm: with what projects citizens would become proud being from Burgos, how to get citizens involved in activities, what activities would attract them?

All upper challenges required strategic answers and projects where at least results need to be achieved in the short run knowing at the same time that there are very limited, scarce financial resources!

During the implementation and later at the evaluation of the project some other challenges that creators of new development paradigm faced were recognized. They can be summarized as follows:

- changing the atmosphere in the city to become open, warm, welcoming city, friendly to citizens and to visitors
- support to start operations efficiently at newly open facilities (for example. Forum Evolution – Burgos congress center that was open in June 2012 and gastronomic tourism project significantly contributed to his operations as one important customer
- increase of interest and enthusiasm for studying culinary art in schools for young professionals and for adults as a fashion, improvement of dinning at home, etc.
- Project implementation framework – assessment of resources and implementation mechanisms

Implementation of development of gastronomic tourism now known as the project »Burgos Gastronomic Tourism Development Model« which represent a good practice to transfer to receiving cities within Urbact II programme has been very intense in last 3 years when in 2010 city marketing strategy was prepared and adopted.

#### **4. Project guiding documents**

Development of gastronomic tourism has been emphasized in several strategic city documents. We mentioned already Burgos 2020 strategic plan. Besides, city has developed marketing plan of city Burgos with communication activities. As culture and cultural monuments are the most representative attractions, give richness to the city and inhabitants and are the most important motives for visitors Burgos has developed its cultural strategy. In this context, Burgos was a candidate for European capital of culture for 2016 and for candidacy comprehensive application document was prepared. Burgos was at the end not awarded with the European capital of culture 2016. But in order to give an impulse for gastronomic tourism development and to improve positioning of Burgos, the city succeeded with candidacy for Spanish capital of gastronomy 2013 (CEG2013) organized together with Spanish Association of Tourism Journalists and Writer (FEPET) and with Spanish Federation of Hotels and Restaurants (FEHR). Spanish capital of

gastronomy 2013 represented a peak event and the most important phase in recognition of Burgos gastronomy as an important part of tourism and at the same time very important contribution to positioning and improving the image of Burgos.

## 5. Assessment of resources

Strategic development documents took into account the availability of resources for gastronomic tourism in Burgos. We can summarize the presence of the following important natural and manmade resources for gastronomic tourism development:

- Several hundreds of restaurants and bars
- Sufficient high qualified cooks, sommeliers, hoteliers, managers and HR in general
- 2 gastronomic schools
- Generally known gastronomy of Burgos but without high quality, renewed – adopted to new trends in culinary art and demand
- High quality agricultural and food products as raw material for gastronomy
- High quality wines
- 3 UNESCO monuments and attractions
- New cultural and convention center and numerous city squares for organization of events
- An easy access by highway, by air and by train

## 6. Assessment of development policies

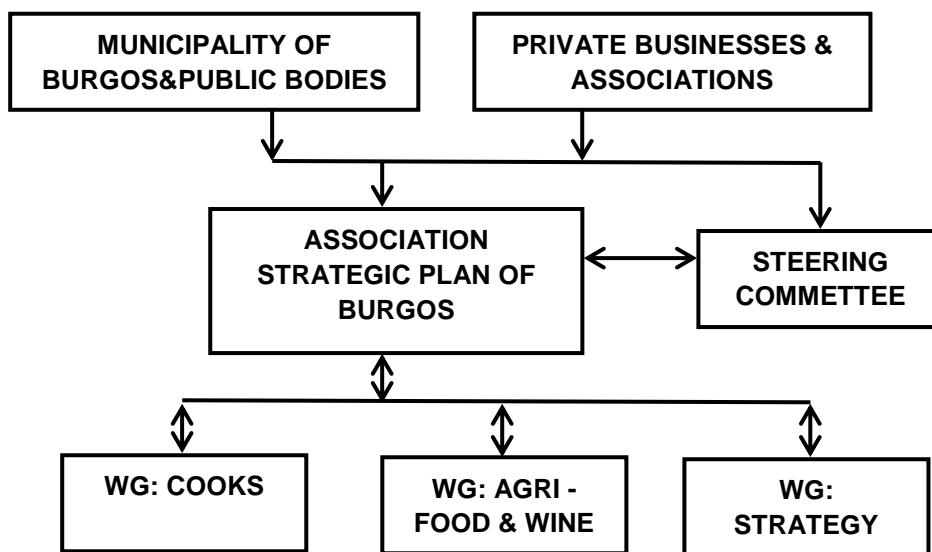
Gastronomic tourism development plans didn't need new or specific development policy or intensive strengthening of existing policies. It is recognized that gastronomic tourism has been developing with more efficient use of existing policy instruments, with better coordination and more synergy. Creativity in gastronomy was achieved by closer work of hoteliers, restaurateurs, cooks and gastronomic schools. Increasing role of private sector and their associations was achieved by joint meetings with city councillors and administration to discuss and agree upon the plans and activities and also joint financing of activities thus applying PPP – public private partnership approach. Incorporation of rural areas and their production was mainly achieved by direct links and cooperation between cooks in restaurants and hotels and producers of agricultural products as well as with producers of wine. The city supported more intensively as compared to previous period, only marketing with branding, organization of events and with communication.

## 7. Organization – Association Strategic Plan of Burgos as ULSG

Very important role in project development, coordination of main stakeholders from public and private sector and in project implementation was done by initiative and capable organization –Strategic Plan City of Burgos - APEBU. The Association is public equivalent body established by the municipality of Burgos and by other

private enterprises and other institutions and has a history of 12 years. All together Association has 60 members – stakeholders and play the role of ULSG – Urbact local support group. Association's main mission is to develop project that need public – private partnership and has the importance for the city. As Mr Fernando Gomez – City culture and tourism councillor stated: «Association is capable to articulate interests of different stakeholders, able and flexible to adopt to the situation, oriented towards future and has developed strong cooperation in EU programmes and projects».

The Association with its role, membership and activities was the most important for success of the project. Association as ULSG was organized as shown in the following chart:



It was obvious that all stakeholders – 60 of them, are not all directly interested in gastronomic tourism development. Thus, Association formed 3 working groups that were involved in planning and implementation: working group 1 responsible for overall project development and implementation, working group 2 with stakeholders representing agriculture, production of food and wine and working group 3 with cooks, sommeliers and schools.

Association assigned to the project 3 persons:

- project manager
- communication officer and
- financial officer

It is very important to stress that the project got at the beginning decisive support from the city of Burgos – from the municipality. Very important role in the project had also professional associations: Association of hoteliers and restaurateurs, Association of chefs and Association of sommeliers of Burgos. As mentioned, CEG 2013 was initiated and run under the patronat of two other national associations:

Spanish Association of Tourism Journalists and Writers (FEPET) and Spanish Federation of Hotels and Restaurants (FEHR).

## 8. Innovative elements and novel approaches

Project »Burgos Gastronomic Tourism Development Model« was based on innovative culinary: reinvention of traditional cuisine, recipes and menus, preparation of cuisine nouvelle following the trends in technology and demand, use of new agricultural products and adoption of old products as raw material for cooking and food preparation. The same is the story of wine processing. Innovative approaches were also introduced when serving food in restaurants or bars as well as selling agricultural products in shops or markets.

Innovative approach can also be recognized in marketing: inviting customers to come to the origin of products either in rural areas in shops and markets or in restaurants and bars. This marketing approach can be seen even more clearly when looking at preparation of complex tourist products that offer experiences with emotions and not just observation and taking pictures: combining culture, events, gastronomy, activities in natural environment in unique impression, emotion, experience.

New in city development was also PPP – public private partnership, a dialog of interested stakeholders, private sector representatives sitting together with city administration, with politicians, with decision makers. This contributed significantly to the increase of the belief of strategic targets, plans and projects that politics and politicians presented for the bright future of the city. This contributed to the consensus and strong alliance for growth and quality of life in Burgos.

Contribution of Burgos to use new project approaches represent also internal communication with inhabitants of Burgos and their involvement in the project. They were simply not anymore only observers, they participated in the project, they were creators of friendly, inviting atmosphere of the city, they became a part of experience of visitors, they were witnesses of success stories and finally they became ambassadors of the city!

## 9. Project funding

The total budget of the project was 400.000 EUR and was completely provided by the city of Burgos. Majority of budget was spent for promotion and communication and project events.

Private sector – hotels, restaurants, bars, museums and other suppliers contributed to the budget in kind: accommodation for free or very low price, free food & drinks, free entrances etc. This was especially important for incentives and fam trips of

media and tour operators. Tourism suppliers contributed to the project also during big event Devora es Burgos when a flat rate of 25 EUR per day visitors could get accommodation and for package rate of 25 EUR food, visits to museums, galleries, etc.

It must also be stated that all together about 500 volunteers worked during preparation of the longest morcilla record events giving thus significant participative contribution of inhabitants to the success of the project.

## **10. Project assessment – targets, activities and results**

To assess project implementation we must see and compare the targets set, activities performed and results achieved.

### a. Project targets

Project set some clear, realistic and measurable-visible targets. First, the intention was to develop innovative & creative gastronomic sector that will contribute to the overall experience of citizens and visitors in combining culture, attractions and food with wine. Second, the city wanted to improve the image of Burgos, to put it on the map of Spain as the city where citizens enjoy living and visitors like to experience and stay longer than few hours or a day. The third target was to increase the number of visitors from Spain and abroad which means that with an increase of tourism demand there will be more revenues, jobs, etc.

### b. Project activities

During the project duration there have been a lot of activities, several with long tradition and many new prepared by different stakeholders. Mostly there were smaller events but some also big to spread the communication nationwide and internationally.

Project stimulated product development. New dishes and nouvelle cuisine, adopted traditional dishes, tourist routes in the city and in rural areas with food and wine, with culture and with sport activities. Besides developing new or adopted products, there was a guiding principle to develop high quality, excellent products with which suppliers won different prizes on national competitions. This was accompanied also by branding of agricultural and food products, wines and events.

The city organized many events. Only in the CEG2013 year there have been more than 40 events with gastronomic, tourism and cultural content. There have been also many food and wine tasting, food competitions, etc. In 2013 the longest "morcilla de Burgos" – black pudding was produced on public place, with 500 volunteers which was registered as Guinness record with 187 meters! Devora es Burgos, tourism, gastronomic and cultural week organized in Burgos first in 2012

was one of biggest events in the city which was visited by 7.700 people. Spanish capital of gastronomy in 2013 was the biggest event with national and international media coverage which contributed the most to recognition of Burgos food and wines, of Burgos city and experience in Spain. In these years research about traditional gastronomy and agricultural products as raw material for gastronomy was done, several educational gastronomic courses were organized, forums, discussions and workshops.

It is also important to stress promotional and communication activities. The project and its activities were communicated nationally and internationally. With internal communication in the city of Burgos the citizens were becoming more and more important and inevitable actors in the project, in the city life and witnesses of city successes.

Project achieved more results than was expected or foreseen. The image of Burgos improved significantly and its comprehensive experience attracted many visitors. In the first nine months of 2013, the province has been a leader in the number of tourists in the region of Castilla y León. It has grown from 809 963 in 2012 to 853.777 (an increase of 43,814 visitors). The percentage increase in visits in Burgos was 5.4% while the average of Castile and Leon was only 1,0%. Burgos increased by 8.7% the number of foreign visitors and by 22,0% their overnight stays. Burgos received in June 2013 a total of 23,714 international tourists, which is 1,896 more than the same month a year before. The same trend but even more visible is seen with overnight stays of foreigners which reached 33,223 in June 2013 - 6,046 more than in June 2012.

Burgos city and Burgos province registered 42 new restaurants and 4,518 dining seats in two years 2012/2013. Economic activity of HORECA industry has obviously grown and contributed to increase of revenues and employment. It is interesting to mention that many new restaurants and bars were open in rural areas where project gave significant results although it was in fact a city project!

Project results are obvious in increase of innovative and creative products, marketing and branding. Production in agriculture increased, especially of some typical products. Food product preparation was also adopted to the needs of gastronomic sector. Just to illustrate that »morcilla de Burgos« is found also as a chips and biscuits! Along with innovative development of gastronomy and gastronomic tourism an increase of interest for education and training of culinary arts and services increased. There are more young students now and adults attend culinary courses!

Citizens of Burgos became proud of the city, increased their self-esteem, became more open, communicative, became part of Burgos experience. They became ambassadors of the city!

The evaluation of project promotion and communication activities show that results were achieved equal to 16,6 million EUR as invested in commercial media campaign. This means that on 1 EUR invested with the city budget to the project 41,5 EUR was achieved! This is impressive result that only proves the right development, management and implementation of the project with participatory role of numerous stakeholders, involvement of professionals and citizens and efficient organization of the project.

## 11. Conclusions

The success of Burgos Gastronomic Tourism Development is based on the following main factors:

- Clear vision, strategy and realistic targets what the city has to become in the future and where is the place of gastronomic tourism
- Strong, clear support of city leaders and administration to the project
- Commitment of all main stakeholders to develop innovative gastronomy and to offer experience based tourism products where culture, tradition, city life, excellent food and wines and landscape of rural areas are combined
- Highly qualified and enthusiastic cooks, sommeliers, food and wine producers
- Internal city communication to inform and involve citizens in the project
- Efficient management of project development, coordination and implementation by Strategic PlanCity of Burgos

During all phases of project it was important to build trust in project targets, trust and alliance of stakeholders to support project plan and activities. It was learnt that trust building is a long process, that in tourism it involves a big number of small suppliers with limited capacities, resources and different preferences. In the times of crisis this trust building is even more important than usually.

In spite of the fact that image building and positioning on national and international scale can be done by big events, big projects and big players it is even more important that there are many events, with many projects and many players that can contribute to real improvement of city life, satisfying different expectations and tastes and building sustainable product. Without improvement of city life and involvement of citizens in the project Burgos as city wouldn't have achieved such good results. Tourism and gastronomic tourism development goes for inhabitants and for visitors and not only for visitors!

In both upper cases we must stress the importance of internal city communication. Citizens were informed regularly about plans, work, activities, results and also problems. There were standard and many new –electronic media used with great success. Citizens got the feeling that they were a part of the project, project partner, co-creator and that they were also responsible for success. They identified themselves with the project. And finally they became proud on the city of Burgos – the capital of gastronomy in Spain known also internationally.

The gastronomic tourism project did not require new policy instruments. It has been prepared and realized with rather small budget. Some development policy instruments were more focused on gastronomy and tourism, coordination and co-operation among different sectors was strengthened and more attention was given to the creativity, work and enthusiasm of hoteliers, cooks, sommeliers and food and wine producers.

With rather limited but more efficient and coordinated use of resources and in a short period of time significant results have been achieved with long term impact on employment, entrepreneurship, quality of life and image of Burgos.

“Burgos Gastronomic Tourism development Model” is good practice to be transferred to other cities. Chart of Burgos model gives very clear benchmark for efficient transfer of Burgos good practice for receiving cities. Still it is important to have in mind when transferring Burgos model:

- Clear vision and strategy with the role of gastronomic tourism in future development in cities
- Commitment and decisive support of the project of political/city leaders
- Strong and influential professional associations of hoteliers, restaurateurs, chefs and sommeliers in the city or province/region
- Efficient organization – ULSG to support development, management and implementation of transfer
- Clear and efficient internal communication with citizens and
- Sustainability of transferred project

With feasibility study and action plan mapping the challenges, resources, organization and mechanisms will give basis where – all or only in some areas and to what extent transfer of Burgos gastronomic tourism development model can be realized. The targets in receiving cities can also differ from those of Burgos which will affect activities and results.

## 12. Selected bibliography and web links

- Strategic Plan of the city of Burgos 2020 : Document that sets out the strategy for the city to achieve the objectives set by the economic, social, political and cultural in a consensual manner  
<http://www.burgosciudad21.org/es/contenido/?iddoc=187>
- Marketing Plan of the city of Burgos: Paper diagnosis and action plan with marketing measures aimed at transforming the image of the city
- Culture Strategic Plan of the city of Burgos: Document containing the concept shared by stakeholders on the city that everyone wants . Culture as the city where people want to live and relate culturally. Includes diagnosis and plan of action.  
<http://www.burgosciudad21.org/es/plec/?idsec=427>

- Dossier de Burgos European Capital of Culture 2016: Document containing Burgos 's candidacy for European Capital of Culture 2016 or how to transform a city with a large-scale event . To highlight the artistic project and citizen mobilization.  
<http://www.burgosciudad21.org/es/contenido/?idsec=397>
- Application file from Burgos to Spanish Capital of Gastronomy 2013: Document containing the candidacy of Burgos to CEG , activities and strategy.

**Annex 2: Gastronomic tourism transfer model structure (shown for PP Fermo)**

## **FERMO GASTRONOMIC TOURISM DEVELOPMENT MODEL – 1 – CHALLENGES & RESOURCES**

BURGOS CHALLENGES	FERMO CHALLENGES	BURGOS RESOURCES & MECHANISMS	FERMO RESOURCES & MECHANISMS
LOW VALUE ADDED ECONOMY WITH TRADITIONAL STRUCTURE		RESOURCES: <ul style="list-style-type: none"> <li>• HR &amp; HIGH QUALIFIED, SKILLED COOCKS, SOMMELIERS, HOTELIERS, MANAGERS</li> <li>• 2 GASTRONOMIC SCHOOLS</li> <li>• KNOWN GASTRONOMY</li> <li>• MANY RESTAURANTS AND BARS</li> <li>• 3 UNESCO MONUMENTS AND OTHER ATTRACTIONS</li> <li>• CONGRESS &amp; MEETING CENTER AND CITY SQUARES</li> <li>• HIGH QUALITY AGRICULTURAL &amp; FOOD PRODUCTS</li> <li>• HIGH QUALITY WINES</li> </ul>	
ECONOMIC AND SOCIAL CRISIS WITH UNEMPLOYMENT		BUDGET: <ul style="list-style-type: none"> <li>• 400.000 EUR PUBLIC BUDGET</li> <li>• IN KIND CONTRIBUTION OF BUSINESSES</li> <li>• VOLUNTEERING</li> </ul>	
A NEED TO DEVELOP TOURISM OFFERING COMPLEX EXPERIENCES		GUIDING DOCUMENTS: <ul style="list-style-type: none"> <li>• BURGOS 2020 STRATEGIC PLAN</li> <li>• MARKETING PLAN OF CITY BURGOS WITH COMMUNICATION PLAN</li> <li>• BURGOS CULTURE STRATEGY</li> <li>• CEG2013 APPLICATION DOCUMENT</li> <li>• EUROPEAN CAPITAL OF CULTURE 2016 APPLICATION DOCUMENT</li> </ul>	
A NEED TO ACHIEVE THE SYNERGY OF URBAN-RURAL DEVELOPMENT AND COOPERATION		ORGANIZATION: <ul style="list-style-type: none"> <li>• STRATEGIC PLAN CITY OF BURGOS – APEBU - AS ULSG</li> <li>• SOCIAL NETWORK BUILDING: PUBLIC – PRIVATE – CIVIL (CITIZENS)</li> </ul>	
LACK OF IMAGE AND POSITION IN SPAIN			
A NEED TO INCREASE SATISFACTION OF CITIZENS AND CHANGE THE CITY ATMOSPHERE AND LIFE			
A NEED TO CHANGE THE CITY GOVERNANCE			
A NEED TO USE EFFICIENTLY CITY INFRASTRUCTURE AND CULTURAL AND CONGRESS FACILITIES			

## FERMO GASTRONOMIC TOURISM DEVELOPMENT MODEL – 2 – TARGETS & RESULTS

BURGOS TARGETS	FERMO TARGETS	BURGOS RESULTS & IMPACT	FERMO EXPECTED RESULTS & IMPACT
DEVELOP INNOVATIVE AND CREATIVE GASTRONOMIC TOURISM	IMPROVE THE IMAGE OF BURGOS IN SPAIN	<p>BURGOS IMAGE IMPROVED SIGNIFICANTLY IN SPAIN AND ABROAD</p> <p>NUMBER OF VISITORS INCREASED; BURGOS RANKS ON THE TOP OF MOST VISITED CITIES</p> <p>NUMBER OF RESTAURANTS AND OTHER BUSINESSES, JOBS, REVENUES INCREASED</p> <p>NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS</p> <p>CREATIVITY IN GASTRONOMY, FOOD PRODUCTION AND TOURISM INCREASED</p> <p>INTERES TO LEARN CULINARIC ART INCREASED AMONG YOUNGSTERS AND ADULTS</p> <p>NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS</p> <p>BUSINESS IN RURAL AREAS IMPROVED</p> <p>CITIZENS OF BURGOS INCREASED SELF – ESTEEM AND BECAME PROUD ON THEIR ORIGIN</p> <p>MEDIA IMPACT WAS AS 16,6 MIO EUR OF INVESTMENT IN COMMUNICATION</p>	<p>BURGOS IMAGE IMPROVED SIGNIFICANTLY IN SPAIN AND ABROAD</p> <p>NUMBER OF VISITORS INCREASED; BURGOS RANKS ON THE TOP OF MOST VISITED CITIES</p> <p>NUMBER OF RESTAURANTS AND OTHER BUSINESSES, JOBS, REVENUES INCREASED</p> <p>NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS</p> <p>CREATIVITY IN GASTRONOMY, FOOD PRODUCTION AND TOURISM INCREASED</p> <p>INTERES TO LEARN CULINARIC ART INCREASED AMONG YOUNGSTERS AND ADULTS</p> <p>NEW AND ADOPTED TO NEW CULINARICS AGRICULTURAL AND FOOD PRODUCTS</p> <p>BUSINESS IN RURAL AREAS IMPROVED</p> <p>CITIZENS OF BURGOS INCREASED SELF – ESTEEM AND BECAME PROUD ON THEIR ORIGIN</p> <p>MEDIA IMPACT WAS AS 16,6 MIO EUR OF INVESTMENT IN COMMUNICATION</p>

## FERMO GASTRONOMIC TOURISM DEVELOPMENT MODEL – 3 - ACTIVITIES

FERMO PLANNED ACTIVITIES	BURGOS ACTIVITIES	FERMO PLANNED ACTIVITIES
	<p><b>PRODUCTS:</b></p> <ul style="list-style-type: none"><li>• TYPICAL AND NEW AGRI &amp; FOOD PRODUCTS</li><li>• TRADITIONAL AND NEW DISHES &amp; MENUS</li><li>• FOOD &amp; WINE TOURS</li><li>• CULTURE &amp; GASTRONOMIC SIGHTSEEING AND TASTING</li></ul>	
	<p><b>TRADITIONAL EVENTS:</b></p> <ul style="list-style-type: none"><li>• FOOD &amp; WINE TASTING</li><li>• FAIRS &amp; EXHIBITIONS</li><li>• CULTURAL EVENTS-CID, etc</li></ul>	
	<p><b>INT &amp; NATIONAL EVENTS:</b></p> <ul style="list-style-type: none"><li>• DEVORA ES BURGOS</li><li>• INTERNATIONAL WINE TASTING</li><li>• CEG2013: SPANISH CAPITAL OF GASTRONOMY</li></ul>	
	<p><b>COMPETITIONS:</b></p> <ul style="list-style-type: none"><li>• MANY COMPETITION AMONG COOKS</li><li>• SPAIN COOK OF THE YEAR</li><li>• BURGOS MORCILLA -BLACK PUDDING GUINNESS RECORD</li></ul>	
	<p><b>EDUCATION &amp; TRAINING:</b></p> <ul style="list-style-type: none"><li>• CULINARY COURSES</li><li>• RURAL CUISINE FORUM</li><li>• FOOD PRODUCTION</li></ul>	
	<p><b>MARKETING &amp; PROMOTION:</b></p> <ul style="list-style-type: none"><li>• TOURISM &amp; GASTRO FAIRS</li><li>• NATIONAL &amp; INT'L MEDIA</li><li>• INTERNAL COMMUNICATION</li></ul>	

## GASTRONOMIC CITIES PROJECT PARTNERS

### **BURGOS – LEAD PARTNER**

Burgos is situated in the north-central part of Spain with a population of 180.000 inhabitants. It is only 2 hours and 30 minutes from Madrid Airport (Barajas). The legacy of Burgos in the history of mankind has no limits. There are few cities that meet three listed World Heritage Sites: The Cathedral of Burgos, the Santiago Pilgrims' Way and the Atapuerca site. Very near the symbol of the city, the Cathedral, stands the Human Evolution Complex formed by the Museum of Human Evolution, the National Research Centre and the Convention Centre, designed by the prestigious architect Navarro Baldeweg.

Burgos had the honor of being the Spanish Capital of Gastronomy in 2013. The city was awarded Science and Innovation city in Spain 2012 and one of the candidate cities to become European Capital of Culture 2016. The enviable geographic location of the city and its new infrastructure make it a business hub of the highest level of excellence. The two Industrial Estates in Burgos are home to approximately 1,500 companies and their transport connections are unbeatable.

### **FERMO**

City of Fermo, the provincial capital with 38,284 inhabitants is located in Marche Region in the center of Italy at an altitude of 319 m a.s.l., few kilometers far from the Adriatic Sea. Fermo, once a Roman Colony, has always been the most important center of the district for its abundant history, for the presence of historical-artistic evidence, for the industrial activities (shoes, hats, fashion), agrofood production and for the tourist and cultural initiatives. The territory is the result of a great synthesis of sea and hills and goes from ample beaches to amazing historical city center in a panoramic position over the Adriatic.

[www.comune.fermo.it](http://www.comune.fermo.it)

### **KORYDALLOS**

The city of Korydallos is located at the southern part of Greece, at the southwest of Attica region as one of main urban suburb of the metropolitan area of Athens. Its population is estimated at 63.445 inhabitants. The administrative limits of the city are 5,41 km<sup>2</sup>, of which 2,94 km<sup>2</sup> constitute the residential area which is organized into 10 Planning Units that are heterogeneous both in size and population. An important element in local economic activity are services. Commerce, restaurants and café present particularly dynamism being the main economic activity within the limits of the city.

### **ALBA IULIA**

Alba-Iulia is a medium-sized Romanian city with 63 000 inhabitants situated in the heart of the historical region Transylvania. The long history of the city has left Alba Iulia with rich historical heritage. An important tourist attraction is the Alba Carolina Citadel built between 1714 and 1739 with walls 12 kilometers long.

In 2012 Alba Iulia received from the European Commission the title of European Destination of Excellence, for the conservation and rehabilitation works made on the local historical and cultural heritage. Tourism is one of the most relevant sector aimed for the development local economy. The city maintains also a range of traditional industries - a predominant porcelain industry, and other activities related to food processing, textile manufacturing or metal working, etc. According to the

World Bank and the Moody's Rating Agency, Alba Iulia Municipality is a city with a strong institutional capacity for planning urban development and attracting financing resources for urban policies and projects.

## L' HOSPITALET

L'Hospitalet de Llobregat is located in the coastal plain, between Baix Llobregat, industrial zone, and the city of Barcelona. It is a Mediterranean city. Traditionally, L'Hospitalet was an agricultural town. In the early twentieth century, the city experienced a huge industrial development and a spectacular growth. L'Hospitalet became the second most populous city of Catalonia, after Barcelona, with nearly 260,000 inhabitants.

In the late nineties, l'Hospitalet began its second major transformation to become a modern town and an attractive city to develop new economic activities. With its fantastic geographic location, allows easy access to the airport, and the sea-port at the "Zona Franca" in Barcelona (logistic activities zone). The "Fira" conference congress facility attracts a huge amount of businesses and visitors. L'Hospitalet is focusing on higher education and keeps a close collaboration between the city and the University of Barcelona. The characteristic spirit of the city make the citizens: 47.3% are born in Catalonia, 25.3% from other Spanish regions and 27.4% were born abroad. HORECA sector (Hotel, Restaurant and Cafeteria) is nowadays, one of strategic sectors for future city development which is also now one of the most vivid economic sectors.

## LEAD EXPERT – Mr. JANEZ SIRŠE

Mr. Janez Sirše has a long career in administration, education and business development. He has rich experience in research, development and consulting for public and private sector. He was also director of Center for Tourist Promotion, Minister of Tourism of independent Slovenia and latest secretary general of Government Council for Tourism. In 1993, Mr. Sirše founded National Tourist Association and together with leading Slovenian tourism companies in 1998 International Tourism Institute. Since 2013 he has been also lecturing at the University of Ljubljana - Faculty of Economics in Ljubljana and the Faculty for Commercial and Business Sciences in Celje. With his knowledge, experience and managerial skills Mr Sirše has been working for last 15 years in international projects as team leader and expert in tourism, culture and social integration. He prepared and implemented many strategic development and policy documents, administrative, marketing and business organization structures, marketing plans and innovative programmes and products on national, regional and local level. He is frequent speaker and moderator on international conferences, forums and meetings. Mr Sirše is experienced in working in multicultural and multilingual teams and has been working mainly in European Union, South-East Europe and Caucasus.

## CONTACT

Ms.Rocio Rojo Arauzo  
City of Burgos  
Project manager  
e-mail: tecnico@burgosciudad21.org

Mr. Janez Sirše  
Lead expert  
e-mail: janez.sirse@ntz-nta.si

**URBACT** is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

[www.urbact.eu/project](http://www.urbact.eu/project)



**European Union**  
European Regional Development Fund

EUROPEAN  
PROGRAMME  
FOR  
SUSTAINABLE  
URBAN  
DEVELOPMENT

