



COMUNE DI GENOVA

## GOOD PRACTICE SUMMARY GENOA CITY TAX MANAGEMENT SYSTEM

The City Tax Management System addresses the issue of effective and shared management, with the social forces, of public resources allocated to the development of the incoming tourism: this Good Practice allows to develop and implement participated strategies and actions to promote the city, using the financial resources of the Tax. This topic is very important in many cities that, in this period of economic crisis, have identified in tourism development an opportunity of employment and social growth. The solution is based on a close involvement of the city, with Institutions, stakeholders, economic groups, cultural and entrepreneurial associations and local media online and offline: the aim is a shared strategy and annual working plans (focused on city promotion) towards external actors and tourism influencers.

This Good Practice started in 2012 with the creation of the City Tax and the approval by the City Council of a Regulation to co-administrate the resources through an Agreement with the Chamber of Commerce (representing stakeholders and business entities): the City Tax guarantees a specific financial envelope for the city promotion, and proves, through the close cooperation between all the partners, that tourism is a strategic asset for the economic development of the city. In 2013, it has been created a working group, which defines priorities and an annual action plan, with the active participation of every local subjects involved in the sector. In August 2016 the Agreement with Chamber of Commerce has been renewed for 4 more years. The Regulation is in train of being amended, in order to allow the collaboration with booking platforms (i.e. Airbnb, Booking.com).

The strategy is focused on a shared planning and implementation of annual marketing and communication plans of the city.

Key issues of the annual plans: priorities expressed by stakeholders and citizens; identification of strategic markets, tourism products and targets.

Main subthemes: division of priorities in areas of interests, analysis of the evolution of markets, analysis of targets, analysis of destination reputation, study of trends aimed to updated marketing and communication actions.

Main actions: marketing plans and marketing actions to the trade (tour operators, booking platforms etc); communication campaigns using web marketing; the use of social media; fam trip for media (online - as blogtour, instatour, etc, and offline – as national and international newspapers or magazines, radio, tv etc), co-marketing actions with airlines etc. ; creation of a Genoa Social Media Team Working Group with the active participation of all city stakeholders; international events and branding actions focused on the most interesting areas and developed in cooperation with citizens, institutions and companies.



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Most important outputs are: attraction of specific target, in particular tourists-companies-talents; destination sale at Tour Operators, online and offline; shared and coordinated management of social communication strategies of the city; saving and optimization of resources through Institutional Cooperation Agreements with international cities.

There is a continuous focus on innovation and to update marketing tools such as: marketing and web communication, development of advanced publishing strategies on social media with engagement actions on tourists and citizens. The use of these innovative tools is shared to all city stakeholders. Regulatory innovations have been implemented to allow the collaboration with online booking platforms.

Impact on the city in the last four years:

1) Social and entrepreneurial results: participation and collaboration of economic representatives and stakeholders in the elaboration and realization of a shared strategy in the tourism development; excellent local media spotlight and a positive opinion of the City Tax by the hotel owners and economic categories (unique case in Italy, thanks to this Good Practice); coordination and strategic and operative involvement of the public institutions and the business world (for example: Chamber of Commerce, Region and Industry Association), with the result of a better use of the resources, coordinated management of the initiative and optimization of the results.

2) Economic results: constant increase of the stay (+24,57 in the period from 2012 to 2016 and the level of internationalization increased from 45,31% to 50,59%), opening of two new hotels and diffusion of sharing economy (apartment for tourism use, bed and breakfast, etc) with a general growth of 1500 beds; in 2016 achieving of 1million cruise passengers visiting the city; creation of 1500 jobs in the tourist sector.

Considering its characteristic, the good practice (introduced by the City Council and focused on the involvement of the city), can be used in every administrative and institutional body dedicated to promote an economic development of their community through a sustainable and shared tourism.