

# The New VisitDenmark

Strategy towards 2017



[www.visitdenmark.com](http://www.visitdenmark.com)



VisitDenmark 

# Contents

1. Foreword
2. Executive summary
3. Background
  - Why a new VisitDenmark?
  - From broad-brush tourism promotion to targeted marketing
  - The new VisitDenmark
  - Objectives
  - VisitDenmark's contribution to Our Journey
4. VisitDenmark's strategy towards 2017
  - Growth initiatives
  - Focus areas
  - Target groups
  - Markets
  - Cooperation
  - Bearing points 2017
5. Framework
  - Organisation
  - Funding
  - Competences

## Facts about Danish tourism

**Turnover:**  
DKK 72.7 billion

**Export earnings hereof:**  
DKK 36.4 billion

**Employment:**  
127,000 full-time jobs

**Foreign bed nights:**  
20 million

**Danish bed nights:**  
22.2 million

VisitDenmark's Strategy towards 2017 was published in May 2010.

VisitDenmark  
Islands Brygge 43, 3  
2300 København S  
Tel.: +45-32 88 99 00  
[www.visitdenmark.com](http://www.visitdenmark.com)

Photos: Wonderful Copenhagen and VisitDenmark.  
Design: Kontrapunkt

In 2009 a strategy was developed for Danish tourism as a whole – a strategy that sets out a joint course and formulates a shared ambition for the direction Denmark as a tourist destination is to pursue. The strategy is entitled “Our Journey – the joint strategy for Danish tourism towards 2015”.

A large number of people involved in Danish tourism have contributed to the development of the strategy, from public sector tourism players at national, regional and local levels, educational institutions, industry associations and the tourism industry to other players within the experience economy.

Our Journey will be realised in the spirit of cooperation. It is entirely up to the individual to define his or her role,

set targets and become a part of the joint strategy for Denmark as a tourist destination.

VisitDenmark is one of the central players in the implementation of the joint strategy, and based on the prioritisations and choices made in Our Journey, VisitDenmark has developed its own corporate strategy towards 2017, which now will be implemented.

The many people who have expressed their views in connection with Our Journey and VisitDenmark’s corporate strategy have pointed to a clear purpose for VisitDenmark: To attract a greater number of international, value-generating visitors to Denmark.

This purpose is the starting point for the strategy, which is outlined on the following pages.

The Minister for Economic and Business Affairs has introduced a bill to ensure the best possible framework for realising the new VisitDenmark. The bill was passed by a wide majority in the Danish Parliament, the Folketing, on 27 May 2010.

The foundation for a new result-creating VisitDenmark has been laid.

*The Governing Board of VisitDenmark  
May 2010*

# Executive Summary

VisitDenmark's corporate strategy towards 2017 sets out the direction for a new VisitDenmark.

It is our purpose to attract value-generating visitors to Denmark through international marketing, in cooperation with private and public sector partners.

It is also our purpose to undertake tourism research and to communicate knowledge about Denmark as a tourist destination.

With the clear objective of attracting a greater number of international visitors to Denmark, VisitDenmark contributes to creating a transparent distribution of roles in the public sector tourism marketing system.

This means that, going forward, a number of tasks will be performed by other parties. These tasks are competence and destination development as well as policy tasks on behalf of the Ministry of Economic and Business Affairs.

VisitDenmark's strategy towards 2017 will lead to the following three significant changes compared with previously:

## **1. Focus on value-generating target groups across the markets**

Going forward, VisitDenmark will market Denmark as a tourist destination to nine target groups which, in Our Journey, have been selected as the target groups expected to generate the biggest value for the tourism industry.

The target groups are the starting point for all the international marketing that VisitDenmark is involved in. This means that we are changing the focus from primarily targeting specific markets to promoting Denmark as a tourist destination to target groups across different markets. We will also undertake more cross-national campaigns than previously.

Focus will also in future be on the neighbouring markets, where most visitors traditionally come from. In addition, VisitDenmark will target a number of markets with growth potential for Danish tourism and as part of this plan we will test the potentials of new markets in, for example, Asia and South America.

## **2. Closer partnership relations**

Cooperation with and within the tourism industry is the key to success. VisitDenmark's strategy towards 2017 sets the stage for closer cooperation with both private and public sector partners, who will have greater influence on the international marketing.

We will enter into long-term partnerships with enterprises and other players in Danish tourism, with the aim of attracting a greater number of value-generating visitors to Denmark.

## **3. Targeted marketing organisation**

Going forward, VisitDenmark will increase the resources to be spent on international campaigns. At the same time, we will give higher priority to the activities aimed at meetings tourism, a target group that is particularly growth-generating.

## Why a new VisitDenmark?

### Our Journey

“Our Journey – the joint strategy for Danish tourism” sets out a joint direction and formulates a shared ambition of generating renewed growth in Danish tourism.

The growth will be generated through closer cooperation among tourism players and a more professional approach to the development of Danish tourism. Our Journey pinpoints a number of initiatives, which are entirely different from previous ways of working and which will fulfil the growth ambition.

Our Journey is the starting point for VisitDenmark’s strategy towards 2017.

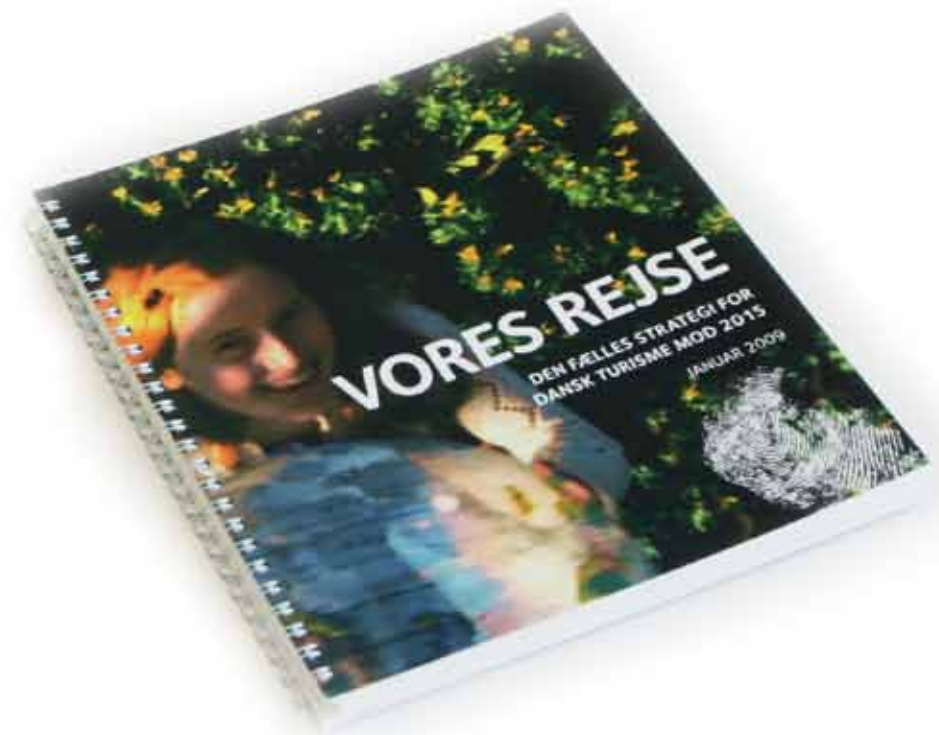


### VisitDenmark

The new VisitDenmark’s mission is to attract international visitors to Denmark through marketing cooperation.

VisitDenmark contributes to creating growth in Danish tourism by:

- Increasing the international marketing activities
- Directing marketing activities at value-generating target groups across different markets
- Using a greater number of innovative and effective marketing methods
- Enhancing the image of Denmark as a tourist destination abroad
- Making Denmark as a tourist destination accessible to potential visitors



## From broad-brush tourism promotion to targeted marketing

### FROM

**A/** National tourism promotion organisation with a wide range of tasks within marketing, destination development and policy tasks on behalf of the Ministry of Economic and Business Affairs

**B/** Marketing based on markets and geography

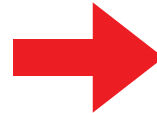
**C/** Focus on bed nights

**D/** Branding of Denmark as a tourist destination forms part of the overall marketing

**E/** Individual marketing cooperation with many partners on an ad hoc basis

**F/** Handling policy tasks on behalf of the Ministry of Economic and Business Affairs

**G/** Organisation driven by different interests in being something for many people



### TO

**A/** National tourism organisation with focus on international marketing

**B/** Marketing based on value-generating target groups across markets and geography

**C/** Focus on turnover and value generation in the tourism industry

**D/** Branding of Denmark as a tourist destination is an independent focus area

**E/** Product marketing through long-term and binding tourism partnerships

**F/** No longer handling policy tasks for the Ministry of Economic and Business Affairs

**G/** Organisation driven by business-oriented interests in being many things for fewer people

## The new VisitDenmark

VisitDenmark is the Official Tourism Organisation of Denmark.

We are marketing Denmark as a tourist destination abroad, with a view to attracting more holiday visitors and conference delegates, who can generate increased revenue for the tourism industry.

The marketing activities are carried out in close cooperation with the tourism industry and other integral players, for example through partnerships.



# Objectives

## Our Journey

Denmark is to win market share from rival countries in Northern Europe.

Foreign tourism is to grow more than domestic tourism.

The increase in value within the Danish tourism industry is to increase more than the turnover..

.....

## DKK 12 billion

Our Journey targets a growth of DKK 12 billion. The growth target will be adjusted in accordance with the extent of the financial crisis and the economic impact on Danish tourism..

.....



## VisitDenmark

VisitDenmark generates awareness of Denmark as a tourist destination, as “a haven with room for joy, inspiration and contemplation”.

VisitDenmark creates preference for tourism experiences in Denmark among value-generating target groups.

VisitDenmark influences decisions to purchase tourism experiences in Denmark.



# VisitDenmark's contribution to Our Journey

VisitDenmark's corporate strategy towards 2017 will contribute to realising "Our Journey – the joint strategy for Danish tourism" and meeting the growth target of DKK 12 billion.



# Growth initiatives

## VisitDenmark contributes to generating growth in Danish tourism by:

- Increasing the international marketing efforts
- Directing marketing activities at value-generating target groups across different markets
- Using a greater number of innovative and effective marketing methods
- Enhancing the image of Denmark as a tourist destination abroad
- Making Denmark as a tourist destination accessible to potential visitors

### Increasing the international marketing efforts

#### Examples:

- We will increase the resources spent on international campaigns. This can be achieved, for example, by reducing capacity costs and cutting tasks not related to international marketing.
- We will give meetings tourism a higher priority so that 20 per cent of VisitDenmark's resources are spent on this segment.
- We will monitor the opportunities in new markets and test the market potentials in, for example, Asia and South America.

### Directing marketing activities at value-generating target groups across different markets

#### Examples:

- We will prioritise marketing Denmark as a tourist destination to the motive-based target groups, which are expected to generate the biggest turnover for the tourism industry in Denmark and are therefore the most value-generating target groups.
- We will actively contribute to tourism partnerships in Danish tourism that focus their activities on the value-generating target groups.

### Using a greater number of innovative and effective marketing methods

#### Examples:

- We will spend more resources on initiatives aimed at the international press, as this indirect marketing of Denmark has proved effective.
- We will reinforce the competences within online communication and social media.

- We will launch more cross-national campaigns.
- We will conduct more market surveys, particularly with a view to identifying the prioritised target groups and through qualitative methods creating a basis for effective marketing.

### Enhancing the image of Denmark as a tourist destination abroad

#### Examples:

- We will develop an international brand concept that will strike a chord all over the world. The brand concept will increase awareness of Denmark as a tourist destination, and the strengths of the Danish society, on a global level.
- We will identify the power of attraction of a number of sights, products and characteristics in Denmark and highlight these 'beacons' internationally. The most appealing of the 'beacons' will become central to our marketing campaigns (brand architecture).
- We will establish cooperation with Danish export brands and non-tourism players.

### Making Denmark as a tourist destination accessible to potential visitors

#### Examples:

- We will build and develop networks in selected markets to ensure an effective platform for the international marketing and branding of Denmark as a tourist destination.
- We will develop international tools that bind Danish tourism together in a joint communication message and increase the power of the international visibility and recognisability when the visitor comes to Denmark.

## Focus areas

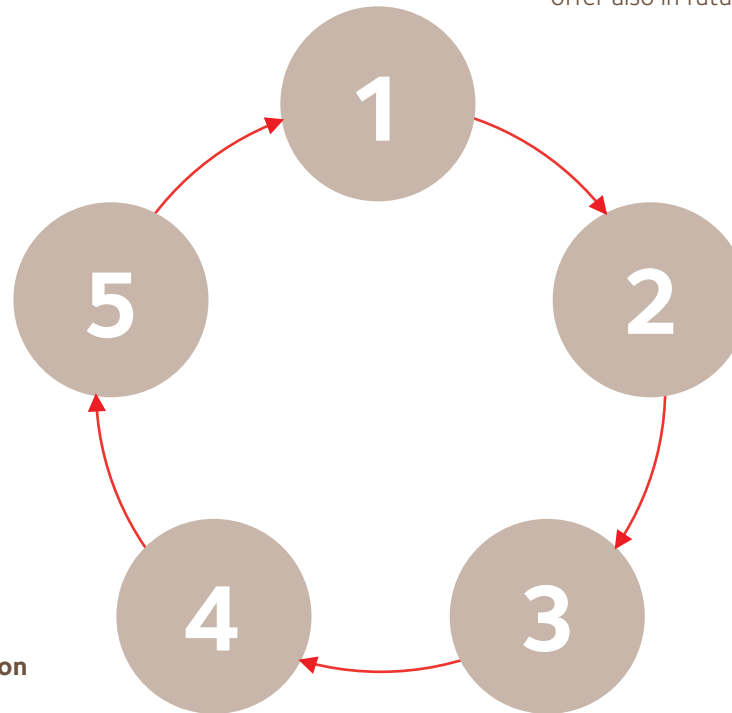
VisitDenmark has five focus areas that are connected in a value chain

### 5. Product marketing

Danish tourism products, experiences and destinations are marketed through campaigns aimed at nine motive-based target groups. The campaigns are implemented through tourism partnerships in close cooperation with VisitDenmark. We contribute with input to the plans put forward by the partnerships and carry out a large number of the campaigns.

### 4. Branding of Denmark as a tourist destination

Denmark faces fierce competition from other destinations, which compete both on price and quality. VisitDenmark conducts branding campaigns that differentiate Denmark from other destinations and create an emotional preference for travelling to Denmark. The campaigns also enhance awareness of Denmark as a tourist destination and form the basis of promoting and selling specific products and experiences.



### 1. Tourism research and communication of knowledge

VisitDenmark procures and communicates knowledge about potential visitors and their motives for travelling to Denmark. This knowledge forms the basis of business and marketing prioritisations. Once the visitor has been to Denmark, we will document the importance and extent of the visit, and communicate our knowledge of which products the visitors ask for in Denmark, with a view to ensuring that the products on offer also in future match visitor demands.

### 2. Tourism marketing infrastructure

Denmark has a wealth of experiences, products and destinations to offer potential visitors. We are developing a number of tools, which will ensure marketing coherence as well as a joint visual communication message towards the visitor. All stakeholders in Danish tourism are welcome to join the shared platform on [visitdenmark.com](http://visitdenmark.com) and use the joint communication tools such as image database, films and logos.

### 3. International market infrastructure

VisitDenmark ensures that we, together with partners, in an effective way can reach the target groups in the markets. The market offices do this by building local networks and creating awareness of Denmark as a tourist destination through information to potential visitors, initiatives aimed at the press etc

# Target groups

## Our Journey

Our Journey prioritises the marketing of Denmark as a tourist destination to nine target groups, based on the visitors' reasons to travel and their ability to generate value for the tourism industry in Denmark.



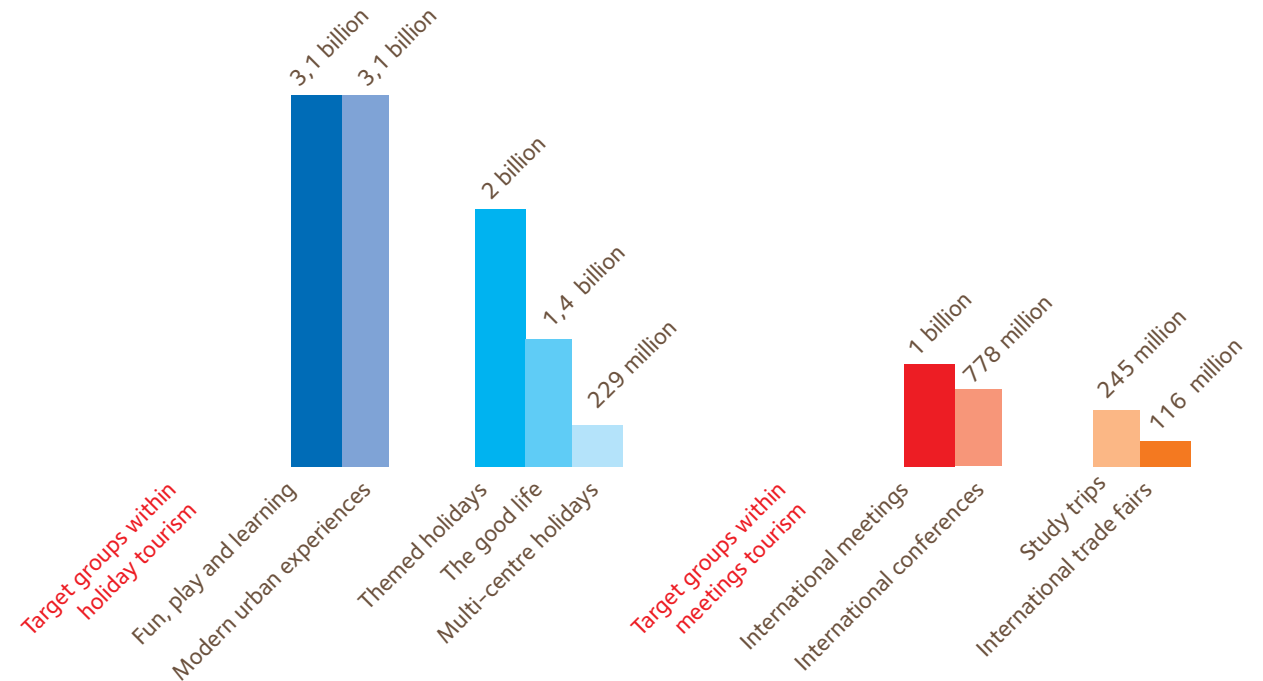
## VisitDenmark

VisitDenmark will direct the marketing activities at the nine target groups described in Our Journey. The target groups are the starting point for all marketing.

The target groups will be addressed across different markets. This means that, going forward, VisitDenmark will launch more cross-national campaigns. In addition, there will be promotional activities aimed at the individual markets.

The target groups will be continually assessed and adapted to market conditions.

## The contribution of the nine target groups to the growth target set out in Our Journey



# DKK 12 billion

The target set out in Our Journey is for the turnover in Danish tourism to increase by DKK 12 billion. The growth target is distributed across the nine value-generating target groups.

# Markets

## Our Journey

According to Our Journey the growth in Danish tourism will come from:

- Denmark: Development of the domestic market.
- Neighbouring markets: The major part of the growth will come from Germany, Norway and Sweden.
- The rest of the world: Danish tourism will work with more countries than before.



## VisitDenmark

The whole world is, in principle, VisitDenmark's market. The markets are divided into four zones and will be managed on the basis of the following criteria:

- Awareness of Denmark as a tourist destination
- Potential
- Common cultural characteristics
- Accessibility and geographical distance

In principle, VisitDenmark will not carry out any marketing activities in Denmark.



- *Countries with VisitDenmark market offices in 2010: Norway, Sweden, Germany, the United Kingdom, the Netherlands, Italy, the United States and Japan. Head office in Denmark.*

The whole world is, in principle, VisitDenmark's market. The markets are divided into four zones:

**Zone 1** comprises neighbouring travel markets with the greatest potential for Denmark, since the markets are large in terms of volume, accessibility is good and awareness of Denmark as a tourist destination is high or comparatively high. The markets in Zone 1 are the primary markets for Danish tourism, i.e. Germany, Norway, Sweden, the United Kingdom and the Netherlands.

**Zone 2** comprises big, established travel markets in Europe and North America, which we target continually. Such markets are Italy, Spain, France, Switzerland,

Austria, Poland, Russia, Finland, the United States and Canada.

**Zone 3** covers Asia and Australia, with continuous focus, but solely through a system of Scandinavian cooperation.

**Zone 4** comprises markets in the whole world, which we target ad hoc and on a test basis. At present these markets are Ukraine and Brazil.

# Cooperation

## Our Journey

In Our Journey, cooperation is a key instrument to generating growth in Danish tourism. Instead of competing, both public and private sector players in Danish tourism should stand together and cooperate. At the same time, the tourism industry should be open for cooperation with other business sectors.



## VisitDenmark

The new VisitDenmark will contribute to a clearer and more effective distribution of roles in the public tourism marketing system by focusing on international marketing.

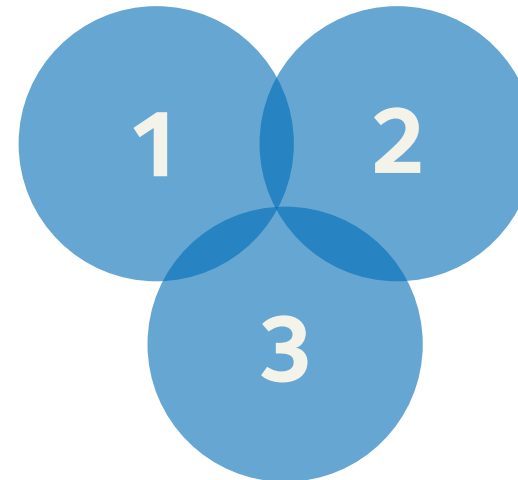
Specifically, VisitDenmark will contribute to:

- Setting up tourism partnerships as long-term and binding cooperations with motive-based target groups as their focal point.
- Establishing cooperation with Danish export brands and non-tourism enterprises.

## VisitDenmark cooperates on international marketing in three ways:

### 1) Core marketing: Cooperation with individual partners

Core marketing activities are implemented across the motive-based target groups in one or several markets. Core marketing includes, for example, efforts directed towards the international press, trade fairs, workshops, famtrips, initiatives aimed at sales channels, electronic newsletters, development of the portal visitdenmark.com, graphic identity, analyses and measuring the effects of the activities. Core marketing activities are carried out in cooperation with individual partners and for the tourism partnerships.



### 2) Branding of Denmark as a tourist destination: Cooperation with strong experience brands

### 2) Branding of Denmark as a tourist destination: Cooperation with strong experience brands

The branding efforts include campaigns and activities aimed at differentiating Denmark as a tourist destination through emotional values. Specific product marketing does not form part of this type of activities. Branding of Denmark as a tourist destination is undertaken across the motive-based target groups. Cooperating partners are expected to come from the tourism sector as well as from other export businesses. The objective of these efforts is to present Denmark as an attractive and distinctive destination in the competition with other countries.

### 3) Product marketing: Cooperation with tourism partnerships

Product marketing includes campaigns and activities, which are implemented to profile Danish tourism products and experiences, with a view to actual booking and sale. The product marketing activities are aimed at the nine motive-based target groups and carried out through tourism partnerships.

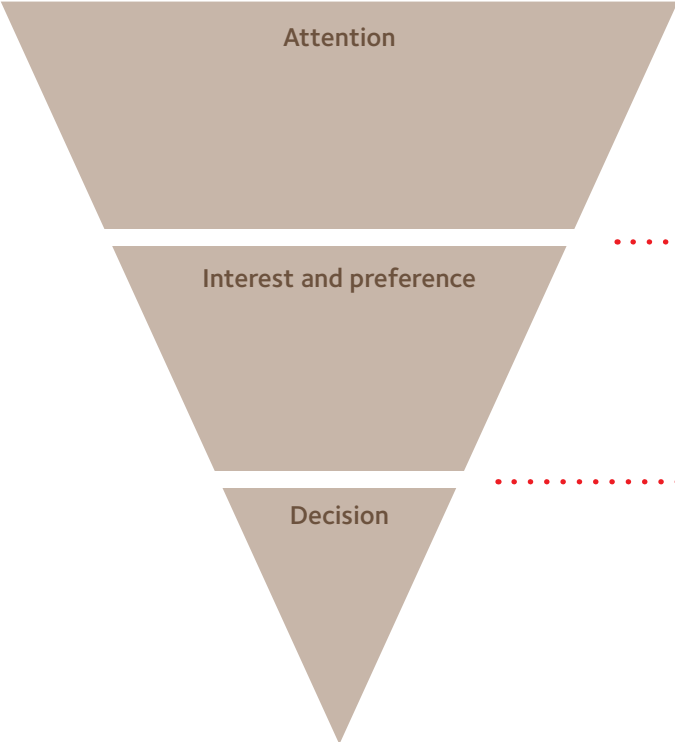
# Bearing points 2017

VisitDenmark influences decisions, which should result in the purchase of tourism experiences in Denmark. As a marketing organisation we do not sell a specific product and it is the tourism industry itself that handles the sales of experiences.

Therefore, VisitDenmark has defined a number of bearing points for 2017, which follow the decision process of potential visitors towards their purchase of a tourism experience in Denmark. Specific indicators will show year by year if we are on the right track.



## The decision process of visitor and travel organiser\*



## Bearing points 2017

VisitDenmark creates awareness of Denmark as a tourist destination, as “a haven with room for joy, inspiration and contemplation”

VisitDenmark creates preference for tourism experiences in Denmark among value-generating target groups

VisitDenmark influences decisions to purchase tourism experiences in Denmark

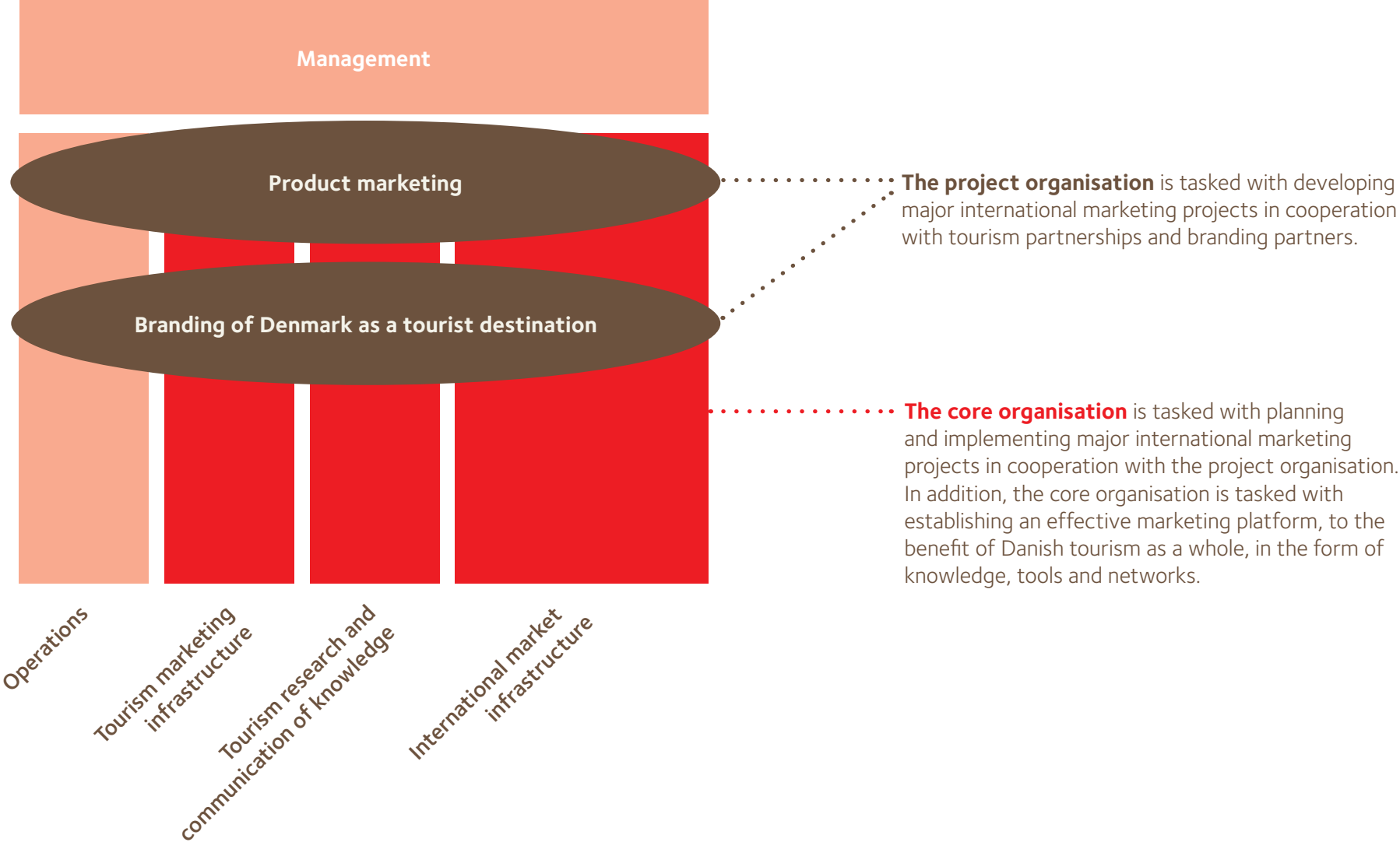
## Indicators 2010

1. Awareness of Denmark’s international brand is maintained in Norway and Sweden and reaches 4-6 per cent in other markets
2. VisitDenmark’s marketing has been seen by 26.4 million people and 345,000 travel organisers have been exposed to VisitDenmark’s marketing
3. As a result of the marketing 3.3 million people have acquired a preference for travelling to Denmark
4. VisitDenmark’s consumer marketing influences 305,000 decision-makers to spend their holidays in Denmark
5. VisitDenmark’s marketing influences 50,000 international meeting organisers and 31,000 international holiday travel organisers to propose Denmark as host country

\* The decision process is illustrated as a simplified version of the AIDA model (Attention, Interest, Desire, Action)

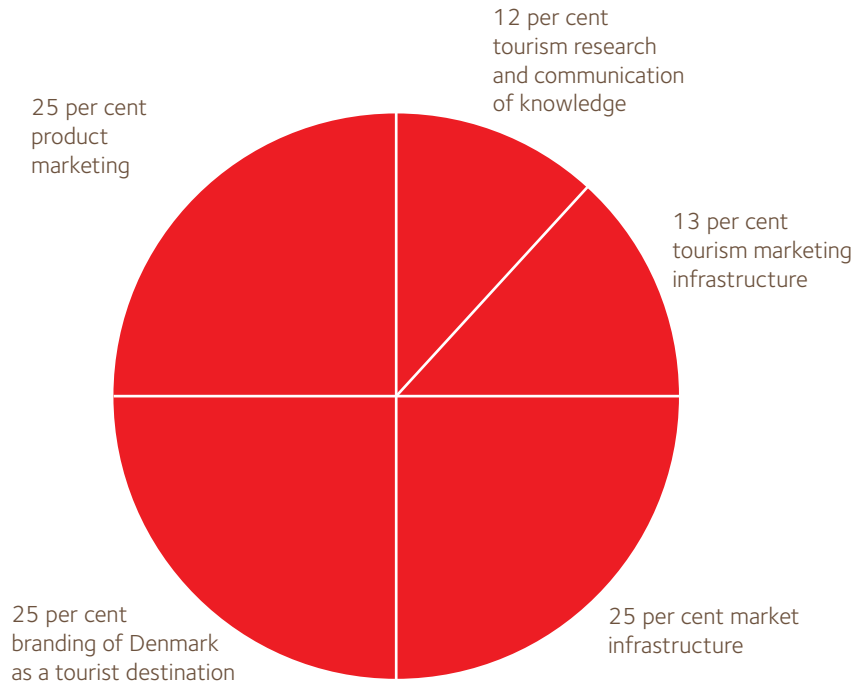
# Organisation

VisitDenmark is a project-oriented organisation and structured accordingly.



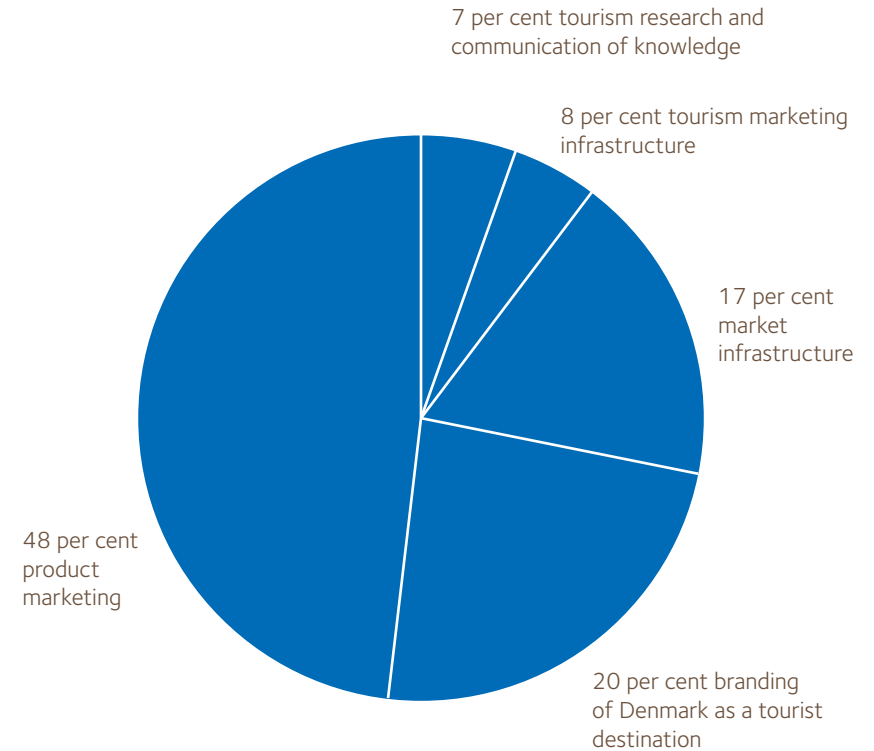
# Funding

**In 2017 VisitDenmark will spend Government funding as indicated below**



Capacity costs (salaries, rent, IT operation etc.) are included and distributed across the above-mentioned focus areas.

**In 2017 the partner investments through VisitDenmark will be spent as indicated below**



Contribution to capacity costs (salaries, rent, IT operation etc.) is included and distributed across the above-mentioned focus areas.

## Competences

**VisitDenmark is a competence-based organisation with special skills in the following fields:**

- Branding of Denmark as a tourist destination and international marketing of the products and experiences of Danish tourism.
- Cooperation with tourism partnerships and non-tourism enterprises as well as other players in the tourism sector.
- Research on Danish tourism, with special focus on knowledge about our international visitors.

