Glasgow’s Tourism and Visitor Plan to 2023
EXECUTIVE SUMMARY

Glasgow is one of Europe’s most vibrant and diverse destinations, and is recognised as a world-class city in which to live, work, study, invest, meet and visit.

The city is Scotland’s cultural powerhouse. It is home to the largest cultural offer and the largest sporting infrastructure outside London.

Glasgow is recognised as having the UK’s Best Convention Bureau, is one of the world’s top five cities for sporting events, and in the SSE Hydro, has the third busiest entertainment arena in the world.

To strengthen Glasgow’s image, reputation and market share, the city has reviewed its approach to tourism development, and will prioritise the day visitor and overnight tourism markets.

Glasgow is a successful tourism destination, attracting over two million tourists per year, spending £482 million. On an annual basis, the city also attracts 20 million day visitors with an expenditure of approximately £1 billion.

It is our ambition to grow the economy by increasing overnight leisure tourism visits by one million over the next seven years.

Achieving three million overnight visits per year by 2023, will deliver an associated spend of £771 million, and contribute an additional 6,600 jobs in the city.

This plan will also help deliver Scotland’s target of an additional £1 billion of visitor expenditure per year by 2020.

Furthermore, our ambition will align with the Glasgow City Region City Deal and support the growth of the region’s economy.

To deliver our target, we have identified that Glasgow’s biggest opportunity for growth is in leisure tourism. We will prioritise positioning Glasgow’s cultural tourism offer in key UK and international markets. Overseas visitors also come to see the best of Scotland, so Glasgow will position itself as the ‘Gateway to Scotland’ to stimulate total tourist numbers and spend.

As culture is one of the defining attributes that make a city distinctive, our new plan will, for the first time, focus on four key strands of Glasgow’s cultural offer and our capabilities as a sporting and events city.

- Heritage
- Contemporary Art
- Music
- Charles Rennie Mackintosh
- Events
- Sporting city

The plan will also promote the city as a place to study and work and capitalise on the unique characteristics of Glasgow’s greatest asset, its people. The award-winning city brand PEOPLE MAKE GLASGOW captures our unique identity, and in combination with Visit Scotland’s the ‘Spirit of Scotland’ campaign, there is a perfect opportunity to showcase our unique products and experiences in our priority domestic and international markets.

VISION

Glasgow is unique. The city’s warmth, humour, personality and people complement our world-class culture, heritage, architecture, music, sport and events. We will attract more visitors to experience Glasgow for themselves as both an outstanding destination and the gateway to Scotland.
OUR PRIORITY ACTIONS

To deliver this ambition, we will commit to strong partnership working, collaboration, strategic decision-making, product development, destination marketing and improving the quality of the visitor experience.

Leadership
We develop and empower leaders and industry leadership across the City to deliver the plan and establish a thematic delivery model with key outputs monitored and evaluated.

Cultural Tourism
We will amplify our cultural products to best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events and festivals.

Strategic Partnerships
We will bolster relationships with national tourism agencies, particularly VisitScotland and VisitBritain to increase investment in the presentation and visibility of Glasgow and Scotland.

Destination Marketing
We will coordinate a new strategy with a coherent narrative that inspires and provides compelling reasons to visit. Glasgow must be viewed as a ‘Gateway to Scotland’ to attract a higher proportion of inbound tourists from UK and international markets.

This will have the dual benefit of positioning the city as a short-break leisure destination and as a base to explore the wider region or a hub from which to tour Scotland.

Events Strategy
Led by the Glasgow Event Board, the city will implement a renewed plan to raise our profile as an events and sporting city.

Customer Experience
We will ensure our visitors enjoy authentic and memorable experiences, by continuing to make Glasgow a more people-friendly place, where technology makes it easier for visitors to access information about the city.

Transport Connectivity
We will influence public transport, active travel and improvements in way-finding to better connect our visitors to attractions and neighbourhoods.

Digital
We will strengthen digital capabilities to increase productivity and ensure our businesses are leaders in digital transformation and innovation.

Capital Investment
We will influence the city’s extensive programme of investment, city centre districts and skills and business support to enhance the customer experience and encourage extended overnight stays or additional spend from the day time into the evening economy.

Skills, Jobs and Leadership
We will develop and deliver through the Glasgow Welcomes initiative, aspiring leaders, service excellence, productivity improvements and a skills, jobs and business charter to increase the profile of tourism as a career of choice and support job creation.
CULTURE AND CREATIVITY

Culture is one of the defining attributes that make cities distinctive to leisure tourists and visitors. Our heritage, cultural and creative credentials and participating audiences are globally renowned and this strategy is our opportunity to amplify Glasgow’s story.

Our new plan will, for the first time, focus on assets that have distinct appeal to target customers. The focus of our activity will include: heritage, contemporary art, music and the unique architectural legacy of Charles Rennie Mackintosh.

BUSINESS, EVENTS AND SPORTING CITY

Glasgow starts from a position of strength, with success in day visits, business tourism and the attraction of major sporting events.

Business events reinforce the city’s economic strengths, so we will grow our calendar of conferences with the city’s universities and key sectors within Glasgow’s economy. To enable further growth and maintain our competitiveness, further investment in the city’s infrastructure is essential.

We will continue to showcase the city on the global stage and create more opportunities for visitors to experience one of the world’s top sporting, cultural and music cities.

We will host the Badminton World Championship in 2017, the inaugural European Championships in 2018, European Indoor Athletics Championship in 2019 and Glasgow is one of the host cities for UEFA Euro 2020.

We will further develop our annual programme of cultural events, including Celtic Connections and world-renowned contemporary art festival, Glasgow International, to positively impact on the profile and reputation of the city.

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THE CUSTOMER EXPERIENCE

Growing our profile and reputation as a quality dining and shopping destination, with high standards of service excellence, will increase spend and ensure visitors share experiences and become ambassadors for Glasgow.

To respond to the different needs of our customers, an efficient, integrated and sustainable transport network is required to provide the quickest and most direct routes to, and within the city.

We will improve way-finding to communicate clear and consistent information and join-up our relevant offer, physically and digitally, to help visitors have confidence to explore, and extend their experience into the evening.

ENABLERS

To meet our ambition, of an additional one million tourists per year, further supply in quality hotel accommodation is essential. We will also support the sharing economy, and the growth of short-term accommodation provision as it appeals to visitors seeking authentic experiences in our vibrant city neighbourhoods.

Partners and businesses across the city are committed to the collection and sharing of data so we have the data and insights to enhance productivity and improve the customer journey.

To respond to the rapidly changing digital landscape and consumer attitudes, behaviours and expectations, businesses across Glasgow will be supported in leadership and management development, service excellence, internationalisation, innovation and digital transformation.

THE CUSTOMER EXPERIENCE

DELIVERY MODEL

Glasgow’s Tourism and Visitor Plan Leadership Group will draw upon the knowledge and expertise from leading industry figures from the private sector and academia. It will also include senior representation from key public sector stakeholders including Glasgow Life, Scottish Enterprise and VisitScotland.

The Leadership Group will have three formal meetings a year, and will steer the sector to address challenges and opportunities through insights from national and international experience.

It’s remit will be to, provide visible leadership and champion the needs of Glasgow’s tourism sector and help address any barriers or threats, to improve the competitiveness of Glasgow’s visitor economy. The Leadership Group will focus on strategic collaboration to ensure the city region innovates to respond to global competition, and will review progress each year and recommend actions to help achieve the vision.

The delivery of the plan will be supported by thematic business engagement workstreams. Each workstream will develop detailed plans with targets and milestones, and will be supported through a project management group and single industry-facing website and communications plan that will promote access to the resources, information and contacts our industry needs to deliver their contribution to the plan.

THEMATIC WORKSTREAMS

- Destination Marketing
- Cultural Tourism
- Data and Insights
- Investment
- Events
- Business Tourism
- Jobs, Skills and Leadership
- Destination Development

Let’s Connect’ at www.glasgowcitymarketing.com

Glasgow’s Tourism & Visitor Plan to 2023
PEOPLE MAKE GLASGOW

We are an ambitious, bold and entrepreneurial city, because our people are. They are at the heart of Glasgow’s success and central to our narrative.

PEOPLE MAKE GLASGOW captures our unique identity, and in combination with VisitScotland’s ‘Spirit of Scotland’ campaign, there is an opportunity to further promote our products and experiences in priority domestic and international markets.

Glasgow will be positioned as a ‘Gateway to Scotland’, to attract a higher proportion of inbound tourists from UK and international markets. This will have the dual benefit of positioning the city as a short-break leisure destination and as a base to explore the wider region or as a hub from which to tour Scotland.

Through our plan, Glasgow has the opportunity to stand out as a city that sells itself on our unique and diverse cultural offer, our strengths in business tourism and the attitude, character and personality of our people.

We will connect and amplify our stories that inspire and translate into remarkable tourist and visitor experiences, and compelling reasons to visit Glasgow and Scotland.