

Roadmap for Tourism

City of Helsinki 2018–2021



Helsinki

“Tourism and events have an important role in strengthening the city’s competitiveness and improving the international and national image of Helsinki.”

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Introduction

Tourism is growing

Tourism has become one of the largest and fastest-growing industry in the worldⁱ. For the last six years, global tourism has grown more rapidly than overall global trade, on averageⁱⁱ. The number of registered overnight stays in Finland increased by 7.7% in 2017, and by 16.7% in Helsinki. In addition to tourism increasing investments, employment and tax income, it also makes the city livelier and allows residents, too, to access a broader range of services. Tourism is also one of the few industries offering a considerable number of jobs for employees with a low level of education, immigrants and students.

Tourism and events, as well as the restaurant industry, which is closely related to these fields, employ a significant number of people. According to the Ministry of Economic Affairs and Employment of Finland, the tourism industry employs as many as 140,000 people in Finland, and the multiplier effect it has on other industries is significantⁱⁱⁱ.

According to a study on income and employment (2017)^{iv}, tourism brings Helsinki a direct income of 1.6 billion euros annually, and the total annual income from tourism, multiplier effects included, is approximately 2.3 billion euros. The employment effect is over 10,000 person-years.

Changing environment and competition

Even though tourism in Helsinki is growing rapidly, and the overnight stays of international visitors in Helsinki increased faster than in the Nordic cities it was compared to, Helsinki is still significantly behind cities such as Stockholm and Copenhagen in terms of absolute numbers. We need powerful and correctly directed investments to rise to this challenge.

The occupancy rate of hotel rooms in Helsinki is one of the highest among Europe's capitals (73% in 2017). Hotel capacity is a significant bottleneck in the growth of the tourism industry. Helsinki will see great number of new hotel investments in the near future, and we should actively support this positive trend. At the same time, new phenomena related to the sharing economy, led by Airbnb, are changing traditional tourism. According to a study, one fifth of the accommodation supply in Helsinki is offered on Airbnb^v. The sharing economy provides opportunities for new business models and services, but at the same time, the city needs to prepare for potential side effects.

Digital ecosystems for tourism are advancing rapidly, and Helsinki has the opportunity to be at the forefront of this development. However, this goal cannot be reached without distinct contributions, bold experiments and the active development of small actors, in particular.

As we seek more rapid growth, we also need to pay attention to the sustainability of tourism. Sustainability refers not only to the environment: it also covers socio-cultural and economical aspects^{vi}. The City of Amsterdam is already implementing measures to reduce tourism due to an excessive number of tourists: it has restricted Airbnb activity, raised tourism tax up to 7%, limited the opening hours of restaurants and decreased the marketing budget of the city^{vii}. Similar measures have been taken throughout Europe. While Helsinki is not in a similar situation, this type of development should be monitored and prevented with active measures.

Events held in Helsinki have been in an upward trend for the last few years. In addition to tourism, events and conferences are key in strengthening the competitiveness of the city and creating a national and international image for Helsinki. Events and conferences can increase the number of international visitors significantly, improve the city's profile in the eyes of sought-after customer groups, attract high-value tourists and increase the year-round appeal of the city.

Developing the roadmap for tourism

The Economic Development Division of the City of Helsinki drew up the 'Helsinki tourism and events – vision and roadmap' report in 2017, together with the tourism industry, Helsinki Marketing and other interest groups^{viii}. The report was realised by MDI, commissioned the Economic Development Division.

The report has been processed further, and objectives, measures and indicators to be advanced during the council term have been created based on the report. Instead of bringing up all possible courses of action, we have aimed to focus on a limited number of development measures of which the city is in charge. In the next stage of the work, we will turn the proposed measures into concrete projects and actions. We will maintain constant dialogue with the tourism industry and

other actors. We will also develop the roadmap constantly based on this dialogue.

The roadmap for tourism forms a larger entity with the roadmap for Helsinki's international business marketing for 2018–2021^{ix}, which was approved by the Economic Development Division in November 2017. This is why tourism marketing and related matters, such as interest groups or primary markets, are not discussed in the roadmap for tourism. At the end of this roadmap, there are excerpts of the roadmap for Helsinki's international business marketing, which focus on tourism marketing, international events in Helsinki, Special Interest visits to Helsinki and international conferences and business meetings in Helsinki.

The roadmap for tourism is based on the Helsinki City Strategy 2017–2021^x and the focuses of the economic development policy of the City of Helsinki 2018–2021^{xi}.

Helsinki City Strategy 2017–2021

“Helsinki is committed to promoting tourism, and encourages everyone to come up with ideas to make the city even more attractive.”



A woman in a dark jacket and black pants stands on a rocky shore, holding a smartphone up to take a selfie. She is positioned next to a large, dark pine tree. The background shows a calm body of water under a blue sky. The title 'Seven essential trends in tourism and events' is overlaid in a semi-transparent blue box at the top left.

Seven essential trends in tourism and events

The 'Helsinki tourism and events – vision and road-map' report, produced together with Helsinki-based companies, highlighted seven trends in tourism and events.

Digitalisation

Tourism service providers need to be prepared to meet the needs of the smartphone generation. In a world based on the internet and social media, the best tips and photos related to experiences are shared between individuals. Digitalisation also strengthens communal consumption connected to the everyday lives of local residents. For public and commercial actors, digitalisation opens opportunities to use more detailed data on human behaviour.

Global warming

Global warming is a serious, global threat, and actively preventing it must be a part of sustainable tourism. The warming of different parts of the world and extreme weather phenomena, as well as the related social consequences, may increase tourism to the Nordic region where the weather conditions are still relatively cool and stable.

Urbanisation

As global urbanisation advances, tourism will also concentrate in cities. When travelling, a familiar urban environment feels safe. Urbanisation also generates more wealth and new potential tourists in countries that urbanise rapidly.

Diversity of cultures

Tourists are increasingly international. Through globalisation and international mobility, both multiculturalism and the importance of the skills related to it have increased rapidly in the last few years. However, the actors in the tourism industry are also increasingly international, and this rich diversity creates new kinds of experiences.

The economic centre of gravity shifts eastward

Economic growth has been strong in various parts of Asia, and it is predicted to keep growing. In 2016, the number of Chinese tourists in Finland increased by 160%.

Responsibility

Today, ethical and environmental matters are considered increasingly important. Thus, destinations that value and emphasise responsibility are seen as both attractive and acceptable.

Individualisation

Tourists often focus on seeking unique and local experiences, authenticity and interaction with locals. Because of this, the tourism and event industry is shifting its focus to the increased appeal of niche themes and customised experiences.

Tourism in Helsinki in 2017

Overnight stays

The number of overnight stays registered in Helsinki was 4.2 million in 2017 (increase of 16.7% from 2016); 1.9 million of the stays were domestic (increase of 15.5%), while 2.3 million were international (increase of 17.8%). The number of overnight stays in Finland as a whole increased by 7.7% compared to the previous year, which means that stays in Helsinki increased at a faster rate.

There may have also been as many as a million Airbnb overnight stays, which amounts to a fifth of all stays in Helsinki. It should be noted that these figures are unofficial since they have been obtained from the AirDNA service.

Seasonal fluctuation is fairly small in Helsinki compared to many other Finnish tourism destinations. Nevertheless, the summer season caused a significant spike in the number of international stays, in particular (120,000 stays in February – 300,000 in August). Domestic tourism equalises this fluctuation to some extent.

In the reference cities of Helsinki – Stockholm and Copenhagen – the number of international overnight stays has increased significantly more since 2010. In Copenhagen, the number of overnight stays has increased from 3.3 million to 5.4 million, while overnight stays in Helsinki have increased from 1.7 million to 2.3 million. However, overnight stays in Helsinki increased clearly more rapidly in 2017 than in the reference cities.

Biggest visitor countries

In 2017, Russia was the biggest visitor country for Helsinki in terms of overnight stays (195,000 overnight stays). Russia is regaining its position after a recent heavy fall. The next biggest visitor countries were Germany (172,000), the United Kingdom (167,000), the United States of America (163,000), Sweden (162,000) and Japan (154,000). China (118,000) is showing a strong increase. Helsinki's strengths include an even distribution of target markets, which reflects the city's powerful international appeal.

Occupancy rates and capacity

The occupancy rate of Helsinki accommodation businesses is relatively high, and it has been on the increase each year. In July, the occupancy rate was as high as 85%. The high occupancy rate also causes low availability during specific seasons. In terms of occupancy rate, Helsinki is one of the leading cities in Europe.

The accommodation capacity in Helsinki is approximately 10,000 rooms. In Stockholm, the corresponding number is approximately 30,000 rooms^{xii}, and in Copenhagen, approximately 22,000 rooms^{xiii}. The capacity in Helsinki has increased, but the capacity in the reference cities has increased even more. As many as 30 new hotel projects, with 4,000–5,000 rooms, are being planned in Helsinki for the next few years. Correspondingly, as many as 6,500 rooms are being planned for Copenhagen, according to Nordic Hotel Consulting^{xiv}. Note that the figures are approximate.

Arrivals at Helsinki Airport and the Port of Helsinki

Flights and international arrivals, in particular, have increased significantly in the last few years (6.4 million arrivals in 2013 and 8.1 million in 2017). All arrivals (both domestic and international) amounted to 9.4 million in total. Transit traffic amounted to approximately 3.1 million of all arrivals.

Ship arrivals at the Port of Helsinki are also on the increase, but the increase is not as strong as that of air travel. In 2017, 6.4 million people arrived in Helsinki by ship. Arrivals from Estonia amounted to approximately 70% of all ship arrivals. The Port of Helsinki has grown to be the busiest passenger port in Europe^{xv}.

International conferences

The growth in international conferences has also been positive (32,000 conference visitors in 2013; 72,000 conference visitors in 2017). At the moment, Helsinki is the most popular conference city in the Nordic region^{xvi}.



Objectives, measures and indicators for tourism for 2021

Objectives

1. Tourism is growing.
 2. Helsinki is the most interesting destination in the Nordic region for both business and leisure travellers.
 3. Helsinki is known for its unique and high-quality tourism services.
 4. Helsinki is rising to the leading edge of tourism digitalisation on a global level.
 5. Development of tourism is based on high-quality statistics and research.
 6. Sustainability is at the heart of all of Helsinki's operations, which creates a clear competitive edge for the tourism industry in Helsinki.
 7. Helsinki is an attractive investment object for international actors in tourism.
 8. High-quality international events, conferences and business events increase the number of visitors throughout the year.
5. The statistics and research on tourism in Helsinki have developed considerably and become more usable.
 6. Helsinki has a programme for sustainable tourism, which is followed both in the city's own operations and those of various interest groups. The target markets of Helsinki are distributed evenly, which equalises the market fluctuation caused by individual markets – the number of Asian tourists has increased significantly. There has been positive development in year-round services.
 7. The number of high-quality international hotel chains in Helsinki has increased.
 8. Distinct and attractive international events and conferences among the city's selection of events have been raised to the centre of the operations, and they will bring considerable tourism income for the city.

Measures

1. Business travel and conferences.
2. The digital ecosystem of tourism.
3. Research.
4. Sustainable tourism.
5. Hotels and other accommodation businesses.
6. Key projects in tourism and events.
7. Collaboration with Helsinki's tourism industry.
8. Collaboration with Helsinki's partners and the supervision of interests.

Indicators

1. Both tourism income and tourism income per visitor have increased.
2. The number of overnight stays in Helsinki in relation to the population has grown more rapidly than the number in Nordic reference cities.
3. The productisation of tourism services has advanced, and the services have largely moved online, allowing them to be purchased by individual tourists.
4. The visibility and purchasability of tourism products has risen to an entirely new level on digital channels.

Indicators: Roadmap for Helsinki's international business marketing for 2018–2021

The tourism marketing section of the roadmap for Helsinki's international business marketing includes six approved indicators for tourism for 2018–2021. These indicators form an entity for measuring the development of tourism.

The indicators are: Development of tourism income, the prolongation of stays, the increase in overnight stays with a growth objective of 4% in 2018–2021, the development of Helsinki's image as an urban destination, the development of leisure travellers' accommodation, and the development of the travel experience.

Development of the indicators

The selection of indicators is as yet incomplete, and it will be improved. The development of research and statistics has been made a central part of the measures proposed in the roadmap, which will also help us develop the indicators.



1. Business travel and conferences.

On average, the tourism income per visitor gained from business travellers is higher than that of leisure travellers. However, the line between these two categories is becoming less clear as an increasing number of business travellers combine leisure travel with business trips^{xvii}. Helsinki has excellent opportunities to attract more business travellers with the city's high level of competence, functional society and infrastructure, safety and a continuous stream of positive international news^{xviii}. The roadmap for Helsinki's international business marketing also touches on international conferences and business meetings.

1.1 Utilising our top competences

The high-level competence Helsinki can offer for various industries is a significant attraction factor for the city. This competence must also be utilised as an attraction factor for tourism. Furthermore, tourism is also an excellent tool for marketing Helsinki's top competences.

The role of Helsinki: Helsinki will actively monitor and attract the right target groups and potential actors.

Top competences:

- Smart and clean
- Healthtech
- Marine industry
- Education
- Digitalisation

1.2 Conferences and business events

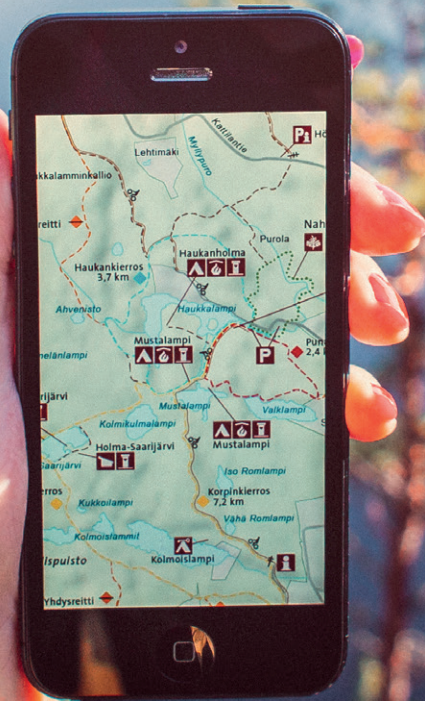
A single conference, with its multiplier effects, may bring a significant amount of tourism income for Helsinki. Investments in getting conferences and business events into the city are cost-efficient.

The role of Helsinki: Helsinki will actively market and sell the city as a conference location. New event premises will be actively sought and promoted. Hotel investments suitable for conference guests will be promoted.

Helsinki City Strategy 2017–2021

“Being international is a value in itself for the city, but it is also a central goal in the city's business policy. Helsinki's growth creates possibilities for the creation of new jobs. A pleasant city whose residents are highly educated will attract foreign companies, investments and tourists. To increase Helsinki's international appeal, a deliberate internationalisation of the city is required.”

2. The digital ecosystem of tourism.



As in other sectors, digitalisation also advances rapidly in the tourism sector. The winners in international competition are those actors that can focus their capacity into the correct channels cost-efficiently, automate operations and utilise the data created in steering the course of the operations.

The role of Helsinki: Helsinki will be an active actor that collaborates closely with Business Finland.

Other aspects to consider:

- Digital development is closely connected to the operations and channels of Helsinki Marketing, such as the MyHelsinki service. Tencent collaboration^{xx} will play a central role in the coming years.
- Utilising new technologies. Analysing/piloting new opportunities related to artificial intelligence and block chains in sales chains or guidance services, among others.
- Stop-over tourism requires services that have been productised for digital channels.
- The measures are consistent with the digital roadmap of Visit Finland (May 2018)^{xx}.

2.2 Supporting small actors in digital development

A large part of Helsinki's appeal is created by small actors. At the same time, the production and digital competence of these actors is often lacking.

The role of Helsinki: Education, support, and presenting new solutions.

Other aspects to consider:

- The operations should be aimed at the long term and also consider the constant changes in the industry.

2.1 Ecosystem and interfaces

Advancing the digital ecosystem for tourism and using interfaces in matters such as marketing, online trade, statistics, events and MaaS. The objective is for Helsinki to become a global pioneer in this aspect. When done right, online inventory and a multi-channel approach increase the visibility of companies, the purchasability of products, automation, and, as a result, cost-efficiency. Marketing automation, meaning targeted marketing and maximal utilisation of the data created are key elements to which companies will need to react in the next few years. MaaS (Mobility as a Service) is developing rapidly, which can also benefit tourism. It is of critical importance that tourism companies be able to connect to various services through interfaces or other types of solutions.

Helsinki City Strategy 2017–2021

“Helsinki aims to be the city in the world that makes the best use of digitalisation.”



3. Research.

Developing research and reference data on tourism and events is crucial for the development of the industry. The amount of data has grown considerably lately, and utilising the data in a suitable way is the key to success. Statistics on overnight stays and flights, website analytics, interviews, target market research and other types of data need to be connected together to provide a comprehensive overview, based on which appropriate decisions may be made for the development of tourism.

3.1 Better efficiency and utilisation of statistics, data and research

Tourism-related research will be raised to a new level by combining different databases.

The role of Helsinki: Helsinki will provide distinct resources for statistics and research. We will have close collaboration between Business Finland and the Urban Research and Statistics Unit of the city.

Other aspects to consider:

- Gathering more diverse data.
- Developing the usability and publishing of data – also for the industry to use.
- Opening up interfaces.
- More extensive research on the impacts of tourism, but also on the future of tourism.
- Market research and learning from other cities.
- Communicating tourism's impact on the economy and employment to the media and residents too, in addition to the industry.

Helsinki City Strategy 2017–2021

“Helsinki is the world's leading city in opening up and utilising public data.”

4. Sustainable tourism

Tourism has an powerful impact on locals, the economy and the environment, among others. For tourism to grow in the long term, all perspectives need to be taken into consideration when developing services.

4.1 Programme for sustainable tourism

The sustainability and responsibility of tourism are broad topics that encompass various different perspectives. The sustainability of tourism can be roughly divided into three categories: ecological, socio-cultural and economic sustainability¹⁰¹. From the city's perspective, work on sustainability needs to start with the creation of a specific programme and finding the right partners.

The role of Helsinki: Creating and projectising a sustainable tourism programme and initiating related collaboration (with actors such as Business Finland, Digital Tourism Think Tank, European Cities Marketing, schools, Urban Development Division, the tourism industry, etc.)

Other aspects to consider:

- More even temporal distribution of operations – year-round and round-the-clock services.
- More even regional distribution of operations. The city centre should be developed so that it remains a dynamic place to live and work in, despite the increasing number of tourists.
- An even distribution of the target market also supports sustainable tourism for its part.
- Rules for the sharing economy from Helsinki's perspective (Airbnb, etc.)
- Directing tourism actors to use sustainable models of operation (certificates and incentives, etc.)
- Evaluating the impact of traffic, such as tourist buses, and developing the operating models.
- Identifying and reacting to tourism bottlenecks and overloaded locations. Important matters include increasing the number of toilets intended for tourists and tourism traffic solutions as a part of the city's road network.
- Tourism actors need a predictable business environment: evaluating the duration of rental agreements, etc.
- Supporting the commitment of the local community and initiating dialogue with residents.

Helsinki City Strategy 2017–2021

“Ensuring comprehensive economic, social and ecological sustainability is one of the growing city's key goals.”



5. Hotels and other accommodation businesses

Helsinki needs a plan to attract the right kind of hotel investments, particularly international ones, as well as a clear process for completing investments. The utilisation of temporary accommodation during popular events etc. also needs to be more effective.

5.1 Target-oriented operations for attracting hotel investments in Helsinki

Even though Helsinki will have several new hotels in the near future, we are still behind in hotel investments when compared to cities such as Copenhagen and Stockholm. In particular, Helsinki needs internationally recognised and high-quality hotel brands.

The role of Helsinki: Helsinki Business Hub will actively market Helsinki as an ideal location for hotel investments

Other aspects to consider:

- Plot policy (mapping potential locations; terms of assigning a plot).
- Choosing which types of hotels we want, and where we want them to be located (reactive approach -> target-oriented approach).
- Assessing the current situation – ongoing and upcoming projects.
- Paying special attention to high-end and design hotels and other types of unique hotels in particular.
- The need for low-end hotels also needs to be assessed.
- Taking new forms of accommodation into account – sharing economy.
- The premises required for conferences and business events also need to be considered.

5.2 Effective utilisation of schools and other public spaces as temporary accommodation

The utilisation of schools and similar spaces as temporary accommodation, during very large events, in particular, needs to be more effective.

The role of Helsinki: The city will decide on an operating model and make the necessary investments and resource reservations to allow the spaces in question to be used during large-scale international events.

Helsinki City Strategy 2017–2021

“A pleasant city whose residents are highly educated will attract foreign companies, investments and tourists. To increase Helsinki’s international appeal, a deliberate internationalisation of the city is required.”

6. Key projects in tourism and events



To improve the appeal of Helsinki, we will need projects that attract international attention.

6.1 Key projects and events

The role of Helsinki: The city will prioritise the investments in key projects, collaborate closely with key events and give these events precedence when reserving locations for events, for example.

Other aspects to consider:

- The development of event locations and infrastructure; actively seeking out new locations.
- Maritime Biennale^{xxii} (in preparation).
- Museum of Architecture and Design^{xxiii} (in preparation).
- International-level events and conferences (Helsinki will both create and attract new events and aim to grow the existing events).
- The economic conceptualisation and development plan of the Teurastamo area.
- Suviolahti event area (in preparation)

6.2 Maritime Helsinki

Helsinki's location by the sea is a part of the city's nature. The maritime atmosphere has not been sufficiently utilised as an attraction factor. The Maritime Helsinki project will proceed as planned^{xxiv}.

The role of Helsinki: The Economic Development Division will lead the coordination project where tourism and events have a central role.

Other aspects to consider:

- The Maritime Strategy for Helsinki will direct the operations, and it is in line with the roadmap for tourism.
- The digital ecosystem of tourism also reaches out to the sea.
- Events that are unique on a global scale are organised in a maritime environment, with a maritime biennale being an important event. Clear event locations need to be discovered.
- The creation of interesting and globally unique highlights in the archipelago is promoted – for example: unique hotel concepts.

6.3 Tourism in the vision for the city centre

The upcoming work on the vision for the centre aims to introduce zones for tourism, events and business and highlight new development areas and themes.

The role of Helsinki: The vision will be implemented together with the Urban Development Division, the Helsinki City Executive Office and the other Divisions while engaging companies and residents extensively.

Other aspects to consider:

- Teurastamo area
- Market Square
- Coast areas
- Töölönlahti
- Suviolahti



7. Collaboration with Helsinki's tourism industry

Tourism can only be developed through the city's close collaboration with the tourism industry.

7.1 Communication

Communicating up-to-date information to the industry is crucial for the collaboration to function.

Websites

The website of the city already is an important source of information in many matters related to tourism. A tourism subpage will be created under the Hel.fi website. The subpage will include a collection of information relevant to the tourism industry, media and other interest groups. The topics covered include

- Statistics.
- Ongoing processes and the related materials (such as rules for Airbnb operations).
- The roadmap for tourism and descriptions of the related processes.
- Instructions for various actors, such as instructions regarding bus traffic at Senate Square (in multiple languages).
- Current matters. Events, training, materials, contact information, etc.
- Links to other relevant channels, such as the MyHelsinki material bank.

Newsletter and other communications

- A newsletter directed at the tourism industry will be sent to relevant actors in tourism.
- The Facebook group acts as a support channel where current information is constantly added.

7.2 The Advisory Board for International Marketing and Tourism

The Helsinki Advisory Board for International Marketing and Tourism, led by the Mayor, convenes twice a year to discuss the strategic development areas in marketing and tourism. The Advisory Board comprises around a dozen relevant actors. These actors may include Finavia, Finnair, MaRa, Visit Finland, the marketing management of international companies, etc. The Board also includes the representatives of the Economic Development Division and the communication department of the Executive Office, the Culture and Leisure Division and Helsinki Marketing Oy.

7.3 Collaboration groups for tourism

Direct contact with the tourism industry is at least as important as effective communication.

- Meetings with the tourism industry will be held in connection with the Makers of Helsinki network meetings. Relevant actors include Helsinki Tourist Guides, Helsinki Tourism Foundation, representatives of hotels and program services, etc. The purpose of the meetings is maintaining constant dialogue with the industry. The topics may include current matters related to the development tourism, such as bus traffic or sustainability operations. Minutes will be taken for the meetings, based on which selected matters will be advanced by officials, through projectisation or by introducing the matter to the group for major projects or major events.
- Additionally, a tourism seminar will be held in collaboration with Helsinki Marketing. A group of approximately 200 representatives will be invited.
- When necessary, smaller work groups with the guides or the hotel actors, for example, may be arranged.

7.4 The Economic Development Division's Special Planning Officer for Tourism

The Special Planning Officer for Tourism working at the Economic Development Division acts as a constant contact person for the tourism industry.

7.5 Helsinki Marketing

Helsinki Marketing Oy will continue the work of the Makers of Helsinki network. The network in question focuses on the international marketing of Helsinki and networking within the industry. Helsinki Marketing is responsible for the operative marketing of the city, in which tourism marketing is included.

7.6 Development of tourism businesses and start-ups

Existing tourism businesses require support in the growth and development of their operations, while new tourism businesses

also require various types of support from the city. We will assess the possibility of founding a business incubator, either by ourselves or through our partners.

7.7 Assessing joint strategic development operations

The measures in the roadmap for tourism will be updated as necessary. For the updates, dialogue with the interest groups is essential. During the target period of the roadmap, the need for a more extensive tourism strategy, which would set out the city's stance on various topics in tourism and engage actors more closely, will be assessed. In practice, this would involve business actors, divisions of the city and interest groups. The opportunity to have the strategy cover the entire Metropolitan Region will also be evaluated.

Helsinki City Strategy 2017–2021

“Helsinki increasingly understands its role as the creator and enabler of possibilities. Helsinki actively forms partnerships with residents’ organisations and with everyone interested in developing and vitalising the city. Besides being a service organisation, Helsinki is a platform and the world’s most progressive public sector ecosystem.”



8. Collaboration with Helsinki's partners and the supervision of interests

The appeal of Helsinki grows along with the appeal of Finland. Collaboration with Business Finland, Uusimaa and Lapland helps tourism grow. International collaboration with other Nordic countries or Estonia, for example, also increases the appeal of the entire region.

8.1 Increasing collaboration

Internationally speaking, Finland and Helsinki are small actors. Close collaboration with different actors improves Helsinki's competitive edge on the international market.

The role of Helsinki: Helsinki will identify the collaboration models that benefit it and work to advance them.

Other aspects to consider:

- Helsinki must have close collaboration with European cities and Nordic cities, in particular.
- The attractive destinations of nearby areas will be highlighted as assets for Helsinki's tourism.

8.2 Supervision of interests

The development of tourism in Helsinki depends on several decisions and actions taken outside the city. Active supervision of the city's interests is critical in achieving the set objectives.

Matters to advance:

- Accessibility (flight connections, ship connections, Helsinki–Tallinn tunnel, etc.)
- Development of visa procedures.
- Directing the marketing contributions of Business Finland into the development of the most important and attractive travel destination in Finland.

Helsinki City Strategy 2017–2021

“Helsinki consolidates its own interest in Finland, forwards the creation of a modern urban policy agenda, and ever more actively creates partnerships with the rest of the Helsinki Metropolitan Area and with other big cities in Finland.”

Marketing

The roadmap for tourism forms a larger entity with the roadmap for Helsinki's international business marketing for 2018-2021. Below are excerpts of the roadmap for Helsinki's international business marketing, which focus on tourism marketing, international events in Helsinki, Special Interest visits to Helsinki and international conferences and business meetings in Helsinki.

3 Tourism marketing

3.1 Tourists' demand is increasing

Helsinki must focus on getting new, internationally appealing destinations and productising unique experiences. The purpose of Helsinki's international marketing is ensuring a positive spiral and growth of tourism, but in a fashion that takes sustainable development into account.

3.2 Helsinki: urban holidays and tours

1. In the future, Helsinki will be marketed as a year-round urban holiday destination.

Helsinki is a culture-focused, energetic maritime city that is internationalising rapidly and that offers both nature and urban activities. Helsinki has potential to emerge as a new-

found destination for urban holidays and to develop its fresh, trendy image.

The demand for urban holidays is on the increase globally, as are trips to so-called secondary cities and combining holidays with business trips. (Source: World Travel Monitor @ 1-8, 2016, IPK International). Digital marketing is cost-efficient, and the right target groups can be reached more reliably and in a more interesting manner. Marketing Helsinki as an urban holiday destination will increase the demand for Helsinki-based services and strengthen the brand of Helsinki. Helsinki's reputation as an urban holiday destination has not yet spread very far, and the statistics on accommodation do not provide precise data on the starting level of demand for urban holidays.

2. Helsinki will be marketed as a destination for those on tour-type holidays

Helsinki is the gateway to other Nordic countries and the Baltic region, and the city's strategic location in relation to Asia is its key advantage. The growth in demand for 'stopover tourism' is important for Helsinki. Regardless, from the perspective of the city, it is important to focus marketing resources on marketing Helsinki as a tour destination or a part of a tour package – in other words, as a 'stayover' destination. When productising and marketing Helsinki on far-away markets, it is worth focusing on joint marketing with other interesting destinations (Helsinki + a destination in Europe, the Nordics or Finland/Lapland)

(**Stopover tourist*: A Finnair passenger, often from Asia, who stops in Finland for 1-5 days while waiting for a connecting flight).

3.3 City breakers and tour trippers

Globally significant tourism trends include, on the one hand, the diversification of tourism from Asia as the purchasing power and travel experience of the middle class increase, and on the other hand, the increase of independent travellers in all markets and the significance of digital marketing.

The objective of marketing is to increase independent travellers' interest in Helsinki and to gain a portion of this growing tourism segment. Markets and target groups are defined further through market analyses.

1. City breakers and tourists seeking local culture for whom Helsinki is the main destination.
2. Tour-based tourists for whom Helsinki is a part of a tour.

3.4 Primary markets in Asia and Europe

Despite the increase in tourism from Asia, European visitors will continue to dominate the overnight stay statistics in both Helsinki and Finland as a whole. Thus, the primary market for urban holidays is Europe: in particular, Germany, the United Kingdom and Russia. USA is a significant market for those on both tours and cruises.

The primary Asian markets for Helsinki's tourism marketing are China and Japan, both of which are remarkable visitor countries in terms of demand for tour-based trips. South Korea is a secondary market. The demand and opportunities in other emerging markets in Asia are monitored. Asians often participate in group travel, and Helsinki is typically a part of a tour of the Nordic region or Northern Europe.

3.5 Marketing methods and partners

1. International tourism marketing and PR will be more closely connected to the objectives of the marketing strategy.
2. Helsinki must become a pioneer in digital marketing.
3. Tourism will be actively marketed in connection with business marketing, cultural partnerships and urban diplomacy.
4. Helsinki tourism will always be marketed together with the city's partners.
5. Helsinki will ensure that marketing support and materials are available to the partners.

6. The partnership with Visit Finland will be strengthened, and the consistency of the key elements in marketing related to Helsinki will be improved.
7. Other important partners include Finnair, Tencent/Wechat in China, and the World Tourism Cities Organisation. In Japan, joint marketing may be profitably conducted with actors in culture, fashion, design, AV production and the game industry, for example.
8. As markets and marketing methods are changing and developing rapidly, quick reactions to open opportunities are important. A good example of this is the upcoming partnership between Helsinki Marketing and Tencent/WeChat.

3.6 Indicators

- Development of tourism income.
- Prolongation of stays.
- Increase in overnight stays with a growth objective of 4% in 2018–2021.
- Development of Helsinki's image as an urban destination.
- Development of leisure travellers' accommodation.
- Development of the travel experience.

4 International events in Helsinki

4.1 Experiences and business activities

Events offer the city various opportunities for marketing and building its brand. Cities that are seen as rich in terms of events and cultures are also considered attractive. Events are an excellent way to increase awareness and gain international recognition. Events also affect the vitality of the city significantly, which, in turn, directly influences the well-being and comfort of the residents.

- Major international events that are in line of the city's brand and benefit the brand are sought out.
- The significance of international events for business will be increased.

4.2 Seeking out major sports events

1. Helsinki will actively seek out major international sports events that strengthen the reputation and appeal of the city.
2. A strategy for major events will be devised
3. The operating model and the tools will be developed

4.3 Development of partnerships with 'On brand' events

On brand events are events that are top-class on an international scale or that strongly support internationalisation, and that are organised in Helsinki annually or otherwise regularly. These events also have an important role in building experiences, identity, inspiration and communality. They strengthen locals' pride in their home. The city has strategic, target-oriented and long-term collaboration with on brand events.

4.4 New events, partnerships and phenomena

In addition to international sports events, one of the essential marketing methods is partnerships with unique, experiential and urban culture, design, art and science events. To develop event organisation in the city, it is important to identify emerging new events that have potential for growth. Events help increase the appeal of the city and its districts, grow the tourism and service selection, strengthen communality and make the cityscape more vibrant. The marketing communications attempt to utilise diverse phenomena and events (for example, Saara Aalto's performance in Senate Square in December 2016).

Event tools, processes and quick experiments will be constantly developed with new events. The evaluation criteria for event suggestions and partnerships will be updated and improved, and the creation of and reactions to fascinating phenomena will be supported.

5 Special Interest visits to Helsinki

5.1 Marketing a functional city

Special Interest visits are related to business travel. These visitors seek best practices, new business activities, new operating models and new trends related to their profession. They are the experts of their respective fields, seeking out innovation. Some of the visitors can define the services and products in which they are interested in detail, while others only find solutions while in Helsinki. The visits are closely connected to the marketing of competence, and thus, they play an important role in strengthening the desired brand image.

Special Interest visits are a growing phenomenon. Hammarby Sjöstad in Stockholm receives approximately 11,000 Special Interest visitors each year, while Kalasatama in Helsinki receives approximately 1,000. The increase in Special Interest visits is related to globalisation, increased competitiveness and economic growth. People want to adopt new and functional solutions quickly. Visitors are looking for good examples and solutions, and they want to learn about the uses of new technology.

5.2 Target groups

Special interest visitors are people who have a say in investments, exports, media coverage and positive images associated with Helsinki. These groups of visitors are often followed by employees, tourists and cash flow. At the moment, Special Interest visitors mostly come from Europe and Asia. The most important target groups include C level management of companies, high-level public officials, R&D influencers and decision-makers of cities.

The demand for Special Interest visits exceeds the service capacity of the city of Helsinki, and the number of visits is expected to grow even further.

5.3 Marketing methods

1. The conceptualisation and commercialisation of the visits needs to be developed further, and the sales of the related products and solutions during the visits need to increase. The Smart&Clean sector, among others, has contemplated how to operate with visits related to the sector in question (work of the Smart&Clean Foundation). Helsinki needs a concept that is effective and also takes a stand on the prioritisation of different groups, payments related to the services, commercial goals and partners. This type of work has also begun in the Economic Development Division.
2. Special Interest visits are marketed through 'agent organisations'. These include embassies, commercial embassies, international press agents, universities and EU programmes.
3. The visibility of Helsinki in international media and at international conferences has been shown to increase interest in the city (e.g. articles on Kalasatama in the Huffington Post, specialised publications, Read&Write).

The indicators for the success of the marketing include the number of Special Interest visitors in selected locations and the effects of visits, such as media coverage, development of international partnerships, or sales leads.

6 International conferences and business meetings in Helsinki

6.1 Conferences: effective encounters

Helsinki is one of the leading conference cities in the world, and it is annually listed among the twenty most popular conference cities in the world. In 2016, Helsinki broke a new record and surpassed both Stockholm and Copenhagen in the international ranking for association conferences, ending up ranking number 15 (UIA Statistics 2016). Helsinki's popularity is on the increase, but it is still a relatively unknown city in the conference and event industry. Long-term marketing is important to increase overall awareness of Helsinki, as Helsinki also has enormous potential for conferences and business meetings.

In terms of income and employment, conference travel is a significant factor for cities. Conference visitors tend to stay longer and spend more, compared to other visitors. A single conference delegate spends 2,000 euros during a conference visit, on average. Conferences and business events also involve many side events and other social events.

6.2 Partners and key elements in marketing

When conference marketing and applications are concentrated on sectors that are important for the city and the universities and also on larger conferences, the available resources may be used more effectively.

6.3 Marketing methods and sectors

In terms of conferences and business meetings, Helsinki will focus on the following in 2018–2021:

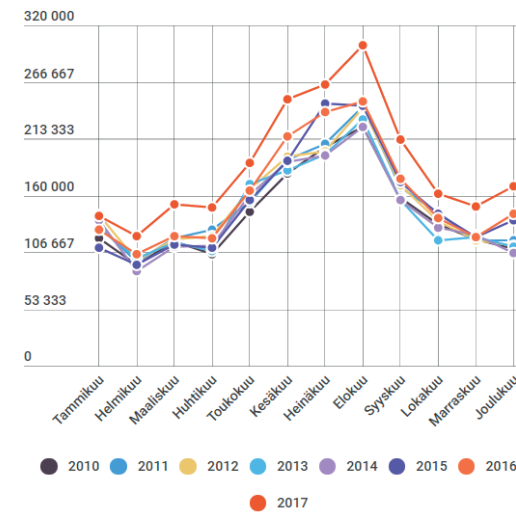
1. Promoting awareness of Helsinki and increasing the city's appeal as a conference and business meeting city.
2. Concentrating the applications for conferences on sectors that are important for the city.
3. Creating new conferences and business events.

6.4 Indicators

1. Monitoring and results of the university pilot.
2. Number of applications for association conferences in selected sectors.
3. Strengthened association conferences in selected sectors.
4. Creating projects concerning new conferences and business events.
5. International overnight stays concerning business travel in Helsinki.

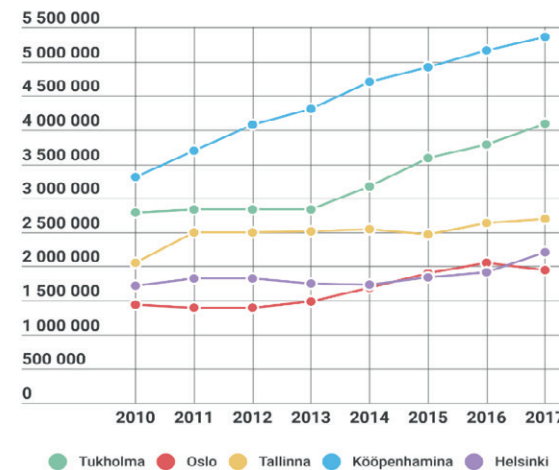
Statistics

Monthly development of the overnight stays of international visitors to Helsinki, 2010–2017



Lähde: Tilastokeskus, majoitustilasto (visiittori.fi)

Overnight stays of international visitors in Helsinki and competing cities, 2010–2017



Lähde: Tilastokeskus, Tourmis, Tak Oy

Overnight stays registered in Helsinki and in reference cities, 2013–2017

	Stockholm	Oslo	Tallinn	Copenhagen	Helsinki
2013	7,464,705	4,064,076	2,802,111	6,481,173	3,263,690
2014	7,986,597	4,359,897	2,855,048	6,937,121	3,298,841
2015	8,588,534	4,690,674	2,790,993	7,581,490	3,461,958
2016	9,073,710	4,938,554	2,997,156	7,925,241	3,576,710
2017	9,341,900	5,083,166	3,099,347	8,048,506	4,175,012
	3.0%	2.9%	3.4%	1.6%	16.7%

Overnight stays in relation to population in reference cities

These are very uncertain statistics as different countries use different methods to calculate the number of overnight stays, and the borders set for the city determine the

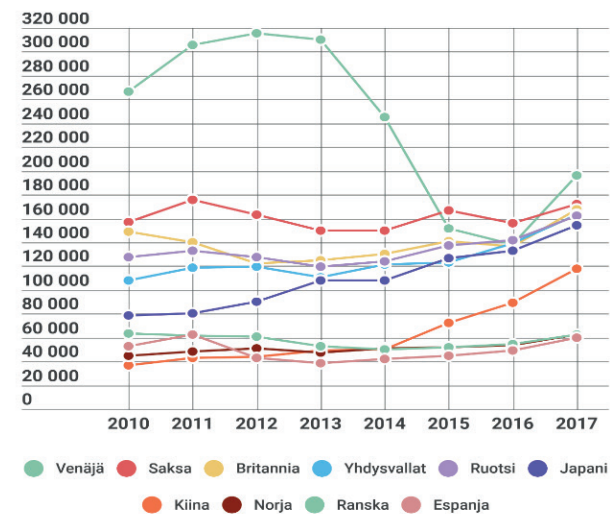
population figures used. For example, the Copenhagen Metropolitan Area has significantly more inhabitants than shown on this table.

	Overnight stays	Population	Overnight stays per capita
Stockholm	9,341,900	923,516	10.1
Oslo	5,083,166	647,676	7.8
Tallinn	3,099,347	440,112	7
Copenhagen	8,048,506	602,481	13.4
Helsinki	4,177,318	642,045	6.5

Top 10 visitor countries

	2013	2014	2015	2016	2017
Russia	310,243	244,739	151,148	138,489	195,716
Germany	149,796	149,486	166,756	156,024	172,259
United Kingdom	124,354	130,451	141,250	136,771	167,464
United States of America	110,514	121,509	123,143	139,475	163,334
Sweden	119,753	123,702	137,224	141,311	162,080
Japan	107,901	108,043	126,377	133,130	153,786
China	48,656	50,311	72,546	89,240	117,777
Norway	47,369	51,159	51,902	53,080	62,296
France	52,153	49,506	51,923	54,618	62,090
Spain	38,742	41,523	44,327	49,241	60,000

Overnight stays in Helsinki 2010–2017: Top 10 countries



Lähde: Tilastokeskus, Tak Oy

Occupancy rate of registered accommodation businesses

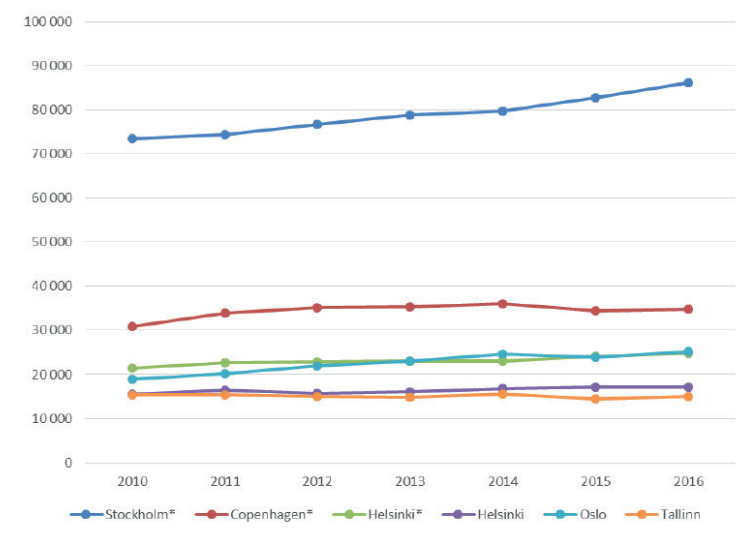
	Finland as a whole	Helsinki
2013	47.7%	67.7%
2014	47.8%	67.7%
2015	48.2%	69.4%
2016	49.7%	71.7%
2017	51.8%	72.9%

Capacity

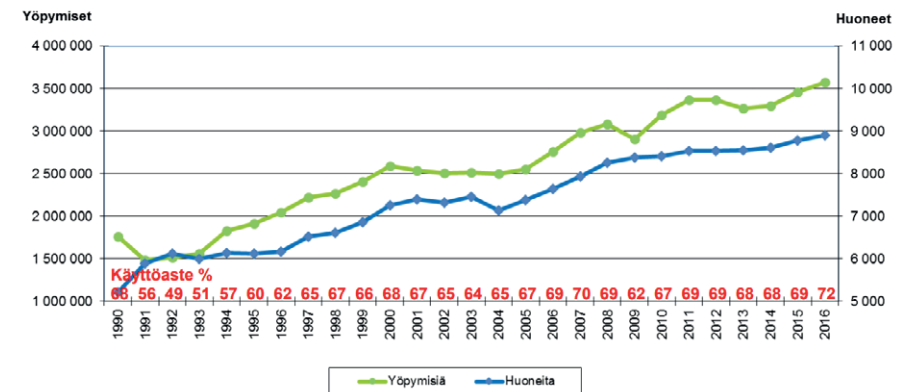
The surge in capacity between 2016 and 2017 is likely due a new method of compiling statistics, not a sudden increase in the number of hotels.

	Accommodation businesses	Rooms	Beds
	Helsinki	Helsinki	Helsinki
2013	61	8,543	16,595
2014	59	8,609	16,712
2015	58	8,778	17,077
2016	59	8,908	17,190
2017	71	10,085	19,758

Bed capacity in competing cities



The growth of room capacity, overnight stays and occupancy rate in Helsinki, 1990–2016



Arrivals at Helsinki Airport

	All	Domestic	International
2013	7,627,545	1,212,379	6,415,166
2014	7,972,457	1,252,917	6,719,540
2015	8,206,285	1,296,179	6,910,106
2016	8,576,843	1,340,595	7,236,248
2017	9,428,908	1,365,773	8,063,135

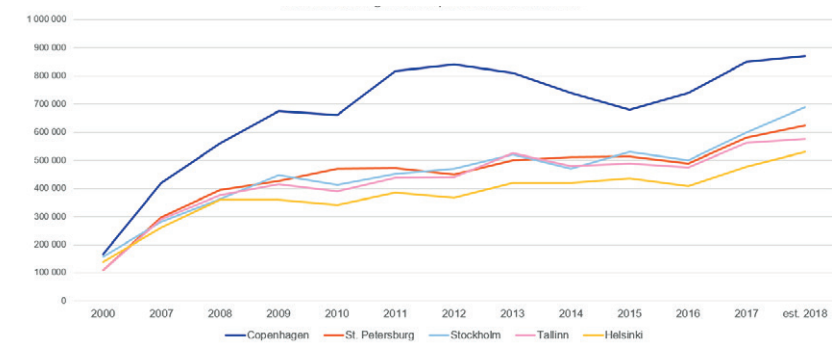
Arrivals to the Port of Helsinki

	All
2013	5,810,566
2014	5,890,038
2015	6,037,078
2016	6,186,915
2017	6,362,857

International conferences

	Conferences	Visitors
2013	288	31,437
2014	310	40,642
2015	257	35,235
2016	286	60,790
2017	367	71,734

Development of cruise passenger numbers on the Baltic Sea



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