

World Tourism Organization



# UNWTO

## Second Global Report on Gastronomy Tourism

Affiliate Members Report: Volume sixteen



# **Second Global Report on Gastronomy Tourism**

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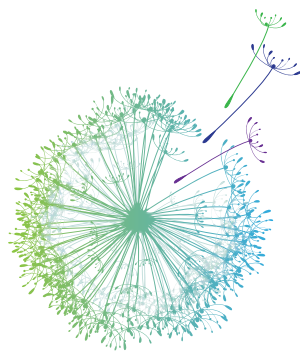
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2017  
INTERNATIONAL YEAR  
OF SUSTAINABLE TOURISM  
FOR DEVELOPMENT



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# Foreword



## **Taleb Rifai, UNWTO Secretary-General**

Gastronomy is a fashionable trend, a hobby for thousands, and one of the main reasons for many to travel. People seek to experience food in the same way that they seek out other elements of different cultures like art, music and architecture.

Gastronomy tourism offers enormous potential in stimulating local, regional and national economies and enhancing sustainability and inclusion. It contributes positively to many levels of the tourism value chain, such as agriculture and local food manufacturing.

Linking gastronomy and tourism also provides a platform for the promotion of cultures through their cuisine. This not only assists in destination branding, but also helps to promote sustainable tourism through preserving valuable cultural heritage, empowering and nurturing pride amongst communities, and enhancing intercultural understanding. Through a visit to a food festival, cooking class or farm-to-table dining experience, tourists garner a better sense of local values and traditions.

2017 has been designated by the United Nations as the International Year of Sustainable Tourism for Development. It is now more important than ever for destinations to maximize the potential of gastronomy tourism to contribute to economic growth, social inclusion, cultural and environmental preservation, and mutual understanding.

Yet, to fulfil this potential, destinations must adapt by understanding and forecasting demand, creating networks with all local stakeholders and develop adequate products and marketing strategies. Support is also required to foster skilled human capital.

This report, developed by the UNWTO Affiliate Members Programme, aims at showcasing how gastronomy tourism can be a driver for the modern tourist hungry to create authentic yet memorable experiences and a pillar of sustainable tourism. We would like to thank each of the 60 contributors to the report, including UNWTO Member States, Affiliate Members and partner organizations, who provided the tried and tested case studies included in the report. I trust that the initiatives outlined will provide an excellent point of reference for stakeholders on the immense potential gastronomy tourism has to offer.



World Tourism Organization

# UNWTO

A specialized agency of the United Nations

**The World Tourism Organization**, a United Nations specialized agency, is the leading international organization with the decisive and central role in promoting the development of responsible, sustainable and universally accessible tourism.

[www.unwto.org](http://www.unwto.org)

# Foreword



## **Yolanda Perdomo, Director of the Affiliate Members Programme**

Gastronomy tourism has emerged as an indispensable resource, adding value and providing a solution to an increasingly pressing need for destinations to stand out amongst homogenous tourist offers by putting forward authentic products. When deciding to visit a destination and try its local food, tourists are searching for an experience that is not solely limited to the taste, but engages all their senses. Every dish has a story and every ingredient maps the history of a destination. Tourists are curious explorers and while there is an abundance of activities and offers at their disposal, many prefer to travel with their taste buds and use gastronomy and its unique offerings as a tool to discover local and authentic flavours existing in harmony with the culture and the history of the destination. This type of tourism also appeals to the emotional aspects of visitors, as gastronomy has the ability to create a narrative and can therefore attract potential visitors through storytelling, which is bound to leave a lasting impression.

Gastronomy tourism has been continuously increasing and its importance has been recognized by many destinations; in addition to its economic benefits, gastronomy has demonstrated to be a major source of identity and pride for local communities, drawing on an intangible heritage. It is also able to attract tourist flows to less visited regions, consequently generating spending in a way that is more equitable throughout the entire region. This has a widespread impact throughout the value chain and contributes to economic development and opens doors to

new opportunities. Gastronomy tourism fosters inclusive and sustainable economic growth, social inclusiveness, employment and poverty reduction, resource efficiency, cultural values, diversity and heritage. With regard to this, the contribution of gastronomy tourism is in line with the main areas covered by the 2017's International Year of Sustainable Tourism for Development.

Repositioning the element of gastronomy within the tourism sector cannot be done individually, regardless of how powerful the agent involved is. The complexity of managing a product of this nature requires synergy among a large number of agents within a region. Increased recognition of the benefits associated with gastronomy tourism has brought about the need for public-private partnerships in creating a successful promotion strategy, where both sectors stand to gain much more working together than they would separately. Furthermore, there is a need for a compliant and transparent model that clearly defines the guidelines and the common components everyone has to respect in their contribution to the final objective. In addition to this, ensuring successful product development through good communication and promotion strategies, innovation and sustainability is vital in designing a tourist experience that reflects the identity of the region while simultaneously preserving and enhancing its cultural heritage. A memorable and authentic tourism experience could secure loyalty from visitors, who become ambassadors of the destination's attractions for future tourists.

The World Tourism Organization (UNWTO) has a clear inclination to act as a legitimate platform for understanding

and developing complex initiatives within tourism, such as gastronomy tourism. It has decided to support the arduous task of creating a model for gastronomy tourism through the design of an innovative methodology that gives entities the necessary legitimacy to carry out successful product development as well as suitable management anywhere in the world. The UNWTO Tourism Network consists of Member States and Affiliate Members and highlights the importance of gastronomy on a global scale. The Gastronomy Network includes the designing of pilot studies or prototypes intended to generate knowledge in the development of gastronomic products, as well as provide viable models for proper marketing, communication, and governance. Furthermore, it engages in intense research and dissemination in annual international forums and conferences, facilitates the exchange of experiences, and provides a tool to enhance the visibility of the destinations that are a part of it.

Against this background, the UNWTO Affiliate Members Programme and its UNWTO Gastronomy Network are proud to present the second edition of the Second Global Report on Gastronomy Tourism. This report comes as an innate response to the increasing significance of intangible culture within the tourism industry as well as in destinations and aims on highlighting the latest trend and examining the perception of destinations on the Gastronomy Tourism Market.

To this end, I would like to thank all contributors that have generously contributed to this report, especially our precious Affiliate Members, namely, Agència de Turismo de Galicia, Agència de Turisme de les Illes Balears (ATB), Agència Valenciana del Turisme, Associação Portuguesa de Turismo

de Culinária e Economia (APTECE), Bournemouth University, Cámara de Comercio de Bogotá, Centro de Formación en Turismo (CENFOTUR), Culinary Tourism Alliance, Ernst and Young (E&Y), Freixenet, Fundación Universitaria CAFAM, George Washington University, Grupo Menus, Haaga-Helia University of Applied Sciences Finland, Hong Kong Polytechnic, Horwath HTL, Hungarian Tourism Agency, International Center of Wine and Gastronomy, Japan Travel and Tourism Association, La Rochelle Business School, Madrid Destino, Madison MK, NH Hotel Group, Observatorio Turístico del estado de Guanajuato, The Ostelea School of Tourism and Hospitality, TripAdvisor, Universidad Anahuac México, Universidad Autonoma del Estado de México, Universidad de San Martín de Porres, and University of Deusto. I would also like to show my appreciation to UNWTO Member States and Associate Members that have also contributed their valuable insights for this Report, namely, Bulgaria, Colombia, Flanders, Indonesia, Slovenia, and Turkey.

I am confident that this report will serve as a hearty starter, encouraging destinations to place gastronomy tourism on the center of their table and to collaborate in order to harness the potential of this market on a local, national and international level.



## Introduction to Gastronomy Tourism

As global tourism is on the rise and competition between destinations increases, unique local and regional intangible cultural heritage has increasingly become the discerning factor for the attraction and amusement of tourists. Gastronomy tourism has emerged as particularly important in this regard, not only because food and drink is central to any tourist experience, but also because the concept of gastronomy tourism has evolved to encompass cultural practices and include in its discourse the ethical and sustainable values of the territory, the landscape, the sea, local history, values and culture heritage.

Gastronomy tourism embodies the traditional values embedded in the development of modern day tourism in general. These include respect for culture, tradition, authenticity and sustainability. Gastronomy tourism represents an opportunity to constantly revitalize and diversify tourism, promote local economic development, involve many different professional sectors and bring new uses to the primary sector. Hence, gastronomy tourism contributes to promoting and branding destinations, maintaining and preserving local traditions and diversities, and harnessing and rewarding authenticity. Some destinations use their unique cuisine for branding purposes.



The intangible cultural heritage of gastronomy differs from that of traditional sites and monuments in that it evolves and develops alongside its respective culture. Thus we must take into account the emergence of new cultures and traditions and recognize gastronomic tradition as a process of continuous evolution. Gastronomy tourism is therefore not just about preserving the past, but also about maintaining authenticity in the future. The challenge for professionals lies in making effective uses of public-private initiatives to effectively innovate in order to adapt and subsequently meet the needs of the new cultural consumer.

Mindful of the above, UNWTO has been actively involved in promoting gastronomy tourism over the years. The next section will report on the most recent initiatives of the UNWTO Affiliate Members Programme.



# Chapter 1:

## Progress of UNWTO Gastronomy Tourism Initiatives

### 1.1

#### UNWTO Survey on Gastronomy Tourism (2012)

In order to have a better understanding of gastronomy and tourism, a survey on gastronomy tourism trends was carried out in 2012 with the participation of 33 Affiliate Members. The results of the survey provided a series of conclusions which were presented in the 1st UNWTO Global Report on Gastronomy Tourism in 2012.

The survey revealed that the traditional strategies in the development of gastronomy tourism must evolve into strategic tools to articulate the quality, variety and uniqueness of local products and gastronomy of a territory. It is also necessary for the stakeholders operating in the destination to be involved in the definition and management of gastronomy tourism product offerings. Key marketing factors are: bringing chefs on board as interpreters of the territory, the development of high-quality and credible promotional tools – such as food guides – the organization of events, the media and uses of the Internet and social networks. Finally, it is important to establish co-operation among all stakeholders in the value chain at the local level.





## 1.2 UNWTO Survey on Gastronomy Tourism (2016)

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With the aim of presenting the current situation of destinations around the world with respect to gastronomy tourism, UNWTO in collaboration with its Affiliate Member, MADISON MK, conducted an online survey targeting UNWTO Affiliate Members including but not limited to, *DMOs (Destination Management Organizations), educational institutions, marketing and consultancy firms, accommodation providers, the meetings industry, food and beverage providers and wineries* to better understand the perspective of the private and public sectors on gastronomy tourism and its importance for a destination.

The survey conducted was specifically aimed at gaining a deeper understanding of the current stance of different destinations with regard to gastronomy tourism, both from the point of view of the public and private sector; knowing their position and the degree of importance given to gastronomy tourism as an engine of development of the economy; and to know whether their promotion is part of current and future strategic objectives. It responds to the specific objectives: importance of gastronomy tourism, promotion and strategy, measurement of tourism experience, impact on the community / destination, as well as opinion of gastronomy tourism.

The pool of respondents was composed of UNWTO Members from 29 countries between the periods of June to September 2016.

### 1.2.1 Importance of gastronomy tourism

A total of 77 responses were received in which 67.5% of them were from Europe, 22% from the Americas, 7.8% from Asia and the Pacific and 2.6% from Africa. The majority of respondents represented governmental departments (41.5%) and not-for-profit organizations (28.5%); as well as educational institutions (15.5%) and private sector businesses (14.5%).

The majority (87%) of responding organizations believe that gastronomy is a distinctive and strategic element in defining the image and brand of their destination. The other 13% of respondents who answered alternatively selected VFR (visiting friends and relatives) as a main motive to visit their destination.

With regard to the question of gastronomy being a driving force for tourism development, the average of the answers was 8.19 on a scale of 1 to 10 where 10 is “strongly agree”.

In general, the main reason why tourists decide to visit a destination is the cultural motive, with nature as the second reason and the gastronomy placing third, but more distanced from the previous two. The following five motivational factors are closer to each other as shown in Figure 1.1 on the next page, especially shopping and health.

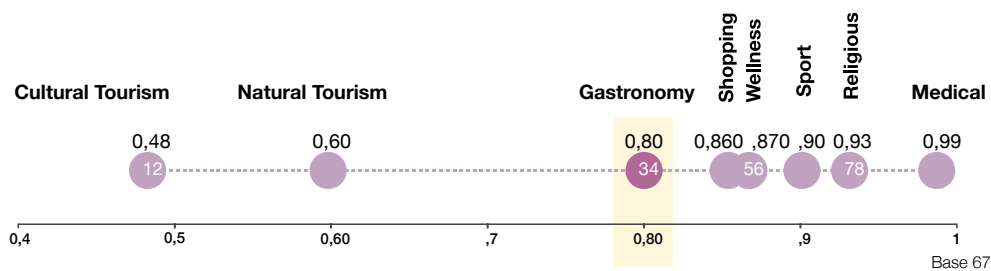


Figure 1.1 Responses from Latin America

However, as evidenced by Figure 1.1, responses from Latin America place a higher importance on gastronomy as a promoter for tourism development than Europe.

## 1.2.2 Promotion and strategy

Approximately 70% of respondents have already targeted gastronomy tourists as a market segment; however, only 10% of them believe that gastronomy tourism has enough promotion in the destination. 65.5% believe that it is being promoted, although insufficiently. More specifically, 46.5% have a gastronomy tourism strategy in their respective destination's Tourism Action Plan. Irrespectively, all respondents have carried out activities to promote gastronomy tourism and none of them believe that targeting this segment of tourists has had a negative impact in any way.

24.6% of organizations allocate a budget specifically for attracting gastronomy tourists. The percentage that is specifically allocated to gastronomic activities within the organization's annual budget is very heterogeneous. 31.2% of these organizations indicate that it is between 1% and 9%, while 6.3% apply 100%. This results in the average of 20.2%. In addition to this, 12.5% think that gastronomy contributes less than USD 10,000 to their organization, while 3.1% think that gastronomy contributes more than USD 1 million. The following Figure 1.2 on the next page demonstrates the breakdown of activities carried out in the promotion of gastronomy tourism.

These activities had positive impacts on organizations and their promotion for gastronomy tourism in different areas. Mainly, 77.2% believe that such activities increase the positive media coverage, whereas 65% stated that it had an impact on increasing web traffic, 59.5% on increasing income from this type of tourism, 52.5% increased total sales in food-related businesses and 44% on increasing booking from this type of tourists. Only 14% stated that these activities had no impacts at all. When asked about the reason for not promoting gastronomy tourism, we have frequently received the following answers:

- It is not considered to be a travel motivation to visit their destination;
- Due to limited budget;
- The potential of this segment is not yet realized;
- It is planned to be promoted in the future as the trend is growing; and
- Gastronomy is not treated as an isolated product but as part of the cultural tourism.

It is also important to note that when asked about the negative impact of gastronomy tourists, all respondents claimed to have no bad experiences resulting from gastronomy tourists.

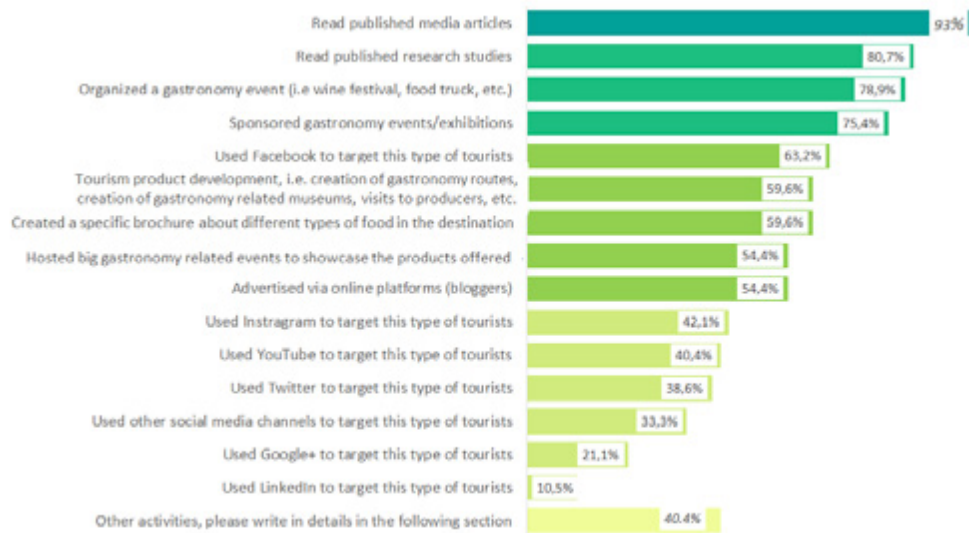


Figure 1.2 Breakdown of activities

### 1.2.3 Measuring the tourist experience

The promotion of gastronomy tourism pre and during the tourist experience is essential for the development of this type of tourism; however, organizations tend to evaluate the experience by measuring it with different tools. The measurement of the tourist experience is essential for improving, developing, understanding and overcoming the challenges, as well as embracing opportunities.

68.5% of respondents evaluate and measure the tourist experience, whereas 30% do not. The measuring tools most frequently used are the following: surveys (79.5%), direct feedback from tourists (77%) and monitoring indirect feedback and rating (mainly listening to the tourists on social media) (61.5%).

The number of visitors is the indicator most used when evaluating, as stated by 84% of the respondents, followed by the visitor spending (daily spending on foods/drinks) with 68.5%, new developments/initiatives with 63%, tourism investment by the private sector with 44% and number of food related events with 42%, in addition to other indicators that were not listed with 12.5%. When asked about co-operation with other agents and organizations, 44% of respondents develop public-private collaboration.

### 1.2.4 Local community

The potential of gastronomy to enhance the livelihood of the local community has been valued at 8.53 points out of 10 with 80.5% of destinations rating its potential with 8, 9 and 10 points.



Taking the geographical area into account, it is observed that in Latin America, the potential of gastronomy is given greater importance in enhancing the livelihood of the local community than in Europe.

Whereas the inclusion of local community is moderately incorporated in 65% of the respondents' strategy and greatly incorporated in 17.5% of the respondents' strategy, it is notable to mention that local communities were present in all respondents' strategy in different levels.

### 1.2.5 Opinions and advice

Gastronomy plays a significant role in the motivations for travel and tourism, developing gastronomy experiences for tourism is an attractive development strategy, because it appeals to high yield tourism. In addition, integrating gastronomy experiences into sustainable tourism development in rural and outlying areas helps to ease poverty. Because of the important relationship

between gastronomy and other policy areas (agriculture, food production, country branding and cultural and creative industry), it is very important to develop an integrated and holistic approach to policy development and implementation. When asked about advice for the development of gastronomy tourism, four points were repeated by many respondents; 12% of respondents shared the importance of public-private collaboration, 9% advised to focus on specific food/products and unique experiences, 4.5% advised to follow the trend as long as you make sure to maintain the local cuisine, and another 4.5% highlighted the importance of training and learning in tourism.

### 1.2.6 Conclusions

Throughout this survey, most of the respondents consider gastronomy to be a distinctive element of their destination. This is in line with the importance of gastronomy as the driving force for the development of a destination and is



considered to be a very significant factor as shown by the average point of 8.19 on the scale 1 to 10. It is worthwhile to note that destinations in Latin America regard gastronomy with greater importance in terms of its appeal to tourists as compared to European destinations. In addition to this, gastronomy ranks third among the main reasons for tourists to visit a destination, after cultural motive and nature.

There is more that can be done in terms of the promotion of gastronomy tourism such as adapting to current trends while also maintaining traditional values. One thing to note is the importance of public-private collaboration as an essential instrument of co-operation for the development of gastronomy tourism. This collaboration can be done through co-operation with private companies, co-operation with tourism offices and local entities, as well as co-operation with national bodies.



## 1.3

# UNWTO Gastronomy Network

The UNWTO Gastronomy Network is a forum in which experts, destination management organizations, academics, a wide variety of private sector stakeholders, Affiliate Members and Member States can work together to promote and shape the future of gastronomy tourism, providing the ideal forum for public-private collaboration.

The UNWTO Gastronomy Network was officially launched in September 2015 during the General Assembly held in Medellin, Colombia. On this occasion, the meeting was organized to introduce the UNWTO Gastronomy Network to Affiliate Members and UNWTO Member States as well as to define the Gastronomy Network Action Plan for 2016.

### **Mission**

- Incorporate gastronomy as a key resource in sustainable tourism development by contributing to its visibility;
- Serve as a platform for private, public and academic bodies to interact, share and access relevant information, while benefitting from an unparalleled platform to create, disseminate and implement innovative concepts; and

- To provide a legitimate framework for transparency in public-private co-operation.

### **Vision**

The UNWTO Global Code of Ethics for Tourism (GCET) serves as the fundamental frame of reference for all the initiatives of the organization promoting responsible and sustainable tourism, including the UNWTO Gastronomy Network. Addressed to governments, the travel industry, communities and tourists alike, this comprehensive set of principles aims to help maximize the sector's benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe.

Likewise, the UN Agenda for 2030 is a plan of action for people, the planet and prosperity. It also seeks to encourage global peace. It recognizes that eradicating poverty in all its forms and dimensions is the greatest global challenge and a requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. The 17 Sustainable Development Goals (SDGs) are integrated and indivisible,



the goals balance the three dimensions of sustainable development: the economic, social and environmental.

Against this backdrop, the UN General Assembly (UNGA) has declared 2017 as the “International Year of Sustainable Tourism for Development”.

All initiatives of the UNWTO Gastronomy Network aim to enable destinations to develop gastronomy tourism in a sustainable manner incorporating the steps set out in the ambitious 2030 Agenda for Sustainable Development, along with the 17 Sustainable Development Goals (SDGs) that aim to, *inter alia*, – end poverty, protect the planet, and ensure prosperity for all.

The UNWTO Gastronomy Network involves the development of pilot projects and prototypes designed to generate knowledge in gastronomy tourism, as well as viable models for product development, effective marketing, communication and governance models. It also aims to present research and to disseminate it in annual international forums and conferences, fostering the exchange of experiences.



## 1.4

# 1st UNWTO Global Report on Food Tourism

Following the first survey, the *1st UNWTO Global Report on Food Tourism* was initiated by the UNWTO Affiliate Members Programme in 2012.

This Report provides an analysis of the state of gastronomy tourism through the aforementioned survey to UNWTO Affiliate Members. It also includes the reflections of tourism and gastronomy professionals with extensive experience in international organizations, destination management, tourism enterprises and in the field of training.

The aim of this Report was to obtain a comprehensive understanding about the initiatives trending worldwide relating to gastronomy tourism for possible inclusion in the strategic thinking done by both the private and public sector regarding policies for the development and promotion of this segment.

The first part of the Report addresses the importance of gastronomy in the development of tourist destinations and reviews the global trends in gastronomy tourism. It also includes the results of the survey on the current situation of gastronomy tourism.

The second part of the Report contains case studies on gastronomy tourism, for example, international initiatives such as Eurotoques, an organization of chefs from more than 3,500 restaurateurs from 18 countries, the study of the OECD on *Food and the Tourism Experience*, and the Slow Food movement, which was founded in 1986 and has expanded in over 150 countries.

The studies provide further examples of experiences in gastronomy tourism shared by local, regional and national tourism destinations, such as Brazil, Egypt, Georgia,





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Kazakhstan, the Republic of Korea, Uzbekistan and the Russian Federation.

This Report also includes the experience of business organizations in the field of gastronomy tourism such as Saborea España / Tasting Spain, the first public-private platform for the management and promotion of gastronomy tourism of Spain; the Portuguese Institute for Tourism Planning and Development (IPDT); the Hotel and Gastronomy Business Federation of Argentina; Relais & Chateaux, an exclusive collection of 475 hotels and gourmet restaurants in 55 countries; and the Association of Greek Tourism Enterprises (SETE).

The reflections of educational institutions are also included; for example, the Basque Culinary Center in San Sebastián, Spain, the National Confederation of Trade in

Goods, Services and Tourism of Brazil (CNCSENAC) and the Ecole Hôtelière de Lausanne, who share their vision and discuss the role of human resources training in the development of gastronomy tourism.



## 1.5 UNWTO Wine Tourism Prototype: A Joyful Journey

UNWTO Affiliate Member Programme together with Affiliate Member, Foro de Marcas Renombradas Españolas (FMRE), have joined forces to develop a tourism prototype that aims to provide a new innovative way to promote and showcase Spain and its lifestyle through the member wineries of FMRE in order to meet the demands of newly emerging consumer profiles. UNWTO has also developed the prototype's technical design, brand image, product development, communication plan and governance model for its management. This project can be adapted and adopted in other destinations that meet the standards set out in the prototype.

UNWTO has also studied the impact on the cultural, economic, social and environmental heritage of their area of influence. The study was presented at the 1st UNWTO Global conference on Wine Tourism.



## 1.6 UNWTO World Forum on Gastronomy Tourism

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### 1.6.1 1st UNWTO World Forum on Food Tourism (San Sebastián, Spain, 27–29 April 2015)

The 1st UNWTO World Forum on food tourism was organized in 2015 with the aim of enhancing the management quality of the public and private sector in the field of gastronomy tourism. The event was organized by UNWTO and the Basque Culinary Centre in collaboration with Basquetour, the Provincial Council of Gipuzkoa and Donostia-San Sebastián Tourism.

At this forum, leading experts in gastronomy tourism reflected on the current situation and challenges of this segment in the areas of management, the development of events and communication strategies in order to boost the professional development of the sector, the exchange of experiences and the identification of best practices worldwide.

Based on the Forum, UNWTO published the first set of conclusions:

- **Food tourism is a cross-cutting segment incorporating various economic sectors:** Depending on the person and the motivation behind the trip, culinary expectations can vary. Moreover, it is difficult to identify a food tourist, as many of their interests overlap with those of conventional tourists.

- **The commitment of sustainability:** Although the tourism sector makes a significant contribution to the GDP of countries and job creation, the sustainability of this growth should be taken into consideration. Sustainable food tourism should incorporate the three pillars of sustainability defined by UNWTO: environmental (reducing emissions), sociocultural (the authenticity of a destination) and economic (equitable distribution).
- **The challenge of globalization:** Promotion should be global, but the experience local. Food tourism is a form of cultural preservation and should be configured around the quality and authenticity of the product and territory.
- **Food tourism is a catalyst for the local economy:** Food tourism provides the opportunity for job creation and the development of local economies, which in turn positively affects other sectors. It is also a major contributor to overcoming seasonality.
- **Coordinated efforts:** Food tourism should be inclusive and collaborative, adding value and bringing together the efforts of all stakeholders in a territory. This cooperation is essential when taking into account small local production with weaker tourism infrastructure. Local branding is equally as important as regional branding. A single, coherent message developed by all parties involved and those associated with the

destinations' brand is a challenge that cannot be addressed without qualified professionals.

- **The importance of people and the story:** People and their stories humanize an experience, making it attractive to visitors. Storytelling should be innovative, building a narrative about the food in a destination, looking for new angles that reflect the points of difference. The digital era multiplies channels, promotes conversations and creates new audiences.
- **The food tourist is also a prosumer:** Control of the tourist market has shifted from producer to consumer, to the traveller who is not seeking a service but an authentic and memorable experience. Progressively, tourists are more educated, demanding, exercise criticism and share experiences online.
- **Pairing gastronomy:** Work is needed to position food tourism in the front lines of destinations' strategies. All destinations have "gastro" potential, but it is important to create holistic food tourism experiences. Food tourism is to be paired with the ingredients of landscape, culture and history.
- **In a competitive global market,** innovation must be ongoing, but it is equally important to maintain identity and authenticity, as heart of the story.

## 1.6.2 2nd UNWTO World Forum on Gastronomy Tourism (Lima, Peru, 27–29 April 2016)

Following the success and interest generated from the 1st World Forum, the 2nd UNWTO World Forum on Gastronomy Tourism gathered over 2,000 participants from all over the world to discuss research and latest trends in gastronomy tourism.

This edition's focus was designed to specifically address four main areas:

1. Challenges in gastronomy tourism;
2. Best practices;
3. Professional training; and
4. Innovative product development.

The Forum also contributed to advancement in knowledge of the enhancement of professional development of the sector for all food tourism destinations from emerging to established, by providing a space for exchange of experiences and identification of best practices globally.

Based on the Forum, the following conclusions were presented:

- Prominently featuring the raw materials and the different components of the extensive value chain involved in the gastronomic experience, such as agriculture, fisheries, livestock, the market culture and distribution, along with associated aspects of traditional cuisine are strategic elements. Traditional crops and historical roots are part of this concept. Also, the inclusion of local communities in this activity is essential.
- Gastronomy tourism must be based on the wide variety of forms of consumption and must be able to feature all aspects and approaches, including the most popular and social styles such as every day and family dining.
- Gastronomy tourism is a tool for promoting all kinds of resources. Thus, cultural diversity and biodiversity become key tourist attractions. Special mention should be given to the preservation of heritage in all its forms, tangible and intangible.
- Social and economic changes have led to greater importance being given to environmental, cultural, and ethical concerns, as well as to issues related to health and lifestyle, and gastronomy tourism should include criteria relative to responsibility, solidarity and sustainability.
- Proper management of gastronomy tourism should include a firm commitment to research. Furthermore, the training that gastronomy tourism requires should be multidisciplinary, flexible, and evolutionary. It should encourage creativity and entrepreneurship and incorporate the latest trends so they can be applied quickly in the sector. Networking is also a key tool for learning and this can be enhanced with gastronomy fairs and forums. All this is especially important in the training of new talent for the future.
- The practice of diplomacy through gastronomy or "gastrodiplomacy" is an element to consider in the field of gastronomy tourism and in the use of tourism as a way to promote understanding among peoples and bringing them closer together. Gastrodiplomacy will be discussed thoroughly in the following chapter.
- The keys to success for the proper management of gastronomy tourism on the part of the destination and for generating successful gastronomy tourism products include the following: leadership, creativity, teamwork, long-term vision, courage and setting ambitious goals. Teamwork involves collaboration at all levels, i.e., public-private, public-public and private-private. In this regard, the concept of "competition" is highly relevant. It

also requires the establishment of a clearly defined roadmap, a comprehensively developed communications strategy and a clear commitment to continuous innovation processes.

- Gastronomy tourism management should include elements of transparency and consumer protection.
- The UNWTO can actively support the promotion of gastronomy tourism in different countries, in terms of both knowledge and the practical application of product creation models, through its Gastronomy Network and Prototype Methodology.

The conclusions from the workshops are provided below:

## 28 April

### Panel 1: Challenges in gastronomy tourism

**Table 1: Erik Wolf**, Executive Director, World Food Travel Association (USA)

- Awareness should be built starting from the family around the appreciation of food and good eating, you must create a “Food Culture”.
- Tourism projects must be self-sustaining.
- Investment in the training of young professionals in tourism is of vital importance and should be supported by local and national governments.
- In Panama, people are said to have forgotten what their local cuisine was as international cuisine has gained so much ground.
- The country has to first work on its infrastructure before aiming to become a “global power in gastronomy”.

**Table 2: Leonid Gelibterman**, President, International Center of Wine and Gastronomy (Russian Federation)

- Every country that wants to strengthen its culinary identity and wants to stand out from their competitors must break the stereotypes about the aliments consumed in their daily diet.
- The country must have confidence in their potential to compete with large gastronomy destinations such as Spain, Italy and France.
- Educate the gastronomy traveller through educational activities on the country's own kitchen; complete with international gastronomy events that position the local gastronomy.

- Create gastronomic routes that highlight local products and enhance their uniqueness and identity. The creation of the route of quinoa is a clear example.
- To create a gastronomic route with a unique identity, it is necessary to involve not only the tourism and culture sector but also those in charge of agriculture, health and transport.
- The difference between a tourist destination with a variety of restaurants serving good food and a gastronomy tourist destination lies in the inherited identity of the place and the involvement of the communities working in the production chain.
- The experience of eating has no language barrier as senses are involved. On top of this, it is a very human experience as it is about sharing a table and eating.
- The current globalized world encourages cultures to be curious about the gastronomy of distant countries. In the past, the unknown was unreliable and scary. Today, the digital age allows people to get closer to foreign gastronomy by gaining access quickly and easily to first-hand information. This encourages travel to a destination to experience it.
- Focusing always on promoting the regional cuisine, differentiating from one another and the local attributes. For example: Andean cuisine (typical products of the region), gastronomy in cities near the sea and gastronomy from the tropical jungle all use natural resources from the region.

**Table 3: Pierre Sanner**, Director, Mission Française du Patrimoine et des Cultures Alimentaires (France)

- France has developed the project “Cities of Gastronomy”, which consist of cultural spaces with tourism facilities dedicated to gastronomy through the implementation of specific projects. This project has been launched in 4 major cities of France:
  - o Lyon (Thematic health and nutrition) scheduled for 2018;
  - o Paris/Rungis (theme of “terroir” and gastronomic treasures) scheduled for 2024; and
  - o Tours (University of gastronomic sciences & food studies).
- This concept celebrates the way in which individuals and families around food, celebrating life together.
- In other countries this concept is developed, as in the case of Belgium, with beer and Switzerland with the feast of vineyards – Vevey.



- Government involvement in the development of the gastronomic cities has been decisive.
- For the development of the gastronomic cities, the following have been considered:
  - o Teach local children to keep their traditions and cooking classes to maintain good health (learning to eat healthy);
  - o Creation of a university of gastronomy, which includes a research center;
  - o Necessity to identify an inventory of local recipes for promotion.

**Table 4: Tadataka Shimotakehara**, President and CEO, Shimotakehara, Ibusuki Hakusuikan Ryokan (Japan)

- Organic food is a type of food that everyone should know and consume in order to avoid disease such as cancer. Some foods contain detoxifying properties that can help cure diseases.
- The Ryokan hotels offer an authentic Japanese style in all its facets. Guests can experience a more pleasant stay and discover the healthy Japanese style, from the facilities to meals.
- The food offered by Ryokan Hotels are prepared based on organic, healthy and easily digestible products which helps to greatly improve the health of people.
- Peru and Japan should work together and reach an agreement on issues related to the promotion of the culture of eating healthy.

**Table 5: Francisco Maass**

- Food must be the instrument through which a nation reflects its identity, traditions, the value of their wives and regional food.

- Food should not be considered a fad or a trend. It is a vehicle for inclusion, economic development and national cohesion.
- Developing synergies between the public and private sector is important. The state must provide the platforms and conditions for the appreciation of gastronomy, as well as support tools and empower local actors.
- Value chains must be integrated, from the field to the table and from producers to diners, in a sustainable and planned manner.
- The role of schools and universities is key, since we must work on the design and implementation of products and gastronomic routes that integrate inputs to specific attractions and / or geographical areas.

**Table 6: Lander Imaz**, Marketing Director, Basquetour

- A person involved in the development of gastronomic routes must be sensitive to the issue of maintaining the relationship between culture and gastronomy and the value put into the products.
- There cannot be gastronomy tourism without a system to support the empowerment of stakeholders through the exchange of knowledge.
- It is more convenient to first develop implementation policy at the local level and then launch them at a national level.
- Gastronomy has become an integrated axis of tourism in some locations.
- Promoting the funding of projects in the areas of innovation is key.
- A re-evaluation policy is fundamental when talking about tourism and raising awareness of local culture on the value of heritage and know-how.



## Panel 2: Best practices in gastronomy tourism

**Table 1: Iñaki Gaztelumendi**, Technical Coordinator, Global Forum on Gastronomy Tourism

- The development of gastronomy tourism requires strategies that focus on the value.
- It is very important to identify the components of the offer such as: restaurants, markets, culinary activities, events, etc.
- It is worth noting the importance of chefs around the world and their immense contribution to gastronomy.
- In Peru, chefs are eloquent and have become ambassadors of their culture, which does not happen with chefs from other countries.

**Table 2: Rebecca Mackenzie**, Director, Ontario Culinary Tourism Alliance (Canada)

- Gastronomy tourism must be developed around a clear leadership, clearly defined objectives and an integrated strategy that involves the local communities to ensure we develop tourism products with a long – term social commitment.
- The promotion of the product must be made using the media and digital tools such as social networks. It is important to offer experiences that not only offer food but also are related to other activities (adventure sports, guided tours, archeology, etc.).
- The gastronomy product has to integrate the different stakeholders of the local communities such as the producers, the government and private companies.
- The product promotion strategy must deliver a clear message and include elements such as storytelling around the production process of the raw materials.

- Openness to new marketing strategies is necessary to promote a destination abroad. Examples of marketing actions include the invitation of journalists, bloggers and individuals who can share their experiences.

**Table 3: Manu Narváez**, General Director, San Sebastián Turismo

- The involvement of the local government and relevant state agencies is fundamental in the development of gastronomy tourism and all activities that can develop around it.
- The tourism product price must be fair and set in a way that it benefits both tourists and local communities.

**Table 4: Wantanee Suntikul**, Professor, The Hong Kong Polytechnic University (China)

- Gastrodiplomacy serves as a tool for gastronomy promotion, through the presence of restaurants outside the country. It is fundamental to ensure that the authenticity is preserved, through the preservation of techniques, raw materials and tools used.
- Instead of sustainability, it is better to use the term gastronomic responsibility. It is difficult to achieve no negative impact at all, but we can at least work towards mitigating its negative effects.
- Gastronomy tourism means travel and learning ancestral traditions through its gastronomy.
- The interpersonal relationships are important and in the sense that they listen to the local communities' recommendations.
- The country shows an important emotional bond through their food.
- The best tools to promote gastronomy are gastronomy classes, as professors act as ambassadors of the destination.

- It is important to develop “Polilateral Strategies”, as well as encouraging coordination and synergies between the public and private sectors and entrepreneurship.

**Table 5: Mitsuharu Tsumura, Chef, Maido (Peru)**

- The discussion evolved around the Nikkei gastronomy, mentioning various success stories of public-private partnerships to enhance the value of products from different regions.
- The intervention of the Ministry of Trade, Tourism and Production made possible the implementation of several programmes such as “From my Land a Product”, “Let’s Eat Fish” that give producers the opportunity to display their products on the market, promote them efficiently and improve their processes (best practices).
- Issues such as biodiversity, sustainability and local development were also discussed.

**Table 6: Ben Lynam, Head of Communications, The Travel Foundation (United Kingdom)**

Main topic: The Travel Foundation (Turkey).

- The project is based on collaboration between the different actors in the supply chain and aims to promote the authentic culture and local food production.
- Tourists have the responsibility to support these projects.
- The project links local producers to the supply chain -hotels destination.
- The promoters are the local operators (hotel chains) who promote the local production and local consumption.
- The project began with three tour operators who received the adequate training.
- A certification was developed to establish a quality standard and coordinate promotion strategies.

## 29 April

### Panel 3: Product development in gastronomy tourism

**Table 1: Yolanda Perdomo, UNWTO**

Main topic: UNWTO Prototype, a tool to maximize the potential of a destination.

- The private sector stakeholders, despite their differences, must come together to learn to work together towards a common goal: to develop and / or promote a destination.

- While the public sector should lead people’s training in order to ensure quality standards in service, the private sector cannot ignore this issue and should also participate actively in it.

- The different agents (restaurants, tour operators, associations, local governments, etc.) must create different spaces such as festivals and events to promote the destination during the different seasons.

- It is important to gain international experience through internships to increase our knowledge on best practices in a destination promotion.

- A destination can be promoted indirectly through a product; once the product is known internationally, people become highly interested in discovering the place of origin as well as the farming and production process processing. Example: quinoa.

**Table 2: Verónica Mausbach, Director, Vintura (Argentina)**

Main topic: Product development and experience in gastronomy tourism.

- The success of a gastronomy tourism product lies in the inclusion of interactive activities that allow the tourist to live an experiential and sensory experience. They can be simple things that do not cost a lot. It is a matter of imagination and innovation.

- Working together with the state is necessary to succeed. The state should provide support by creating the destination branding and coordinating the different agents involved.

- It is important to have a long-term and global vision.

**Table 3: Dirk Lubbers, Director, Heineken Experience (Holland)**

Main topic: “Heineken Experience”.

- The product should not only focus on the brand but go further by creating a story and delivering the production process.

- The product must include attractive elements to ensure the experience lasts longer. For example, Heineken has developed a mobile application that provides a list of restaurants selling Heineken drinks. The information is also disseminated through social networks.



- The pillar in tourism product development is human talent as it generates a unique brand engagement through experience. Employees become ambassadors of the product providing tangible value to the consumer.
- Self-assessment should be a number one priority and work should be evaluated on a constant basis (every day) to identify gaps in the value chain so that they can be corrected immediately.
- Innovation must be part of the experience to ensure it lasts over time and priority should be given to the interactions between people. At the same time, the essence of the experience and the authenticity of the product must be preserved. Example: while a lot of interaction takes place between the employees and the customer, one of the priorities is to provide hygienic services first.

**Table 4: Gaston Solari, Director, Agroland-Punta del Este (Uruguay)**

- Gastronomy is not confined to eating and liking what you eat, it is also about identifying why you like it with all your senses.
- The value chain reflects the actions and activities of the company.
- Within this, we must create a value offer that is unique in the market (producer, product and production process).
- Uruguay is very careful with its natural heritage, it cares for its environment and seeks to preserve its nature as well as the lifestyle for future generations.
- The good entrepreneur quickly identifies an opportunity and coordinates the necessary resources, while bearing in mind the idea of innovation and knowing how to cope with risk.
- It is important to be able to identify who is the client in every sense of the word.
- Have good culture of food and beverage production.

**Table 5: Fernando Olivera Rocha, Secretary of Tourism, State of Guanajuato (Mexico)**

- Constant innovation is fundamental. Even if the quality of the product is internationally recognized, one should not allow it to stagnate and must constantly innovate or otherwise, it will be difficult to maintain their competitiveness.
- The integration of the different actors is necessary to develop a gastronomy tourism product and ensure a

quality experience. We must all work together – society, local government, regional and central, students, entrepreneurs – and must be aligned around a single objective.

- The state involvement is necessary and should get involved during the first years of the government’s mandate (first or second year of government, otherwise, it is too late). However, these projects should be oriented towards a long-term objective and should be continued if there is a change of government.
- The entrepreneur is enthusiastic and committed but lacks the necessary resources. The government should support business development and traineeship, achieving better entrepreneurs. Particularly, the government should promote the following initiatives:
  - o Brainstorming and workshops for potential ideas.
  - o Evaluation and field visit by a tour operator: they have the ability to recognize the selling capability of a destination.
  - o Certification rewarding the best ideas and programmes to ensure compliance with quality standards.
  - o Funding programmes to support projects with great potential.
  - o Make clear that “all the experiences around the main product add value to it” and that it is the best way to involve the local community.
- Gastronomy tourism must take into account three key motivational elements:
  - o Endemic Ingredients: what are the agricultural products you are a leader in producing? Do they have the potential to become a tourism product? If so, develop it and make it become your main goal.
  - o Designation of origin: It represents a unique value that we must seize to maximize the promotion of our destination. Example: only five Mexican states have the designation of origin of tequila which implies that they are the only territories having the right to grow raw material for the production of Tequila.
  - o International recognition confirms the quality of your product. Example: Quality wines from Mendoza exceeding 98 points in recognized international ranking.



**Table 6: Manuel Villacorta,** Nutrition and diet expert (USA)

- Definition of superfoods: products with a high concentration of nutritional benefits (nutrients and antioxidants, vitamins or minerals) that are good for the health.
- Encourage and educate the population to consume Peruvian superfoods while preserving their nutritional value.
- Give importance to patents recognizing products originated from Peru in order to market them abroad.
- Peru has a wide variety of indigenous superfood.

## Panel 4: Training and skills in gastronomy tourism

**Table 1: Joxe Mari Aizega,** Director, Basque Culinary Center (Spain)

- Gastronomy adds value to the tourism experience as it highlights the identity and local culture with tangible products (dishes and typical input / native).
- Tourism products must integrate gastronomy as a component and since human resources add value to it, we should educate and train employees.
- It is vital to meet the market needs, hence the importance of training professionals who can respond to the market's demands and reality.
- A good gastronomy tourism professional must be an excellent communicator with sensory abilities, who can successfully link the kitchen and the tourist, and who is able to design products and create unique experiences.

**Table 2: Madeleine Burns,** National Director, CENFOTUR (Peru)

- Gastronomy is a process in which all stakeholders should participate. For example by focusing on regional cuisines and working directly with those responsible in every location.

- It is necessary to develop local capacity and competence, dealing with it in an interdisciplinary manner with the cooks, travel guides, service providers, employers, and others.
- The definition of technicians' profiles and professionals should be done through a process that actively involves the private and public sector. It is the responsibility of everyone to uniformly prepare the young people entering the labor market to respond to its needs. The best example of this is the Functional Map CENFOTUR which drafts occupational profiles based on competencies.
- As cities develop and lifestyle changes, we need more schools adapted to the evolving reality. The educational model needs to constantly change.

**Table 3: Javier Gonzales Vizcaino,** Baja Culinary Art School (Mexico)

- Academic rigor and a multidisciplinary basis in education are essential elements in the formation of professionals and technicians of the gastronomy tourism sector.
- It is essential to preserve the authenticity, techniques and products based on gastronomy and transmit them to future professionals. For instance, the designation of origin of the products is a tool for the preservation of ancestral processes.
- It is necessary to build a lasting relationship between the school and students, even after graduation. The school must provide the platforms to bring the students in the labor market and generate lasting working relationships with the alumni network.
- It should promote and encourage the development of master's degrees in gastronomy, specialized teachers and implement various tools for the appreciation of the culinary traditions.
- Schools must invest in research and development, it is essential for students to actively create knowledge as part of their curriculum, starting from the first cycle of their study.



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**Table 4: Franklin Carpenter Fernández**, Director, School of Gastronomy, Hospitality and Tourism, Universidad Tecnológica de Chile – INACAP (Chile)

- Gastronomy highlights local traditions and local resources, links local people and visitors and also becomes an important source of income.
- Gastronomy educational degrees must adapt to market demand and focus on four attributes: sustainability, flexibility, creativity and excellence.
- Tourism should be associated with the gastronomic identity of the territories.
- The current trend is to generate 2.0 chefs that are educated according to current trends and are capable of promoting their cuisine internationally.
- The main skills in a gastronomy career are: an attitude of service, be managers of experiences, be service providers, be creators of experiences, develop sustainable practices and be a user of technology.

**Table 5: John Mulcahy**, Head of Food Tourism, Hospitality Education, & Standards, Fáilte Ireland

- Create a memorable dining experience that involves combining local products with good service (local hospitality) so you can tell a story to tourists and create a unique experience for them.
- The value chain in tourism in Ireland involves primary suppliers (both farmers and artisans), distributors, hotels, restaurants, as well as NGOs, educators, media and government.
- The teaching of tourism should be directly linked with practical training in the private industry, which must be committed to having an educator role.
- The entrepreneur not only needs a good business idea, but it also requires the necessary education to plan

a strategy that improves the business and makes it sustainable.

**Table 6: Giacomo Bassilio**, Coordinator, Slow Food (Peru)

- Slow food: global movement with over one hundred thousand members. Seeks to change the system of food distribution.
- Ark of Taste: project created to address the threat of standardization of flavors. Focuses on defining what the appropriate sales channels for ingredients are and summarizes the information in an online directory where every ingredient has its own information sheet (listing its origin, history, related traditional recipes, etc.).
- Initial project in Colca Valley supported by International Fund for Agricultural Development (IFAD). Identifies communities, maps the territory, and chooses to run projects stronghold. Examples: Callalli, Tuti and Yuta. Eg driven Products: Red Lluta cheese, beans Tuti.
- To understand gastronomy is to understand the food and its history (actors involved, context, geographical space, cultural identity).
- Coordinate the tourism routes by taking into account the trails of traditional products. Importance of adding value to the products through designations of origin.
- A major challenge is to tackle malnutrition and conditions that farmers face today.



## 1.7 1st UNWTO Global Conference on Wine Tourism

Wine tourism is attracting considerable attention in many regions around the globe and a number of destinations have embarked on vigorous wine tourism development programmes to harness the economic, social and cultural benefits it can bring to the destination. The link between wine tourism, cultural identity, history and lifestyle and the important contribution of this segment to the development of tourism have been widely discussed on the occasion of the 1st UNWTO Global Conference on Wine Tourism held in the Kakheti region in Georgia, on 7-9 September 2016.

The event gathered over 200 participants including representatives from Ministries, Destination Management Organizations (DMOs), National Tourism Organizations (NTOs), and tourism experts from nearly 50 countries.

The event primarily focused on recognizing the immense potential wine tourism can offer as a catalyst for the development of a region and attraction of a destination. Among others, the various debates revealed the latest developments in the industry, the challenges and opportunities the segment can offer, while exploring in detail the dynamics involved in successful product development and promotional strategies of wine tourism destinations.

The conclusions derived from the conference are presented herewith:

### 1.7.1 Support of the public sector

As with any business environment, the political situation and the culture of the destination must be correctly assessed when considering opening a wine business. Indeed, adequate infrastructure, an extensive transportation network, a stable political situation and an open business mentality are necessary to foster the opening of new wine businesses and facilitate the attraction of foreign investors to the destination. At the same time, the engagement of the government is of vital importance to foster coordination and efficiency within the segment. Some good examples of public initiatives include the creation of a platform for all stakeholders of the wine tourism value chain to stimulate co-operation and the implementation of quality standards to ensure the industry delivers the best service to the visitor. Moreover, the support of the government in developing a national promotion strategy is important to properly position themselves as a wine tourism destination and give visibility to the existing tourism products.



### 1.7.2 Public-private collaboration

Many potential benefits can be derived from the public and private sector working together towards regional development and for the creation of a regional brand. Some of these benefits are mutual while others are enjoyed more by one sector over the other. However, both sectors stand to gain much more working together than they ever would separately. Similarly, co-operation between competitors, both at a local and regional level, is crucial to create a successful wine tourism destination. Indeed, the exchange of knowledge and information through coordination among rivals may foster the development of a consistent wine tourism offer and a homogeneous quality of service, which will in turn benefit the perceived image and appeal of the destination. In short, new wine tourism products should support the existing ones. Along these lines, established wine tourism destinations should share their experience with emerging regions to address the existing challenges while simultaneously fostering innovation and knowledge generation in the sector.

### 1.7.3 The wine tourist

Tourism, as a service industry, is characterized as a demand-driven sector. Wine tourism should therefore take into account the motivational factors behind the trip and incorporate them in the tourism product. Three wine tourist profiles were explored during the conference:

1. Wine expert, who has an extensive knowledge of wines and visits the winery for buying, tasting and learning about wine;
2. Wine lover, who likes wines, has some experience in tastings and is eager to deepen his/her knowledge; and
3. Occasional wine tourist, or wine curious, who has a low to moderate interest in wine, is motivated to visit the region by non-wine reasons and wineries are seen as 'just another attraction'. He/She is satisfied with basic knowledge of wine.

Focus should therefore be placed on wine lovers and occasional wine tourists, as they represent the most important portion of the tourism segment. Lastly, experts agreed that consumers perceive every wine as having a unique quality, which differentiates it from other wines



from other regions. This perception broadens the possibility of developing new wine tourism destinations, as it implies that wines perceived to be of high quality can be produced everywhere.

#### 1.7.4 Product development: local and authentic in a global world

A successful wine tourism product must be correctly linked to its environment. Over the centuries, wine has been an integral part of the cultural, historical and traditional heritage of a region and has contributed to shaping its identity as well as that of its inhabitants. If well-planned, wine tourism can become a powerful tool for enhancing and preserving the cultural heritage of the region. To achieve this, the derived wine tourism product must go beyond mere wine tasting activities and instead, allow the visitor to discover the local characteristics such as the natural, historical, artistic and gastronomic assets of the region. In short, it must connect the product to its surroundings by offering a complete experience. Visits to neighbouring museums, outdoor activities and wine-related events such as wine festivals are just a few examples of the possible activities that could be offered. In short, an experience designed for tourists must

reflect the identity of the region, be authentic, and preserve the traditional wine-making methods of the country.

In line with the above, wine routes provide an excellent means to successfully link the winery with the local community as well as other wineries. Here, a good communication strategy and the promotion of the other wineries are keys to further developing the wine tourism destination. Additional keys to success in product development that were mentioned during the conference include the good quality of the product, the uniqueness of the experience and of the delivered service, innovation and sustainability.

The UNWTO prototype methodology provides a useful tool to identify the existing correlative relationship of the wineries and their surroundings, such as their influences on local and regional history, socio-economics and culture. The derived relationship creates the framework for a product to experience the region through its wineries and their surrounding environment. This methodological tool can be adapted and replicated in different regions, allowing for destinations to be promoted through their oenological framework by emphasizing other aspects such as culture, history and tradition.



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### 1.7.5 The importance of narrative: defining and telling a story

The “experiential economy” is one of the most important trends in travel, and is particularly relevant to wine tourism. The wine experience is not only driven by wine, but also the people and community behind the product. As mentioned earlier, travellers want to feel immersed in the culture of winemaking to discover the identity of every winery and wine region which is shaped by the history, culture and people: in short, listen to a story. A successful wine destination will therefore be one that provides an authentic, unique and emotional experience. It is important to note that the stories should be clearly articulated and consistent with the traveller’s perceived image of the region and the country. Winemakers and wine destinations should therefore put emphasis on people when creating their narrative, which, if well-designed, presents a possibility for emerging wineries and destinations to compete with well-established ones.

### 1.7.6 Challenges

Discussed challenges include the political requirements associated with opening a business in the region, industrial requirements and the difficulty in achieving coordinated public-

private collaboration. As far as the political environment is concerned, the primary challenges cited were the lack of financial and legislative support from the local and state governments’ leaders, revealing the need to educate governmental authorities on the benefits associated with the development of wine tourism for a region. Additionally, a poorly developed transportation network may discourage travellers and affect the development of a wine tourism destination. Industrial challenges are linked to the technical knowledge, natural resources and required investments for producing wine. Experts also mentioned difficulties related to the communication strategy and the growing importance of social media, which is not always easy to manage. They also stressed the need to set up guidelines for wineries to handle both negative and positive feedback on user-generated content sites such as TripAdvisor and Yelp.

### 1.7.7 Communication

In many cases, travellers are not correctly informed about the various possibilities offered by wine tourism, mostly because wineries and destinations lack a proper communication strategy. The creation of dedicated websites, the organization of press trips to wineries and a coordinated internal promotion strategy between wineries in the same



region are some solutions that were proposed during the conference. The use of modern technologies, such as social media and mobile apps, were portrayed as an important communication strategy to efficiently promote a wine destination. At the country level, wine tourism should be aimed at promoting the country's authenticity which should be reflected in the national brand promotion strategy.

### 1.7.8 Education

Experts pointed out that training in wine tourism should put primary emphasis on the product, followed by the quality and uniqueness of the service delivered. Indeed, the experience and hospitality offered to the tourist were described as being equally important as the quality of the product, thereby allowing wineries to differentiate from their competitors. In addition, experts agreed that lifelong talent development should be further cultivated, starting from an early stage in schools and being continuously offered to professionals through training and seminars. Lastly, education should focus on fostering the set of values required from a wine entrepreneur, who should be passionate, emotional, and have a great sense of teamwork.

### 1.7.9 Conclusions

Today, wine tourism undoubtedly represents a promising segment with immense opportunities to diversify the tourism panorama. Indeed, gastronomy and wine have become key components for experiencing the culture and lifestyle of any destination as well as a growing travel motivation. As discussed, a successful wine tourism product must be intimately tied to the environment, which can be achieved by incorporating the artistic, cultural, gastronomic and natural elements of the region in designing the wine tourism product. This, combined with efficient management and a well-organized communication strategy, will result in a unique, authentic, and innovative experience that will charm and inspire any traveller. Well-developed wine tourism can emerge as a powerful tool to acquaint the traveller with the richness of the terroir, consequently becoming a powerful catalyst for socio-economic development and the enhancement of the cultural heritage of a tourism destination.





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### Georgia Declaration on Wine Tourism

*Fostering sustainable tourism development through intangible cultural heritage*

As global tourism is on the rise and competition between destinations grows, unique local and regional intangible cultural heritage has gradually become the discerning factor for the allure and enjoyment of tourists. Gastronomy tourism has emerged as particularly important in this regard, not only because food and drink is central to any tourist experience, but also because the concept of gastronomy tourism has evolved to encompass its cultural facets and link to local culture. Incorporated into its discourse are the ethical and sustainable values of the territory, the landscape, the sea, local history, values and cultural heritage.

Wine tourism, as a crucial component of gastronomy tourism, has evolved into a key element for both emerging and mature tourism destinations in which tourists can experience the culture and lifestyle of destinations while fostering sustainable tourism development.

We, the representatives of World Tourism Organization (UNWTO) Member States, UNWTO Affiliate Members, tourism administrations, international and regional organizations, the private sector, academia and civil society, gathered at the 1st UNWTO Global Conference on Wine Tourism, organized by the World Tourism Organization (UNWTO) in collaboration with the Georgian National Tourism Administration in the Kakheti wine region, Georgia, on 7–9 September 2016,

### Recalling:

1. UNWTO's mandate as stated in Article 3 of its Statutes (1970): "The fundamental aim of the Organization shall be the promotion and development of tourism with a view to contributing to economic development, international understanding, peace and prosperity, and universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion"
2. The Sustainable Development Goals (SDGs), approved by the 70th Session of the United Nations General Assembly on 25 September 2015, in which Goal 8 calls for the promotion of a "sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", includes tourism as Target 8.9 advocating "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products"
3. The UN General Assembly resolution A/RES/69/233 of 19 December 2014 on the Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection, which recognizes that "sustainable tourism, including ecotourism, represents an important driver of sustainable economic growth and decent job creation, that it can have a positive impact on income generation and education, and thus on the fight against poverty and hunger, and that it can contribute directly to achieving the internationally agreed development goals"



4. The Global Code of Ethics for Tourism, adopted by the UNWTO General Assembly in 1999, and endorsed by the United Nations General Assembly in 2001, whose Article 3 and 4 underline that "tourism as a factor of sustainable development as well as a user of the cultural heritage of mankind and contributor to its enhancement",

**Recalling** in particular to the following instruments:

5. UNWTO Survey on Gastronomy Tourism (2012), carried out in 2012 with the participation of 33 UNWTO Affiliate Members,
6. The 1st UNWTO Global Report on Gastronomy Tourism (2012), initiated by the UNWTO Affiliate Members Programme, which provided the series of conclusions based on the results of the UNWTO Survey on Gastronomy Tourism,
7. The 1st UNWTO World Forum on Food Tourism held in San Sebastián, Spain, (27- 29 April 2015),
8. The UNWTO Gastronomy Network, which was launched in September 2015,
9. The 2nd UNWTO World Forum on Gastronomy Tourism held in Lima, Peru, (27 – 29 April 2016),
10. The UNWTO Wine Tourism Prototype: The Joyful Journey (2015-16), developed by the UNWTO Affiliate Members Programme, together with Affiliate Member, the Leading Brands of Spain

Forum (FMRE), and with the participation of five wineries in Spain, Barbadillo, Felix Solís, Freixenet, González Byass, and Osborne,

11. The Joyful Journey Network, which has been established to ensure the image and consistency of the derivatives of the UNWTO Wine Tourism Prototypes at an international level,

**Agreed that:**

12. Wine tourism is a fundamental part of Gastronomy Tourism.
13. Wine tourism can contribute to fostering sustainable tourism by promoting both the tangible and intangible heritage of the destination.
14. Wine tourism is capable of generating substantial economic and social benefits for key players of each destination, in addition to playing an important role in terms of cultural and natural resource preservation.
15. Wine tourism facilitates the linking of destinations around the common goal of providing unique and innovative tourism products, whereby leveraging synergies in tourism development, surpassing traditional tourism subsectors.
16. Wine tourism provides an opportunity for underdeveloped tourism destinations, in most cases rural areas, to mature alongside established destinations and enhance the economic and social impact of tourism on a local community.



17. Wine tourism provides an innovative way to experience a destination's culture and lifestyle, responding to consumers' evolving needs and expectations.
18. Wine tourism's potential will be heightened if implemented appropriately through a public-private collaboration strategy, promoted through an effective communication across different sectors and involving the local community.

Given the above, **calls for:**

19. Recognition of the importance of wine tourism as an integral part of cultural tourism and providing opportunity for sustainable development of wine tourism in many destinations.
20. Development of policies that facilitate both the promotion and preservation of wine tourism destinations as well as respecting the social and cultural values of local community.
21. Fostering of public and private partnerships with an emphasis on local entrepreneurship within the tourism value chain, while taking into account the authenticity of the destination.
22. Engaging in pertinent sub-national, national, regional, international and multilateral dialogues in order to advance the implementation of the above-mentioned objectives.

23. Advancing research in wine tourism to boost competitiveness of destinations through innovative product development within and beyond wine tourism activities.

**The Conference:**

24. Outlined clear actions to be taken by stakeholders interested in designing a comprehensive wine tourism experience. The UNWTO Prototype Methodology on Wine Tourism, the Joyful Journey, is established as a tool to carry out such endeavors.
25. Discussed the dynamics of wine tourism and its evolution, facilitating knowledge exchange.
26. Identified key challenges and best practices in the wine tourism sector, highlighting the latest developments in the field.

This Declaration will be presented to the governing organs of UNWTO for consideration and possible adoption.

We extend our sincere gratitude to our host, the Georgian National Tourism Administration, for their warm hospitality and gregarious support in the organization of the 1st UNWTO Global Conference on Wine Tourism and for offering us the unique opportunity to celebrate it in one of the birthplaces of wine, the "cradle of wine".

Tbilisi, Georgia, 9 September 2016



## 1.8

### FIBEGA, the Ibero-American gastronomy meeting

*Paula Veloso Pereira,  
Ibero-American Congress in FIBEGA*

FIBEGA Mérida (Spain) 2016 took place from 20–22 November in the city fairground. It brought together many regions of Ibero-America, as represented by their agri-foods, their cuisines and especially their ranges of gastro-tourism.

Over the course of three days, they offered speeches, live cooking shows, tastings, virtual experiences, master classes, a chef conference and all sorts of activities related to Ibero-American gastronomy. Sector professionals such as importers, supermarket chains, travel agents, tour operators and the international press came to an event which gathered together the most active agents of international gastronomy.

Well-established destinations such as Peru and Mexico showed the potential of their regions through their cuisines and agri-food products. This was while others such as Guatemala and Ecuador used FIBEGA as a starting point

for initiating a strategy to develop their gastronomy as a motor for tourism and the economy.

In addition to the regions; businesses, brands and producers had stands at FIBEGA, showing off some of the products which, having been 'there and back' across the Atlantic after the discovery of America, modified the gastronomic culture on both sides of the ocean. They also presented some of the super-foods, such as chia seeds and quinoa, which are taking centre-stage worldwide.

Various activities and meetings took place within the FIBEGA framework. The main international institutions convened for the Ibero-American Congress on 'A Global View of Gastronomy in the 21st Century'. It was run by Rafael Ansón, President of the Ibero-American Academy of Gastronomy and its Honorary Committee was presided by H.M. Queen Letizia of Spain. It was an event for the



debate of aspects such as Ibero-American co-operation, tourism, nutrition, gastronomy-based sociology, innovation and sustainability.

The relevance of gastro-tourism and the steps that the World Tourism Organization is taking to develop it were expressed in a speech by Yolanda Perdomo (UNWTO), who also highlighted the prototype models of gastro-tourism which are being so helpful in the creation of innovative tourism products.

The development of gastro-tourism is global: this was made evident in a panel discussion moderated by Carlos Vogeler, UNWTO Regional Director for the Americas, and with the participation of eight representatives of various Ibero-American regions. They debated the situation of gastro-tourism, the policies that are being implemented and the challenges and opportunities of the sector.

Buenos Aires is taking the reins in 2017 and will host this year's FIBEGA, cementing the event as an annual meeting point of Ibero-American culture, tourism and gastronomy. From 15 to 17 September, the La Rural exhibition ground will become the epicentre of international gastronomic activity; the place where all the important institutions and agents of the sector can work on developing relationships between regions and on promoting global gastronomic culture which is, without a doubt, an engine for the development for Ibero-American economies.

Note:

*FIBEGA is the Ibero-American Gastronomy Fair, always held in the current Ibero-American Capital of Gastronomic Culture; in 2016 it was in Mérida (Spain), in 2017 it will be celebrated in Buenos Aires (Argentina) and in 2018 it will be in São Paulo (Brazil).*



“The United Nations declared 2017 as the International Year of Sustainable Tourism for Development. The importance of knowing what gastronomy can do for tourism feeds countries’ economic activity and involves all the producers and other sectors that are important for development.”

Carlos Vogeler, UNWTO Executive Director and Regional Director for the Americas.

“Various aspects of tourism have been promoted under the umbrella of Turespaña, including gastronomy as a priority. This is because it is a dynamizing element and a feature of the Spain brand. Tapas are a concept which has crossed borders and it is currently in the process of being put on the Intangible Cultural Heritage of Humanity list.”

Bárbara Couto, Representative of Turespaña.

“When thinking about Argentinean gastronomic tradition and culture, everyone thinks about the Malbec grape and the Mendoza region. Argentinean wine enjoys a spectacular international position. We want Argentinean gastronomy to gain the same position as its wine.”

Mariangeles Samamé, Director of Products of the Ministry of Tourism of Argentina.

“In 2016, 8% of tourists said that gastronomy was the main reason for visiting Guanajuato and 75% of them mentioned it in their top three reasons. Guanajuato is using gastronomy as a strategy for the promotion of sustainable tourism, first locally and finally globally.”

Fernando Olivera, Secretary of Tourism of Guanajuato (Mexico).

“Buenos Aires is facing a challenge as the 2017 Ibero-American Capital of Gastronomic Culture. It is a showcase for all Ibero-American cultures and, particularly with regard to Buenos Aires gastronomy, the challenge is to contextualise the relationship of this idea with meat. We are going to elevate meat beyond the realms of roasting and fire.”

Gonzalo Robredo, Director of the Buenos Aires Tourism Authority.

“We are trying to make our promotional strategy different and you should really see how it’s done by the fantastic chef Alex Atala, who uses ingredients which show off the regional richness of Brazilian gastronomy. We don’t know about even 20% of the ingredients which we could show the world. We are in a process of discovery.”

Enio Miranda, Executive Director of the National Confederation of Tourism of Brazil.



“Gastronomy in Portugal brings with it much history and culture but it still has to find its position and it has to learn that other destinations have developed their level of quality and excellence. Portugal still has gastronomic links with its former African and Asian colonies and this also highlights its culture and gastronomy.”

Ana Paula País, Director of the School of Hospitality and Tourism of Coimbra (Portugal).

“With the ‘Peru, Con Mucho Gusto’ slogan we have generated the brand of a country which not only has products but also farms, commerce, tourism, agriculture, etc. Added value has also been given to local cuisine, so that producers have their say and feel that they are part of the development of the product, respecting culture and traditions.”

Bernardo Muñoz, Commerce Counsellor of the Peruvian Embassy in Spain.

“Flavours, Mayan cultural traditions and fusion after the conquest all give Guatemala a position and strategic potential for the development of gastro-tourism over the coming years. Guatemala is sure that the most direct path for generating wealth is through innovation and gastronomy.”

María Mercedes Ravanales, Representative of the Guatemalan Institute of Tourism – INGUAT.



# 1.9

## Gastrodiplomacy and the dissemination of food heritage

*Dr. Wantanee Suntikul, School of Hotel and Tourism Management, The Hong Kong Polytechnic University*

### 1.9.1 Food and diplomacy

Food has been an important tool in diplomacy since ancient times. Aristotle, for example, discussed the importance of common meals within a community in order to provide a bond of solidarity like the one created in the family unit. Another example is Richard Nixon's historic visit to China in 1972 during the Cold War. When the banquet hosted by Chinese Government was broadcast in the United States of America, for the first time, many United States citizens saw Chinese food being served that was different from what they knew from Chinese restaurants in the United States of America. This created sudden demand and interest to have real Chinese food. It could be said that Nixon was a Chinese Food Ambassador.

The link between food and diplomacy is old, but *gastrodiplomacy* is a new concept. The term "gastrodiplomacy" is defined by Rockower (2012) as a type of broader public diplomacy that attempts to communicate culinary culture to foreign publics in a fashion that is more diffuse, and tries to influence a broader audience rather than only high-level elites.

Food can facilitate people-to-people engagement and enhance cultural understanding. With increasing globalization of culture, destinations need to be more innovative: business as usual, such as government promotion, is no longer enough. It is essential to think

beyond only government promotion, and beyond public and private co-operation. More diverse, polyilateral strategies should be employed, meaning working together between the public and private sectors and also grassroots people-to-people initiatives. Some examples of polyilateral campaigns related to gastronomy are discussed in the following sections.

Promoting Korean food has been one of the key cultural projects of the Government of the Republic of Korea. In 2003, the Korean drama "Jewel in the Palace", showcasing traditional cooking and traditional Korean culture, was exported to 91 countries. This drama was extremely popular throughout East Asia. This created demand for Korean food and for travelling to the Republic of Korea. Recent research in Hong Kong, China, found that the major attraction for Hong Kong people to travel to the Republic of Korea is for food. In 2009, the Government of the Republic of Korea launched an ambitious "Korean Cuisine to the World" campaign. Among the food promotion initiatives under this campaign were the "Bibimbab Backpackers" (*bibimbap* is a well-known Korean dish) which was a group of young Koreans who travelled to over 20 cities in 15 countries on a 255-day trip to cook *bibimbap*. The campaign, which started in 2011, was mostly paid for by the Agriculture Ministry and a major *bibimbap* chain. They served over 9,000 bowls of *bibimbap* at 100 events at universities and other places, and received domestic and international media coverage.





Another example is the project “Turkish Coffee Truck”, a volunteer initiative to promote Turkish coffee culture across the United States of America. In 2012, a group of volunteers traveled to five cities in the United States of America. Their goal was to spark interest in Turkish culture while enhancing the relations between the two nations. Under the title “Turkish Coffee: The Taste of Friendship for 500 years,” this programme was sponsored by a coffee company, the American-Turkish Business Association, and the Ministry of Culture and Tourism of Turkey. This initiative also received great media coverage.

### 1.9.2 Person-to-person gastrodiplomacy and emerging trends in tourism

For gastronomy and tourism, it is essential to understand the emerging trends in tourism:

- What are tourists actually searching for?
- What kind of experiences are they expecting at their destinations?

Research is seeking to identify current and emerging trends in tourism in Asia and the Asia Pacific region was conducted by the Hong Kong Polytechnic University last year. This study found that “modern travellers

appear to be interested in learning about destinations, understanding local culture and current affairs. Travellers prefer authentic and local experiences, interact with local residents and would prefer tour companies and hotels to use local supplies, especially food ingredients.” (Tolkach & Chon 2016)

The top two trends identified by this research were:

1. Trend number 1: Travelling is increasingly experience-based
2. Trend number 2: Experience Economy demands activity-oriented travel (i.e. nature/culture-based tourism, food and wine tourism)

The same research also found that for many destinations, local cuisine has become one of the important selling points and travellers have transformed from passive consumers to more active participants with the emergence of culinary classes.

### 1.9.3 Cooking classes as examples of gastrodiplomacy

In 2003, the government of Thailand launched a campaign “Thai Kitchen of the World,” with the aim of expanding the presence of Thai restaurants abroad. One of the objectives is to encourage Thai restaurants abroad to act



as tourist information centers. Prior research has found that ethnic restaurants overseas are successful venues of contact between cultures. To help improve the quality of Thai food products, the Department of Export Promotion of the Thai Ministry of Commerce was selected to take charge of issuing “Thai Select” certificates, which can help customers to identify good quality Thai restaurants abroad. The certificate also certifies Thailand’s brand for product manufacturers that meet the standard requirements of the Department.

Cooking classes in Thailand have also become a tourism product through which an increasing number of tourists seek an enhancement of the gastronomy tourism experience of the country. Cooking classes also contribute to the local society and economy and use local ingredients, making a positive contribution to the “triple bottom line”: promoting social, economic and ecological sustainability. Research found that cooking instructors at such schools not only introduce tourists to many aspects of local food ingredient acquisition and preparation; they also give tourists an appreciation and understanding of local history, culture and customs. In this way, instructors at cooking schools act as destination cultural ambassadors in the context of tourism.

According to the findings, tourists who participate in these cooking classes return to their home countries with knowledge of Thai cuisine and culture that they intend

to continue to practice and to recommend to others. Cooking school owners report that they receive many emails from former cooking class participants asking about cooking techniques and ingredients, indicating that these participants continue to cook Thai food after returning to their home country. Thus, both the teachers and the students in these classes, in different ways, fulfil ambassadorial roles in the spread of knowledge and appreciation of Thai cuisine and culture. Most of these cooking classes are conducted in a local home, so that tourists can experience Thai local lifestyle as well. Cooking classes are a micro-level manifestation of the growing acknowledgement of the importance of food in the cultural and experiential value of a place.

#### 1.9.4 Conclusion

Food is an important element of national identity and a matter of national and local pride. It can also be a tool in promoting tourism and developing economic linkages between tourism and the local economy. Trends we have seen in the past include initiatives to encourage the expansion of restaurants and food networks. Food is also an instrument of diplomacy that can promote intercultural understanding and positively influence foreigners’ image of a country.



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Gastrodiplomacy functions both at the elite level of official diplomatic relationships and the grassroots level of the broad public. This is an emerging field of study that is receiving increasing attention. In 2012, then US Secretary of State Hillary Clinton launched the Diplomatic Culinary Partnership, elevating “the role of culinary engagement in America’s formal and public diplomacy efforts,” aiming “to increase international tourism by highlighting regional American cuisines and foods, attracting new tourists to the United States of America and promoting the diversity of American food culture.” This focus is gaining ground in Asia as well. Taiwan Province of China and Malaysia have become among the most recent countries to launch a diplomatic drive based around their national cuisine.

Cooking classes contexts with a strong potential for furthering the goals of gastrodiplomacy and promoting food culture at the local level, but they are currently underutilized and under-organized. Significant gains can come from opening an international dialogue to support, promote and enhance food tourism, facilitated by policies, knowledge sharing and developmental support. This is an important way of disseminating food culture and gastrodiplomacy – an emerging field with exciting potential.

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# Chapter 2:

## Product development and experience in gastronomy tourism



Gastronomy tourists tend to look for more authentic and local experiences. Many tourist experiences involve either consuming food and drink, or deciding what and where to consume. One of the essential tasks in developing and marketing gastronomy tourism, therefore, is to find ways to add value to the eating experience in order to make it more memorable. This is especially important since control of the tourist market has shifted from producer to consumer, and consequently, to the traveller who is not only seeking quality service but is also interested in playing an active role in co-creating their own authentic experiences. Local dining holds great appeal to this type of tourist who tends to be more educated, and is therefore more discerning and demanding.

Tourism is one of the quintessential experience sectors that will come to dominate the economy. As the basis of the economy shifts from delivering services to staging experiences, the quality of the basic elements of the product are increasingly being taken for granted by consumers, who

demand engaging and absorbing experiences as part of the tourism and gastronomy product. With increasing global competition between tourist destinations, the search for distinctive experiences becomes more intense.

Strong gastronomic experiences in tourism are typically rooted in the unique aspects of gastronomy that can only be found in a particular location. Gastronomy tourism products contribute significantly to making a destination more attractive because of the pivotal role of food in the holistic experience of a place, paired with the ingredients of landscape, culture and history.

In order to develop gastronomy tourism, destinations must have resources as well as a well-managed destination strategy, with which one can build a well-structured story that appeals to tourists. The experience of wine tasting in Mendoza, Argentina, for instance, draws upon the history of winemaking in the region, the origins of the grapes, the



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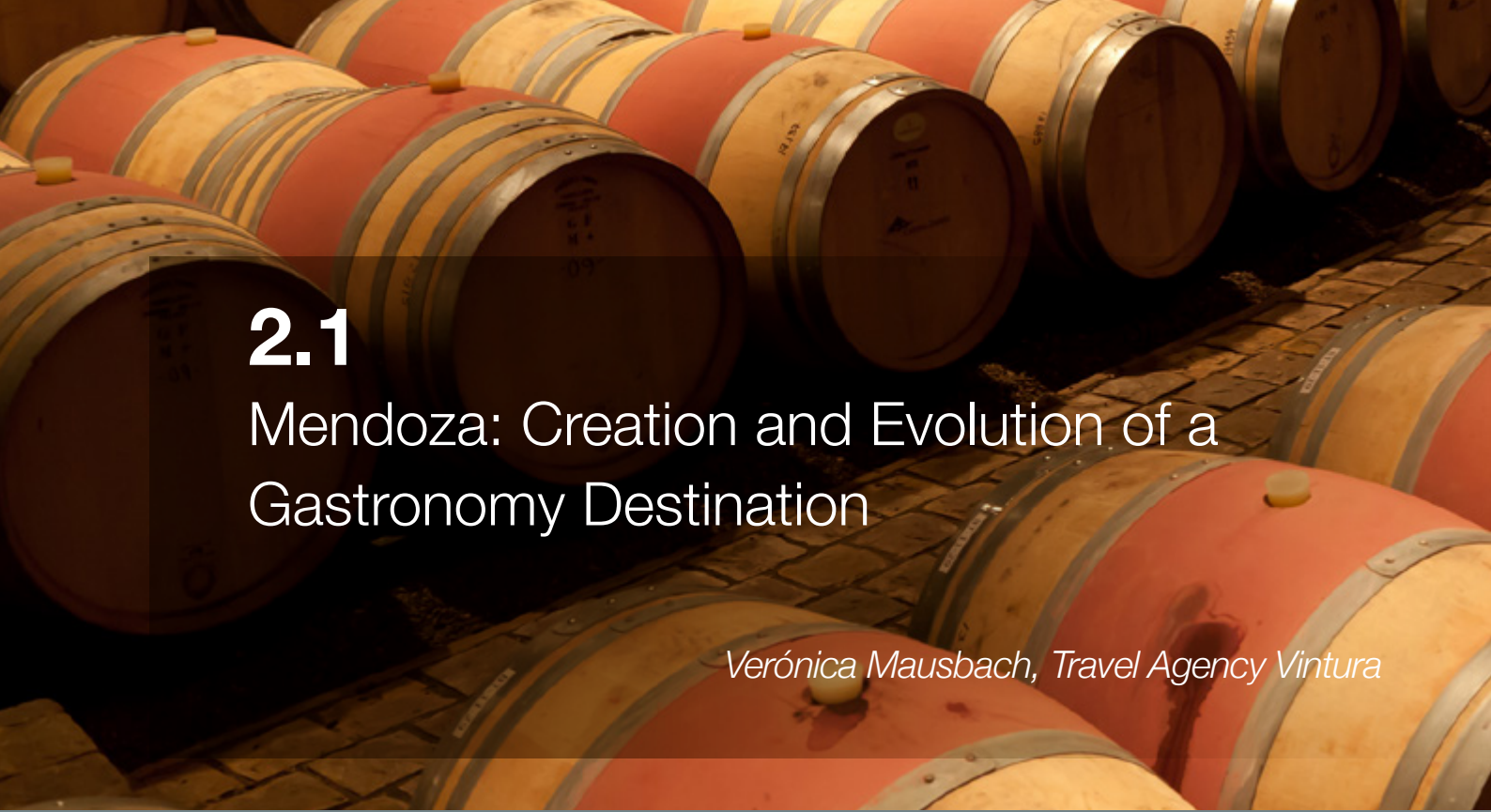
time of harvest, the role of farming in the local economy and the local climate and ecosystem. The history and the setting, food and place, are dynamically and meaningfully interwoven to a unique story that sparks interest among tourists.

Since the positive experience of a place relies on coordination between a myriad of different elements, gastronomy tourism businesses along with other tourism businesses need to leverage synergies and join forces to create more wholesome experiences, as in the examples of wineries that open to the local community for music events. Employees who interact with tourists should be mindful that they are part of the brand of the place as well, and can significantly influence the quality and robustness of a customer's experience.

Governments need to work closely with the private sector in supporting gastronomy, for instance with food promotion

and the organization of food fairs and other events, as well as the provision and maintenance of effective infrastructure to support tourist flows in a safe and secure environment. In addition to this, governments should also aim to raise awareness on the benefits of tourism among local people.

In this regard, the following chapter will discuss the topic of product development in gastronomy tourism, where it is not only limited to food. The related people, programmes, and packages are just as essential, aside from the environmental and sociocultural aspects. Hence, this chapter will discuss the concepts of the tourism product and the tourism experience and will analyze the essential elements for the conceptualization, development, promotion, communication and selection of sales channels.



## 2.1

# Mendoza: Creation and Evolution of a Gastronomy Destination

*Verónica Mausbach, Travel Agency Vintura*

Gastro-tourism in Mendoza has developed in the wake of the incredible success enjoyed by the Argentinian wine industry. Argentinian wine has established itself as a recognized product of the highest quality, surprising international consumers with its excellent price-value ratio. The local gastronomic scene has followed suit, developing a cuisine with local roots, which serves as an ideal complement to Argentinian wine. In the last decade, wine and gastronomy tourism has grown by 245%, surpassing the growth of tourism in general by far. This increase is no coincidence, but rather can be traced to several contributing factors.

Mendoza boasts of wine of the highest quality, with a clear identity and a winemaking tradition established for centuries. Indeed, wine is an integral part of the local cultural identity in Mendoza. Even though Argentina is considered a New World winemaking country, its history in Mendoza dates back to 1557 with the introduction of the first varietals by Jesuit missionaries. In the late 1880's the wine industry experienced a great expansion following the arrival of European immigrants, lending their knowledge and traditions. As a tangible part of the local family culture, these traditions and passions have been passed down from generation to generation.

Today, a new generation of winemakers has taken up the cause of innovation in and renewal of their local wine culture. Similar to the revival that occurred in Peruvian cuisine with a new generation of innovative chefs; these winemakers have dedicated themselves to the investigation of each individual *terroir*, (soils and climatic conditions) in search of the maximum expression of each appellation. Currently, winemakers are focusing on the definition and delineation

of DOCs and appellations, sustainable practices, as well as organic and biodynamic techniques. Culturally, it is expressed by increasing interest from consumers of all ages and backgrounds in discovering the variety in their local wine. Mendozans have found a renewed pride in their local winemaking, celebrating with wine tastings and fairs.

In some of the mega tastings, consumers flock to enjoy their local wines. *La Fiesta de La Vendimia* (Harvest Festival) is perhaps the most iconic event in the wine calendar year. The entire population of Mendoza celebrates not only the year's harvest, but also the election of each vintage's Harvest Queen. The festival is attended by 60,000 people per night and extends to 4 days of festivities. This celebration is also the culmination of two months of smaller parties celebrated throughout Mendoza.

Vino Mendocino is the central point for gourmet experiences in Mendoza; it accompanies an authentic local cuisine which allows visitors to experience cultural, geographic, economic, and social aspects of the wine country.

Mendoza boasts vast expanses of vineyards and some 900 wineries, more than 200 of which welcome tourists and over 60 incorporate their own restaurants. Local tour operators, wineries and restaurants are constantly renewing their offers to deliver an authentic and creative experience, centered on wine and gastronomy. This process has managed to attract a diverse group of international tourists. Furthermore, innovation in programmes and activities was the key to attracting tourists of different profiles, whose original reason for visiting may not have been gastronomy related.



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In a recent survey by the Tourism Ministry, gastronomy tourism activities received the highest rating from the region's visitors. In addition, the destination has a high number of repeat visits, given the diverse array of experiences available. Tour agencies such as Vintura have pioneered creative and interactive experiences, increasingly specialized for wine and food. Not only are tastings becoming progressively professional, but they have also expanded to encompass programmes like blending, harvesting, wine pairing, cooking, as well as sensorial, vertical, soil and altitude experiences. In addition, they have now included team-building activities with adaptations from casino games, exploration, marketing and recreational experiences that combine food and wine in a fun and relaxing way.

Mendoza's beautiful landscape offers the ideal conditions for a range of outdoor activities, from trekking or cycling to horseback riding, combined with lunches and tastings in local wineries. Vintura currently has various courses like the Wine Boot Camps which offer authentic, hands-on and professional activities in viticulture and winemaking complete with extensive bibliographies, instruction and examination by local professionals. This kind of innovation and creativity in such enogastronomic experiences allows the destination to attract visitors from a wide range of backgrounds and interests.

In addition to the excellent raw materials of cultural history and innovation in the creation of activities, the tasks of organization and understanding between the public and private sectors have allowed the destination to establish excellent criteria for the promotion of gastronomy tourism. The programme "Los

*Caminos del Vino*", whose principal goal was the promotion of regional products, was able to revalue the territory and culture of wine tourism with the organization and inspection of more than 250 wineries interested in engaging in this activity. Its web page has traced wine trails throughout Argentina, providing information on the location, opening hours, contacts and services of each winery. In an attempt to regulate quality, organizers also established standards for the wineries' installations and services.

Wines of Argentina have also played a very important role in the promotion of enogastronomic tourism in the country. As a chamber of commerce and industry, along with the support of the local and national Tourism Ministries, its mission is the promotion of Argentinian wine at home and abroad. With regard to tourism, it has established a strategic model and has been very involved in the construction of a solid brand for Argentinian wine and enogastronomic tourism, which pays homage to its cultural heritage.

Each wine is a singular creation, as each winery is a unique world in itself. In this spirit, gastronomic elements are developed to reflect each particular *terroir*. The co-operation of industrial organizations, tour operators, wineries, chefs and restaurants in the development of innovative activities based on authentic local food and wine, has made Mendoza an international capital of enogastronomic tourism.

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## 2.2

# Jong Keukengeweld and Flanders Kitchen Rebels

*Flanders Department of Foreign Affairs – Visit Flanders*

Flanders is a region with an outstanding culinary offer. The region has a deep-seated cultural tradition, a lively restaurant culture, a wide array of regional products, and last but not least, a great number of chefs with a strong sense of innovation and an appetite for creativity and ground-breaking craftsmanship.

The “Jong Keukengeweld” campaign was established to put Flanders on the map as a leading gastronomy destination. Jong Keukengeweld is a campaign that brings a young generation of chefs to the spotlight while giving young people the opportunity to try a three-course menu in Flanders or Brussels, at an affordable price. This is a great introduction to the unique culinary culture of Flanders. In addition to this, VISITFLANDERS also sends its ‘Flanders Kitchen Rebels’, a selection of masterchefs of the Jong Keukengeweld group, abroad as ambassadors for the Flanders region.

### **Profile of Jong Keukengeweld and Flanders Kitchen Rebels**

The “Jong Keukengeweld” initiative was set up seven years ago by the provinces. VISITFLANDERS took over the campaign two years ago, developing it further. Every year, VISITFLANDERS invites chefs to submit their candidacy. A trade jury consisting of culinary journalists, renowned former chefs, representatives of VISITFLANDERS and the hospitality industry federations visit the candidates anonymously to sample their cuisine. The selection does not take into

account the scores of culinary guides. Jong Keukengeweld is considered an independent quality label. The following criteria are used to select the chefs:

- Age: under 35.
- Working in Flanders or Brussels.
- Chef in their own kitchen. No sous-chefs. They do not have to own their own restaurant.
- Use of regional products.
- Focus on sustainability.
- Emphasis on the Flemish culinary tradition.
- Knack for innovation and creativity, without compromising.
- A strong vision of Flemish dining culture.
- Quality and high level.

This is how VISITFLANDERS selects “Jong Keukengeweld”, a group of fifty male and female chefs, who push back boundaries, take fine dining to new and higher levels and are to become the masterchefs of the future.

### **An amazing culinary experience for young people in Flanders and Brussels**

Flemings are *bon vivants*. They enjoy the good life and know that good food can be found anywhere, whether it be in a simple eatery or a Michelin-star restaurant. VISITFLANDERS specifically targets young people with its “Jong Keukengeweld” campaign. The slogan “Young people





cook for young people” offers them a high-end culinary experience at a very reasonable price. Thanks to the “Jong Keukengeweld” campaign, young people are introduced to culinary gems from their own region.

However, “Jong Keukengeweld” does not only target consumers. It brings chefs together, so they can experiment, collaborate and innovate with local products.

The campaign, which runs for a whole year, is becoming increasingly successful. The number of restaurant-seatings have increased from 7,500 in the early years to 9,000 for the 2014-2015 campaign, and passed the 27,000 landmark figure into 2016 – 2017, when the decision was made to run the campaign twice a year in the spring and autumn. This gradual increase is also due to new initiatives that correspond well with the mindset of this young audience, such as the co-operation with a suitable media partner, a social media presence and the central reservation system, with which young people can register through their smartphone or their Facebook account. Meanwhile, the “Jong Keukengeweld” magazine is distributed in the participating restaurants; at Brussels International Airport; in the tourist offices of provinces and cities; at schools and at events.

#### International culinary missions

The chefs of “Jong Keukengeweld” have a Flemish platform but are also promoted abroad. Along with VISITFLANDERS,

the trade jury selects the ten best chefs based on their culinary craftsmanship and creativity, their multilingualism, communication skills and flexibility. VISITFLANDERS uses these passionate masterchefs, the Flanders Kitchen Rebels, as ambassadors for Flanders.

VISITFLANDERS and its foreign offices do everything possible to ensure that the culinary missions run smoothly. Some missions are organized in co-operation with Foreign Affairs. In the past, the Flanders Kitchen Rebels have taken over restaurants at the 2015 World Expo in Milan and the kitchens of leading restaurants in Moscow. In Graz, they performed a culinary cooking demonstration for other chefs and professionals during the Chef Days. In London and in Shanghai, they cooked for a hand-picked audience of foodies and businessmen. In Shanghai, VISITFLANDERS co-operated with Flavours, a Chinese app for foodies with over 100,000 followers.

The formula is clearly a success. The Flanders Kitchen Rebels are now booked more often and invited to show off their culinary craftsmanship in Europe and around the world. Their craftsmanship means Flanders is becoming established as one of the leading European culinary destinations.

#### More information:

[www.jongkeukengeweld.be](http://www.jongkeukengeweld.be)

[www.facebook.com/jong.keukengeweld](https://www.facebook.com/jong.keukengeweld)

<https://www.instagram.com/jongkeukengeweld/>

A close-up photograph of two glasses of beer on a dark wooden table. The glass on the left is a tulip-shaped glass filled with a dark beer topped with a thick, white head of foam. The glass on the right is a standard beer glass filled with a golden beer. The background is a dark, textured wooden surface.

## 2.3

# Barrels Bottles & Brews, Tourism Windsor Essex Pelee Island (TWEPI) and the Culinary Tourism Alliance (CTA)

*Rebecca Mackenzie, Culinary Tourism Alliance*

Barrels Bottles & Brews is a newly-created beverage trail in Windsor and Essex, Southwestern Ontario, Canada. The region is the birthplace of whisky in Canada, and has been ushering in a new generation of craft breweries and distilleries to keep the tradition alive. The trail affords visitors the opportunity to experience the history of Canadian whisky and prohibition, as well as enjoy locally brewed craft beer and small batch, ultra-premium spirits. Visitors to the region can acquire a free Barrels Bottles & Brews Trail passport and receive stamps at each location they visit, ultimately redeeming a fully stamped passport for a featured trail takeaway.

The trail was one of the fundamental product recommendations outlined in the *Tourism Windsor Essex Pelee Island Culinary Tourism Strategy* developed by the Culinary Tourism Alliance for Tourism Windsor Essex Pelee Island (TWEPI) in 2014.

The conceptualization process for the Barrels Bottles & Brews Trail began by identifying the opportunity to establish the region as a food tourism destination for TWEPI, as well as a short to medium term plan including the development of new experiences that leverage existing regional culinary tourism assets and market ready businesses. Given the region's unique combination of beverage offerings such

as craft breweries, designated wine appellation and a storied history of distilling; a beverage trail was among the recommended new experiences to be developed. A beverage trail would have the ability to reinforce the region's "taste of place" by connecting its past and present culture of beverage production through authentic experiences at each trail establishment, and a clear, well-marketed brand.

The essential components of the development of the Barrels Bottles & Brews Trail included in-market research, stakeholder interviews, and industry-wide best practice and trend research. The Culinary Tourism Alliance also completed a comprehensive analysis of the market readiness of the involved businesses using their proprietary Experience Assessment Tool™ (EAT). A detailed business plan was constructed and delivered to TWEPI for their overall culinary tourism strategy, which included a development and launch timeline and recommendations for implementation of the beverage trail. Within the development timeline, the businesses involved in the trail conducted their own in-market research trip to experience the best practices within the province and to better understand the impact of market readiness on the customer experience. These visits helped inform what the group wanted the Barrels Bottles & Brews Trail to be, and what they didn't want it to be, as the success of any



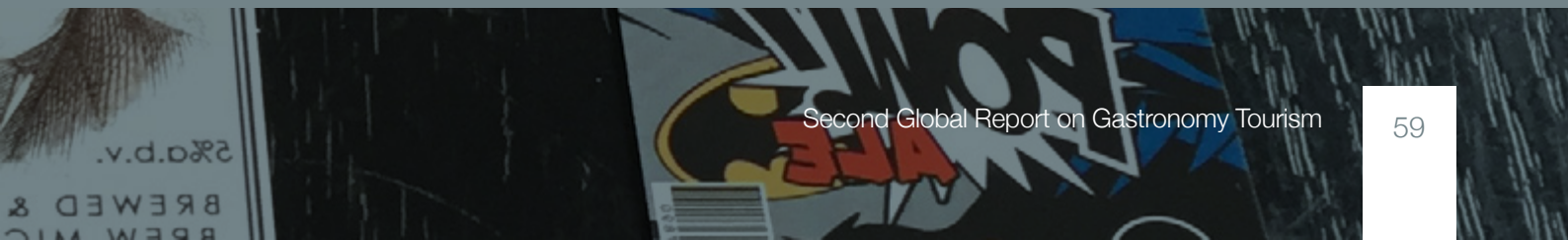
such trail is tied to the state of market readiness of the businesses involved and the ability of the experience to deliver on consumer expectations.

In addition to the trail businesses' ability to deliver on customer expectations, the success of the trail will ultimately rely on how its marketing message is delivered and received by its target audiences. One such target audience is the Millennial demographic, who increasingly identify as culinary tourists. In a 2012 survey by the Tourism Industry Association of Canada (TIAC) and Deloitte, Canadian respondents aged 25 – 34 years old indicated that food and beverage offerings were the biggest deciding factor for travel, respectively at 41% vs. 35% for Canadian travellers in general. This generation devotes more of its disposable income to food and drink than any previous generation, and when it comes to travel, they are looking for immersive experiences with authentic content, to feel like a local.

Understanding this, and that Millennials appreciate customizable experiences and suggested itineraries, the passport component of the trail was developed in order to engage and entice the Millennial audience through participation, rewards, and collaboration via user-generated content with the trail's hashtag.

The Barrels Bottles & Brews Trail officially launched during Ontario Tourism Week 2016 as part of a conversation with locals encouraging them to take a staycation and explore their own backyards. Given the region's proximity to a large local market, which extends to include the cities of Toronto, Detroit, and Michigan, it was important to generate attention in the local media. According to Vice President of Tourism Windsor Essex Pelee Island, Lynette Bain, "The development of the Barrels, Bottles and Brews Trail, in concert with the Culinary Tourism Alliance (CTA), has provided a great opportunity to work in partnership with local beverage producers, both established and new, in showcasing local flavours and culture. The expert guidance from CTA was invaluable as a generator for ideas and best practices not only within the Barrels, Bottles and Brews programme, but also in the development of several other products and strategies featured in the Food Tourism Strategy."

The Barrels Bottles & Brews Trail and the experience it offers is a direct response to the consumer demand for craft experiences, in conjunction with the existing assets in the region. This kind of experiential development ensures that tourism serves to enhance and strengthen local businesses and industries, by turning existing market ready assets into a product that consumers are already seeking.



## 2.4

# Empowering gastronomy tourism through the implementation of quality certifications: A study of 20 gastronomic establishments in Bogotá, Colombia

*Sandra Juliana Enríquez Bernal, Fundación Universitaria Cafam*

Given that one of the most preferred ways for travellers to experience another culture is via gastronomy tourism, the quality of the experience is fundamentally important, both for the tourist and for those in the industry trying to measure the level of development of tourism products. Quality is therefore a key factor in evaluating gastronomic establishments and for developing strategies that maximize the desirability of destinations, and obtaining certifications that ensure quality should be an essential component of any such strategy.

In Colombia, the norms applicable to this sector have two different dimensions: 1) authoritative normativity principally meant to guarantee hygiene and food safety (2 norms); and 2) voluntary normativity principally pertaining to quality control (12 norms). These include various aspects of the operative management of the restaurants as they already are: sustainability; the processes of production and service; physical infrastructure; management; resource maintenance; and finally additional aspects of food safety. The Colombian government is inclined to make sustainability norms authoritative.

At present, only 39 gastronomic establishments in Colombia have been certified in the dimension of voluntary norms (Ministry of Commerce, Industry and Tourism, 2016). Thirty of these are located in Bogotá, a city that has over 25,000 formalized locales and approximately 10,000 locales not registered for the consumption of food and drinks (Chamber of Commerce, 2016), and 900 of these establishments have been labeled as “touristic.” In other words, only 3% are actually certified. Such statistics invite reflection on how

familiar business owners actually are with the norms and how competitive the sector actually is.

In 2015, the *Fundación Universitaria Cafam* and the Bogotá Chamber of Commerce conducted a diagnostic study of 20 restaurants as part of a process prior to any possible certification in voluntary norms. The study concluded that it was necessary to undertake actions that would improve the legal, technical and managerial framework.

The establishments, which participated voluntarily, received a summons that took into account two important criteria: a) that the establishments were enrolled in the National Registry of Tourism (*el Registro Nacional de Turismo, RNT*<sup>1</sup>); and b) that the establishments were located in tourist zones according to the Bogotá Master Plan.

Before the process began, representatives of the establishments underwent training and initiatives to improve awareness about the regulations. They were also presented with, and instructed on the use of a diagnostic tool that included aspects of the 2 authoritative norms and 8 of the voluntary norms. In the process, it was decided to leave out 4 aspects due to particular situations that did not apply to all restaurants. Implementation of this diagnostic tool was conducted by a team of auditors that reviewed each aspect; simultaneously, the representatives from each establishment conducted a self-evaluation of his or her organization. In order to standardize the results and facilitate their dissemination, it was necessary to organize the aspects into 4 criteria, as seen in the following figure:

#### STRATEGIC DIRECTION:

- Internal and external communication
- Provider development
- Purchasing management
- Human talent management
- Strategic planning
- Corporate social responsibility
- Tracking (verification)
- Customer service

#### INFRASTRUCTURE:

- Accessibility
- Drinking water
- Pest control
- Quality and safety management
- Management of environmental impacts
- Cleaning and disinfection
- Waste management
- Legal requirements

#### PROCEDURES:

- Internal and external communication
- Provider development
- Quality and safety management
- Purchasing management
- Management of environmental impacts
- Management of cultural impacts
- Human talent management
- Cleaning and disinfection
- Waste management
- Maintenance
- Marketing
- Standardized operating procedures
- Environmental process
- Legal requirements
- Tracking (verification)
- Customer service

#### PROCESSES:

- Drinking water
- Internal and external communication
- Provider development
- Quality and safety management
- Purchasing management
- Management of environmental impacts
- Management of cultural impacts
- Human talent management
- Cleaning and disinfection
- Waste management
- Maintenance
- Strategic planning
- Environmental process
- Legal requirements
- Security of the establishment

Source: School of Tourism and Gastronomy; Fundación Universitaria Cafam 2016

The stage aimed at increasing awareness confirmed previous analyses, which demonstrated that business owners had low levels of familiarity with the norms and therefore there were less initiatives directed towards raising awareness of the importance of the norms in the management of their businesses. The results showed that, contrary to the previous hypothesis (in which it was believed that one of the biggest issues being experienced by business owners in order to gain access to certifications was the large investment that would be necessary for physical infrastructure), the norm concerning physical infrastructure had the highest level of compliance (76%). The results also highlighted the need to work more on matters related to the planning of processes, production and service (45-60% compliance), the cost of which, although incurred, is not nearly as high as that of investing in physical infrastructure. It was established that the financial resources to make such changes were available, which is why the evaluation of this norm reached 74% compliance, indicating that businesses have augmented in this field.

At the same time, the majority of restaurants did not have a Human Resources department that would raise the need for them to improve communication within their business organization, strengthen training, build job profiles and establish tools that would optimize relations between lines of authority and levels of responsibility (37%).

Concerning factors such as hygiene and quality, results showed a lack of implementation, control, verification and documentation of the procedures that guarantee food safety

and therefore the health of consumers (60%). A similar deficit was found in the area of managing environmental impact, where the level of compliance was only 20%. In this regard, the results revealed a lack of knowledge concerning integral management of both preventative and corrective processes pertaining to the responsible management of waste, water, energy resources in general and emissions control (*School of Tourism and Gastronomy; Fundación Universitaria Cafam, 2016*).

Certifications create a baseline by standardizing processes in order to guarantee the quality of the operation and sale of gastronomic products in a particular destination. Compliance with these standards anticipates a collaborative effort among the business, government and academic sectors with the goal of further developing the competitiveness of gastronomy tourism in both the city and the country.

For more information about the project, please contact Sandra Juliana Enríquez at the School of Tourism and Gastronomy at [sandra.enriquez@unicafam.edu.co](mailto:sandra.enriquez@unicafam.edu.co).

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## 2.5

# Bogotá-region gastronomy cluster: an effort to promote farmers' markets as tourist attractions

*Marco Antonio Llinas Vargas, Bogotá Chamber of Commerce*

Although Colombia's economy has experienced important growth in recent years, its productivity has remained practically stagnant over the past two decades. It is largely accepted that this is the main reason for the inability of the country to reach higher income levels.

Facing a post conflict scenario that will hopefully end 50 years of ongoing social unrest, Colombia has set off to increase the advancement and diversification of its economy by putting a series of policies in place, particularly the Productive Development Policy, under the National Competitiveness, Science, Technology, and Innovation System. These policies have adopted a bottom-up approach, through which regions (not on a national level) define the productive agendas as well as the strategic sectors they wish to work in.

In the case of Bogotá, two sets of complementary efforts led by the Bogotá Chamber of Commerce are being implemented, which allow these policies to materialize at the local level. First, there is the Research & Innovation Smart Specialization Strategy (RIS3), through which efforts and resources of the public and private sector, as well as academia, will be focused on five strategic areas. Secondly, the region of Bogotá is implementing the most ambitious cluster-based development agenda in Colombia that currently includes 15 cluster initiatives in the following sectors: apparel; leather, footwear and leather goods; jewelry; business and events tourism; music; creative and content industries;

graphic communication; healthcare; energy; dairy products; cosmetics; software & IT; pharmaceuticals; financial; and gastronomy.

The gastronomy sector in Bogotá is made up of over 32,000 companies, accounting for approximately 1% of the city's GDP. Among several other initiatives, the Gastronomic Cluster is aiming at upgrading and diversifying the sector's offer through the design and implementation of a gastronomic tourism product based on the knowledge of agricultural produce, traditional food preparation, and the existing farmers' markets.

Working alongside Bogotá's Tourism Institute (IDT), the municipal government tourism promotion organization, and based on recent studies, the project aims at strengthening the farmers' market products, as well as the traditional cuisine offer, and is directed towards making markets more illustrative of Colombian culture and identity. Additionally, the project intends to address food safety issues by creating the conditions for a diverse and adequate supply, incorporating quality criteria, cultural acceptability, accessibility, and availability of food for residents and visitors (Economic Development Secretariat).

From the IDT's perspective, *"The farmers' markets are emblematic and traditional places. Thus, the Municipal government has thought of them as unique and wonderful*



*attractions for tourists and local residents. We want farmers' markets to be seen as real gastronomic settings where the visitors feel comfortable and confident to taste natural and fresh products at a reasonable price".*

The heritage value of these places and their potential as hubs for domestic and international tourism are unquestionable. The Bogotá identity, established throughout its history, ingredients, and the capital city character are solid reasons to strengthen Bogotá's gastronomic culture, which may have been forgotten by people living in Bogotá.

The project will be implemented in 19 farmers' markets and will involve different actors such as public entities, the entire value chain, as well as local residents and tourists. It will include the following actions:

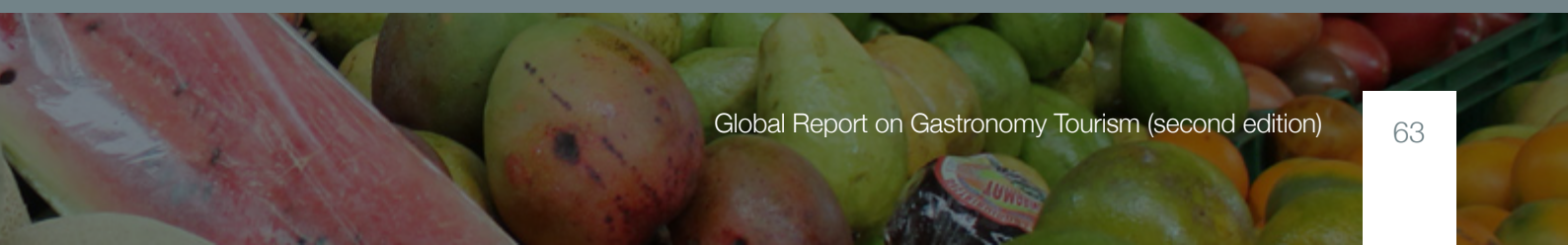
- Design and implementation of communication and promotion strategies of farmers' markets as tourist attractions.
- Implementation of maintenance and renovation actions of current infrastructure, modifying these markets to receive tourists and local residents.
- Implementation of strategies to recover architectural and heritage values of farmers' markets and their surroundings.

- Increasing the value of tangible and intangible heritage of farmers' markets.

Thanks to the coordination of the public and private sectors under the Gastronomic Cluster, Bogotá's farmers markets will become amazing tourist attractions. This intervention led by the Bogotá Chamber of Commerce and the IDT will also result in the farmers' markets being included in Bogotá's tourist map. Moreover, this project will engage local agriculture producers and intermediaries, convincing them that their work, products, and clients are critical in shaping the perception of Bogotá by both visitors and local residents. In summary, this project is just another demonstration of the power of cluster initiatives as a tool to articulate multiparty efforts at increasing local competitiveness.

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## 2.6 The Ancestral Basket

*Ministerio de Comercio, Industria y Turismo de Colombia*

Exploring the flavours of Colombia is one of the greatest adventures that a gastronomy lover can have. The ancestral and traditional products and the souls of the farmers and producers combine to make a unique offering. That is why the “Ancestral Basket” initiative aims to honour the products, farmers, and fishermen. They are almost anonymous heroes, responsible for maintaining and contributing to biodiversity in order to safeguard the traditional cuisine as cultural heritage of the Colombian identity.

The “Ancestral Basket” campaign combines the origins of traditional ingredients or of those that are perhaps less well known, into one proposal seeking to demonstrate the culture, way of living and culinary techniques through people who offer a sensorial experience full of texture, flavour, and colours.

This campaign began in the Colombian Atlantic Coast, where the regions of Córdoba, Sucre, Bolívar, Atlántico

and Magdalena were explored with the purpose of filling the first basket with a total of 20 products that are grown and prepared by residents of the regions. These regions still preserve the traditions and direct foodie guests to each place of origin, resulting in more than 50 experiences for owners of restaurants in different areas around the country.

During the route, real stories of the traditional products and the history of the cuisine allow for the culture and legacy to be imparted. The knowledge, passed down from generation to generation, incorporates a list of regions and contacts of each artisan and producers in its final package, namely the “The Basket”. The Basket seeks to promote the use and marketing of products that give life to culinary traditions.

The route for Colombian destinations seeks to incorporate the origin and history of different products, allowing for an enriching experience of reflections on the real importance of those concepts that may be overlooked in everyday life.





© Maceofoto | Dreamstime.com

Rescuing and protecting this natural heritage that exists in traditional cuisine is more important than ever in our modern, globalized world.


This project embarks with great emotion to rediscover history as a transcendent legacy, communicated via artisanal and organic products and the value of the people who have dedicated generations to sharing their inherited knowledge.

The “Ancestral Basket” project is currently entering a second stage called “Stronger Together” in the south-west of Colombia. It seeks to integrate traditional cooks and professional chefs. Alexander Almeri, the chef and creator of “Ancestral Basket”, and the cook Gersson Mariño have joined the project “raSa” and “La Despensa de los Chefs” with the objective of exploring the origin of products from the regions of Valle del Cauca, Nariño and Putumayo; mainly from the communities of the Pacific to the Andean highland ethnic communities, products, farmers, seed keepers,

artisans, fishermen and carriers of culinary traditions, ready to tell their stories.

The products that will go in each “Ancestral Basket” are far from the usual. On the contrary, they have a real background and are agro-ecological, produced by either micro scale, native or rescued seeds, wild products and native preparations or ancestral techniques that may be on the point of disappearing. Each product will hold value that will encourage it to be used over more everyday products.

A technical data sheet will arrive with each product, describing in detail its origin, main producer, history, unique characteristics and a traditional recipe derived from the product or the way to use it. The product will go directly from its origin to the basket and from there to all of those who want to be a part of this initiative that seeks to rescue intangible heritage cuisine through the promotion of original products and the recognition of their gastronomic value.



## 2.7

### Foodie route in the application Zagreb Be There

Zagreb Tourist Board

In 2014, Zagreb Tourist Board launched the mobile application *Zagreb Be There*, aimed at young backpackers and tourists. The application proposes various thematic routes for exploring the Croatian capital, providing users with the possibility of winning rewards for the successful completion of routes. Some of the more popular routes were Hidden Zagreb, Arty Zagreb and Classic Zagreb.

In 2015, a survey was conducted among young international hostel guests with the aim of discovering more about their experiences in Zagreb, and more specifically, what they felt might be lacking. The results showed that, among other things, tourists were interested in trying local cuisine, but had problems finding places to eat. They also complained of an abundance of fast food restaurants at the expense of healthier options.

In order to meet their needs, in 2016 it was decided to upgrade the application with a so-called Foodie Route, aimed at food lovers who wanted to eat hearty, healthy meals made from **fresh local ingredients**. It was decided that a popular chef or food blogger was needed to curate the route and to give

the route credibility. As a consequence, one of Zagreb's best known food bloggers, stylists and chefs, Jelena Iva Nikolić, was chosen. Jelena came to prominence by organizing the well-known "Little Market in the Attic" project, a favourite gathering place for fans and producers of organically grown food and environmentally friendly cosmetics.

Furthermore, it was decided that the route would feature quality but (relatively) affordable places, well known to local Zagrebians, but probably harder to discover by tourists. Jelena then chose her favourite places to have daily meals (breakfast, lunch, dinner, dessert, cocktails, etc.) This type of classification was designed specifically for those tourists who are often on the lookout for their next meal.

Some of the places Jelena chose include Cogito Coffee Shop, Dežman Bar and Mak na konac, selected to showcase the finest coffee, tapas with local ingredients or delicious homemade cakes.

Users who complete the route (check into locations on the route) win a branded Zagreb Be There souvenir (mug or t-shirt).





The Foodie route launched in mid-June 2016, and the application was promoted online on Facebook and Google, targeted towards people who have an interest in food and gastronomy. It is still too early to have concrete results.

During the winter of 2015, the special Advent edition of the application was created. Although not focused entirely on gastronomic experiences, food still featured prominently. A character called Mr. Alojz was created, embodying the spirit of Zagreb Christmas and modeled after a 1930's gentleman. Mr. Alojz knew everything there is to know about celebrating Advent in Zagreb, and among other things, "created" a Foodie Route. The Advent Foodie Route featured restaurants, street markets and patisseries that offered traditional food from the Zagreb region. Mr. Alojz recommended only the best places, chosen to serve traditional meals and also look the part.

The app Zagreb Be There is free and available on Android and iPhone mobile devices and can be downloaded from the microsite [betherezagreb.com](http://betherezagreb.com) or via a QR code on leaflets which can be found at all major tourist spots in Zagreb. It is based on the so-called principle of gamification, or the

rules adopted from computer games, which is very popular. Visitors using Zagreb Be There can virtually check themselves into each location at which they arrive, and can win awards such as souvenirs, discounted museum tickets and more when they complete a route. They check into a location by taking a photo of a place and sharing it with friends on social networks.

The application has already won several awards, including a prize for best digital tourist promotion in Europe (Tourism & Strategy Festival, Paris, 2015) and for the innovation of the year in tourism (Days of Croatian Tourism, Opatija, 2015).

The mobile application Zagreb Be There, which was developed in co-operation with the agencies Bruketa&Žinić OM and Brlog, now offers a total of seven tours which help visitors get to know Zagreb in a new and innovative way.

More information is available at: <http://www.betherezagreb.com/>





## 2.8

# Apoxyomenos gastronomic story

*Dalibor Cvitković,*

*Tourism Board of the Town of Mali Lošinj*

Apoxyomenos is an ancient bronze statue of a young athlete which is considered a Croatian masterpiece. The 192 cm tall statue was recovered from the sea between the islet of Vele Orjule and the island of Lošinj on 27 April 1999, and is to date the only big bronze statue found on the eastern coast of the Adriatic.

After several years of conservation and restoration, the date of creation of the statue was determined to be in the range between first and second Century B.C. Out of nine known variations of the Apoxyomenos prototype, the Lošinj statue is the most complete and the best preserved. Although the author is unknown, the classical beauty and quality of workmanship speak for a great master.

Following the restoration works, the Apoxyomenos shone in all its beauty and toured the world's museums (Paris, London, Los Angeles, Florence, etc.), to finally return to Lošinj, its permanent home in the Museum of Apoxyomenos which opened on 30th April 2016.

To complement the arrival of Apoxyomenos to Lošinj, the Tourism Board of the Town of Mali Lošinj introduced a new tourism feature, *Apoxyomenos on the Island of Vitality*, presenting new products, services, and experiences that have been inspired by the bronze statue.

*Apoxyomenos Ancient Cuisine* is one of the latest features that combine the ancient gastronomy with contemporary cuisine. Famous local chef, M. Adrijano Nikolić and Prof. Lidija Kosmos, a historian, spent three years researching the literature in order to present the dietary habits and dishes of Ancient Greece that link the Apoxyomenos and the island of Lošinj.

The initial problems that they encountered included the lack of original ancient Greek cookbooks as we know them today. Nevertheless, the Greek diet was depicted in their epics, dramas, poems, travel guides, philosophical discussions, and physicians and biologists' records.

The first step in creating the gastronomic story was to prepare a list of food that was used in the time of Apoxyomenos, starting from those that were not used in the same way we are accustomed to today, or were discovered later (for example, in the case of corn and potato). The regular, everyday food of most Greek people was simple and basic. Cereals, olives, and wine were consumed most often. They were the core of the Greek diet along with fish and other seafood. The features of the Mediterranean diet are summed up by a few principles that are based on the famous ancient motto: *Métron áriston!* (Greek: μέτρον ἄριστον), or in English: Everything in moderation! This moderation in the ancient



times was reflected not only in the amount of food that was served, but also in the way it was consumed and in the general attitude towards food.

The research resulted in the *Apoxyomenos Gastronomic Story Cookbook* being published by the Town of Mali Lošinj Tourism Board. It provided the basis for further development and discourse with restaurateurs to create a new gastronomic offer from the island of Lošinj, clustered under the *Apoxyomenos Ancient Cuisine project*.

16 restaurants from the island of Lošinj joined the *Apoxyomenos Ancient Cuisine project* and introduced the dishes from Apoxyomenos' time to their menus. All participants attended courses to learn about the types of groceries that can be used, dietary style and ancient lifestyle so that their guests could experience the story of Apoxyomenos through dishes and service.

The project is overseen by local celebrity chef, M. Adrijano Nikolić, who is also the author of the *Apoxyomenos Gastronomic Story Cookbook*, and whose mentorship, knowledge, skills, and counsel are always at the service of restaurateurs.

*Apoxyomenos Ancient Cuisine* is one of the latest features of the Apoxyomenos on the Island of Vitality project that integrates not only gastronomy, but also other offers such as spa treatments, cosmetics, outdoor activities (sailing on the ancient maritime routes, diving at ancient discovery sites), souvenirs inspired by Apoxyomenos, a line of Apoxyomenos teas, cultural tours, and finally the *Apoxyomenos voyage*, a musical soundtrack recorded at the discovery site.

As a part of *Apoxyomenos on the Island of Vitality*, a project run by the Town of Mali Lošinj and the Tourism Board, every spring the local high school organizes the *Apoxyomenos Breakfast*. This is aimed at raising awareness on the importance of a healthy diet among pupils, introducing them to the ancient specialities and food that are still used in the Mediterranean cuisine.

*Apoxyomenos Ancient Cuisine* is an example of the connection between gastronomy and other features of tourism that present a new tourism experience of cultural, eno, and gastro tourism. The result is the so-called "win-win" situation for the cultural institution, the Museum of Apoxyomenos, and the destination, where the visitors can enjoy new tourism experiences, notably the gastronomy that touches the palate and tells the story of Apoxyomenos.





## 2.9 Hungry for Finland

*Kristiina Havas, Haaga-Helia University of Applied Sciences*

Finland benefits from the Scandinavian image, the Nordic cooking philosophy and the rise of the healthy Nordic diet. The Nordic countries have shared values regarding pure, natural and simple food. This does not mean, however, that Finland cannot distinguish itself and stand out from the common Nordic identity – particularly when food is currently one of the most interesting trends in the global tourism sector.

### **Finland's First Food Tourism Strategy 2015–2020**

The strategy work was launched and financed by the Ministry of Agriculture and Forestry together with Visit Finland in 2015. The work on the Food Tourism Strategy was coordinated by Haaga-Helia University of Applied Sciences.

Clearly distinguishable foods and beverages give a certain profile to a destination. The best experiences are those in which the customer takes an active role in the story: for example by finding the ingredients (fishing, mushroom and berry picking, digging potatoes), participating in the preparation and having opportunities to test and tweak recipes. Many consumers value and desire local and self-made food, as well as authenticity. In terms of purity, Finnish food is among the top in Europe, and Finnish natural attractions are a main motivation for foreign tourists. In rural

tourism and especially for Finland, nature, food and culture are inexorably interconnected.

One of the main goals of the strategy was to define a common objective and roles for different actors for the future. Naturally, the goal needed to be that all of the variables in place were of equally high quality. The measures listed in the strategy are aimed at promoting appealing, high-quality Finnish products to international and domestic tourists. Finnish tourism operators were involved in the strategy discussions.

**Food and eating are essential elements of the tourism product that involve powerful experiences.** The key issues in developing food tourism are:

1. Taste of place: Associating a flavour to Finnish origins and the Finnish way of life.
2. Pure pleasure: Pure Finnish food is good for the body and soul. Europe's purest ingredients, clean water and air, aromas and flavonoids created by Arctic light conditions, organic and local food and very high standards in food processing all contribute to healthy food, including special dietary needs.
3. Cool and creative Finland: An internationally renowned culinary phenomenon.



© Haaga-Helia University of Applied Sciences

### Strategic Actions

The primary action in promoting Finnish food tourism is the development of spearhead products, strategic partnerships and communication, as well as measures and designated actors for each of these.

The Finnish food tourism product is easy to purchase, internationally known and tasty, bringing powerful experiences to tourists everywhere.

Food itself can be constructed into a tourism product; it can form part of wellbeing, culture or winter tourism services or nature-based activities in the summer. Food tourism is something very original. Finnish food plays a key role in arousing people's curiosity.

### Vision 2020: Hungry for Finland!

Food is an integral element and powerful experience in Finnish tourism!

### Mission: The more the merrier – and better food!

Broad involvement of actors in food and tourism sectors!

### Finnish Food Tourism Competition

The first major step in the Food Tourism Strategy was the

Food Tourism Competition held in spring 2015. The aim was to highlight the potential of food tourism and engage the sector in its development. The competition proved popular, where the number of participants was double the target.

The competition was organized by Haaga-Helia University of Applied Sciences and financed by several governmental bodies.

The evaluation criteria were: customer orientation, local colour, stories, local food, experiences, co-operation, entrepreneurship, cost-effectiveness, and versatility in the use of sales and marketing channels.

The winners were "From Guesthouse to Guesthouse" tours arranged in the form of four undertakings in the small eastern counties of Nurmee and Valtimo. The product has a strong local and environmentally friendly quality. The food is delicious, clean and authentic. Guests learn how to use herbs from the "Herbal Tour" for cooking, wellness and beauty care. For example, travellers learn how to make traditional Karelian pasties. In the guesthouses, the traveller is able to feel at home and experience the day-to-day life of a local, some of which continue at home through souvenirs.



Distribution channels are well thought out. The jury praised the excellent co-operation between the four entrepreneurs.

**From Guesthouse to Guesthouse, Valtimo and Nurmes Finland:**

<https://www.youtube.com/watch?v=nhNsNRBRN1A&feature=youtu.be>

In addition, three other notable food tourism acts received an award:

**Inari Menu/Tradition Hotel Kultahovi:**

<https://www.youtube.com/watch?v=SOKHuwhsZCM>

**Malmgård Manor, Loviisa Finland:**

<https://www.youtube.com/watch?v=VpSFmQgkFRY>

**Chamberlain's feast at Svartå Manor, Mustio Finland:**

<https://www.youtube.com/watch?v=JircZsrIKM>

**The Roll-out of Finland's Food Tourism Strategy**

Finland's first Food Tourism Strategy is currently being implemented through regional Hungry for Finland workshops, which are designed to help local operators, especially entrepreneurs, develop skills and prerequisites for delivering the strategy.

The themes identified in the strategy for Finnish food tourism products are presented in Figure 2.2 on the next page. They are

the cornerstones of a successful food tourism business around which additional and topical elements can be constructed.

**More information:**

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<https://www.youtube.com/playlist?list=PLYJNcJ1jQZyZ3t-UlBzDgrgTBKSTpvrDI>

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Figure 2.2 Cornerstones of a successful food tourism business





## 2.10

The international gastronomy exhibition center “City of Gastronomy” in Dijon, France: An upbeat place for Dijon and a must visit site, celebrating the French way to enjoy meals

*Thierry Coltier and Coralie Marti, Horwath HTL France*

### **French Gastronomy Heritage**

In 2010, UNESCO included the “Gastronomic meal of the French” in the World Heritage List. In its application for recognition, the French government pledged to create an “International City of Gastronomy” (*Cité internationale de la Gastronomie*), an original, big-scale initiative dedicated to embodying the values of these social and festive customary practices. At the same time, the initiative aimed to promote French Gastronomy and bring together those involved, encompassing the same sense of “*togetherness, pleasure of taste, and balance between human beings and the products of nature*” as stated in the official definition of the “French gourmet meal” by the UNESCO committee.

To achieve this purpose, in 2011, the government organized a contest for French regional and local authorities to encourage them to propose an idea for an original project involving a place and concept showcasing the gastronomy of the region. Five major French cities entered the contest including Paris, Lyon and Dijon. *Horwath HTL was commissioned by the Municipality of Dijon to conceive of a project and study its economic feasibility.*

### **International City of Gastronomy**

Dijon is the capital of the Burgundy region, internationally renowned for its vineyards. Although each region has a particular cuisine, the gastronomy of Burgundy is among the most famous.

In the center of Dijon, the public hospital was built after the French Revolution in a former monastery, with buildings dating from the 14th century. Modern and rather characterless constructions had over time been installed in the park to accommodate various medical necessities. The subsequent creation of a large modern hospital on the outskirts of Dijon provided an opportunity to question the fate of the old hospital. It was decided that it would be an ideal place to host the International City of Gastronomy.

The historic buildings were deemed ideal to house all the activities related to the project, while the demolition of the more modern and uninteresting buildings would create the opportunity for the development of an adjacent real estate residential programme. In doing so, the profits from the sale of land to a private operator would provide funding for the public cultural project, which would in turn considerably enhance the prestige and value of the plot.

### **Challenges**

The major challenge of the project was to ensure that the City of Gastronomy would be a place of both innovation and a celebration of everyday life for Dijon residents and tourists. Both are important for the atmosphere of the place and the economic viability of the project.

Indeed, visitors look for lively places frequented by locals. Conversely, places perceived as too touristy and artificial tend to be avoided by residents. It is therefore important



to balance the activities between those that cater primarily to residents (a market accompanied by an urban picnic area, a restaurant whose kitchen may be rented for private or business events, cooking courses etc.) and those that mostly cater to tourists (a hotel, a museum, tasting events, specialty shops etc.).

Another balance to be sought lies between activities for the general public and activities dedicated to professionals (oenology school, specialized business incubators, professional co-working and meeting places). Finally, there should also be both cultural activities (museums, exhibitions, events etc.), not directly profitable but which attract visitors, and those activities which ensure economic viability.

Pardoning the pun, a successful atmosphere feeds a favourable word of mouth and people remain the best vehicle for promoting a recreational site. The architectural and landscape features, the quality of the product offering and the organization of small and large events are the ingredients of a successful atmosphere. The key to success is therefore to implement this recipe in the right manner.

The City of Gastronomy would ideally serve as an entryway to the Burgundy vineyard scene, via which car or bicycle tours through the vineyards and neighbouring historical towns such as Beaune and Nuits-Saint-Georges can start. Leading scientific research institutes, as well as SEB-Moulinex, one of the world's leading manufacturers of small kitchen appliances

whose head office is in the Burgundy region, are involved in the implementation of this project.

#### **Network of Cities of Gastronomy**

In 2011, the City of Gastronomy project in Dijon was selected as the winner of the competition run by the French government. It was then decided to be continued with the projects in Paris-Rungis, Tours and Lyon as well. Thus, a national network of Cities of Gastronomy was established, each showcasing a specialty of their region. Paris-Rungis, the location of the wholesale food market which is said to be the largest in the world, will specialize in international "farm to table" value-chains, while Dijon will specialize in oenology. The Cities of Gastronomy have the vocation to share and host rotating exhibitions and events.

In the future, a domestic or international tourist will have the opportunity to plan their Tour de France in the Cities of Gastronomy and explore the culinary individualities of the different regions in depth.

Dijon, the first *City of Gastronomy*, with a total surface area of over 20,000m<sup>2</sup>, will open in 2018. Cities in other regions, like Périgueux (in Périgord) or Valence (in Provence), have decided to join this dynamic initiative.

The gastronomy adventure is just beginning!

## 2.11

# Georgia – The Birthplace of Wine

*Tornike Zirakishvili, GNTA*

Wine tourism is a significant element of gastronomy tourism, and within this sphere, Georgia has a strong advantage as a tourist destination.

Georgia has the oldest unbroken tradition of wine-making in the world. Stretching back 8,000 years, this integral aspect of Georgian culture has established the country as the birthplace of wine. Today, wine and wine-making also play a key role in Georgia's brand image. More than 500 varieties of grapes grow in Georgia and their wines are renowned for their unique characteristics. The ancient Georgian wine-making method (called 'Qvevri') is still practiced across the country. 'Qvevri' is a large earthenware vessel, sealed and then buried in the ground for several months. The oldest 'Qvevri' discovered is believed to be from the 6th millennium BC and in 2013, 'Qvevri' wine-making method was added to UNESCO's Intangible Cultural Heritage list.

Georgian best practice in product development is concerned with maintaining authenticity. Today, the diversity of wine-making techniques used in Georgia is astonishing; it is possible to experience the evolution of winemaking from its

earliest cultural roots to the most modern style within a 2 hour drive.

Alaverdi Monastery, located on the beautiful slopes of the Caucasus Mountains, is home to a breathtaking 55-metre high cathedral, the second tallest religious building in the country. The Monastery's history dates back to the VI century and was a place of worship for Georgian Kings. Remains of the VIII-X century-old cellar containing different sized 'Qvevris' were discovered by the archeologists in the Alaverdi Monastery's yard, as well as a remarkable cellar built by a Georgian King in the XI century. Taking into account its tremendous history, the wine produced at the monastery has been branded as 'Since 1011'. The wine is still made in the original cellar by the Monastery's congregation. Monks living in the Monastery have passed their traditional wine-making methods down the generations and thus the methods used for the production of wine in the Alaverdi have not changed since the XI century, allowing one to connect with the ancient history, and taste wine made the same way it would have been a thousand years ago.



Georgia

© GNTA

Only about an hour's drive away from the Alaverdi Monastery lies a beautiful winery called Pheasant's Tears. According to a Georgian tale, a hero claimed that only a wine beyond compare could make a pheasant cry tears of joy, and this is where the name of the unique winery called 'Pheasant's Tears' comes from. The winery was created in 2007 by John Wurdeman, an American artist with a passion for art and wine, and the Georgian winemaker Gela Patalishvili. They shared the goal of producing artisanal and natural wine, using only 'Qvevri' methods. Visiting Pheasant's Tears winery is a unique experience and allows a visitor to learn about a more recent history of Georgian traditional wine-making in a 300-year old beautiful underground cellar.

From the Pheasant's Tears winery, one can travel to Chateau Mukhrani castle, where high quality wine is produced using modern technologies. Chateau Mukhrani Castle has a unique history; construction of the Castle began in 1873 by Prince Ivane Mukhranbatoni and it took 12 years to complete. The Mukhrani castle was designed by a French architect and the castle became a cultural centre upon its completion, where the Georgian elite gathered.

The wine cellar located under the castle comprises of 20 compartments and the main tunnel connects the winery to the castle. The history of wine production at Chateau Mukhrani dates back to the 19th century, when Prince Ivane brought innovative techniques from the Champagne and Bordeaux regions of France. Today, the cellar stores 60,000 barrels of wine. The winery is currently equipped with modern technologies and produces both Georgian and European wines that are exported worldwide. The castle is an ideal place to experience outstanding wine combining both modern and traditional technologies while adhering to international standards.

In Georgia it is possible to visit three wineries in one day, each of which uses a different method of wine-production. Visitors can start the journey at Alaverdi Monastery and taste wines made by monks using ancient methods of wine-making, then move to Pheasant's Tears that is dedicated to exclusively using traditional Georgian methods of wine-making in a 300-year old cellar, and finish at the most modern, European style castle, Chateau Mukhrani, dedicated to making wine using advanced technology.



## 2.12

# How destinations can help travellers to 'eat like a local'

*Steve Lowy and Peter Jordan, Toposophy Destination Marketing Agency*

In 2016 the renowned tourism news resource Skift called food the 'leading hook in travel', indicating that globally, food has become the biggest motivator for consumers to discover new places, and the key to discovering the essence of each destination. A study carried out in 2015 by Tourism Australia (a country renowned for its landscapes), found that local cuisine was actually ranked ahead of the country's world class beautiful natural attractions when it came to holiday decision making in the country.

In line with this trend, destinations, both big and small from around the world are placing gastronomy and the experiences that surround it (buying, preparing, eating and sharing it), at the forefront of their marketing efforts. Gastronomy is also proving to be a useful tool for destination marketing agencies to create a 'movement', bringing together local businesses of all sizes to create products that visitors will enjoy.

While the food tourism movement has gained a lot of momentum in recent years, there is much that destination authorities can still do to incorporate gastronomy as a point of attraction, and to work better and more effectively with local individuals (especially through the sharing economy concept) as well as traditional hospitality businesses. Rather than conceptualizing gastronomy as one of the many points of attraction of a destination, DMOs should now place gastronomy as a horizontal layer of their destination marketing and product development strategies instead of a vertical one. We all become food travellers at some point in our travels. With this in mind, DMOs' strategies and marketing efforts should integrate the gastronomy element into the overall experience of the traveller and not treat this as a stand-alone destination product. The fact that, according to World Travel Market's Global Trends Report 2014, the average visitor expenditure on food is forecasted to increase in countries as diverse as France, Turkey, the Russian Federation and Spain in the five years leading up to 2018 is further evidence of the need for such an approach.

In this Report, we will share some of our views on how destination authorities can work more effectively with local stakeholders to connect travellers with authentic, satisfying gastronomic experiences.

Today, increasing numbers of travellers are arriving with some background knowledge of their chosen destination and its gastronomic culture. Therefore, it is vital that they be able to find and enjoy the experiences that match the marketing promise that attracted them in the first place. "Authenticity" is the essential ingredient here, so helping travellers to find that amazing local restaurant or food market, or introducing them to the people behind the food culture, has now become a massive part of the traveller journey. Specifically, there are a number of actions that DMOs can take to ensure that travellers find the right gastronomic experiences for them:

- **Training and guidance:** Help businesses in the food and beverage industry to bring their knowledge of digital marketing up to date. Assist those businesses with implementing their strategies by including responsive websites, social media strategy and influencer engagement. This will not only help individual venues but also the destination as a whole in achieving the maximum digital reach. A good example of this is the regular workshops run by the UK's Hotel Marketing Association in the UK which focus on Social Media, Content and Digital Strategy.
- **Stay up to date:** Be aware of the ever-changing trends in gastronomy globally. Make sure the destination's offer is still "relevant" in order to continually attract travellers who have a passion for gastronomy. Host specialised workshops to draw on international expertise for the benefit of local providers.
- **Put technology to work:** Technology is rapidly taking the stress out of booking a table, waiting in line at a restaurant, pre-ordering or choosing a table, so it is essential to help food and beverage providers to keep up, using platforms

such as LaFourchette or NoWait work, and to capitalise on the services that they offer. Online travel agents and aggregators can help gain exposure for small businesses, but there are many technological solutions that individual businesses can use to connect directly with their customers too.

- **Make it easy for visitors:** Make sure that gastronomic experiences which suit different budgets (everything from high-end restaurants to street food and food markets) are easy for visitors to find via public transport and street navigation, both online and once they arrive to the destination.
- **Help with problem-solving:** Guide food venues on how to manage when things go wrong, which can often happen. For example, if a video goes viral on a social platform showing a mouse running over a plate of food, this can damage not only an individual restaurant, but a destination as a whole. Therefore “social media training & awareness” is essential to harness both positive comments and deal with negative ones. This issue also highlights the need for all providers to uphold the highest quality standards in the food and drink that they serve.
- **See food as a useful way to tackle wider challenges:** Setting up events related to food can be an effective way to tackle issues such as seasonality. A good example is Athens Restaurant Week (#dineathens). The first edition took place in February 2016 and mobilised residents and visitors to discover what the city’s finest restaurants had to offer during the city’s low season. Over 5,000 menus were sold, and more than 25 million favourable social media impressions were made in just a few days.

#### The sharing economy serves up a storm

Travellers’ desire to get involved, meet the people behind the story and most of all ‘eat like a local’ is partly what has led to the boom in peer-to-peer or sharing economy platforms

based on gastronomic experiences. Examples include meal-sharing platforms (where local people welcome visitors to their homes and prepare a meal for them), or platforms based on local food production (such as sharing gardens or allotments) or giving cooking classes.

Much like the disruption to traditional business models that has occurred in the accommodation and transport sector, P2P platforms are now stirring up a storm in the food and beverage sector, with some start-ups seeing millions of dollars’ worth of investment, and platforms that are expanding to reach thousands of towns and cities around the globe. While many destination authorities might regard this expansion as disconcerting, or even a threat, it is firstly essential to see it as a response to evolving consumer tastes and an activity which millions more consumers (of all profiles) are actively seeking when they travel, more often attracted by the experience than by the price.

As the profile of those using sharing economy platforms becomes more diverse, and more people sign up to use them in ever-greater numbers, it is essential for destination authorities to keep track of this growth and engage with platforms to resolve outstanding issues surrounding the legality of what they offer. This should be done in a progressive way, recognizing what consumers enjoy about the experiences that they offer, while ensuring that local people or the principle of fair competition are not negatively affected. The recent free report *Taking the Leap on the Sharing Economy* produced by Toposophy and European Cities Marketing provides some useful guidance on how to do this.

By working with the traditional food and beverage sector and by seeing the sharing economy as a useful tool in destination management, destinations of all kinds can ensure that they help all their visitors to eat like a local, and spread the benefits of tourist spending more widely.

More info – [www.toposophy.com](http://www.toposophy.com)

## 2.13

# An outstanding example of gastronomy tourism from Hungary

*Dr. András Török and Judit Polgár, Hungarian Tourism Agency*

Gastronomy has always played an important role in Hungary. This fact has its roots in history: as a result of a long-lasting coexistence and integration of several nations and various cultures in the Carpathian Basin, unique dishes retaining individuality were created over the centuries.

Folk traditions and old cooking practises also exerted a significant influence, bestowing originality and uniqueness on the country's gastronomy. Thanks to its outstanding geographical and climatic conditions, the region is very favourable for agriculture. Because of these cultural and geographical advantages, Hungarian gastronomy is interwoven with distinctive flavours, colours and traditions.

Nevertheless, tourists had not discovered and recognized the Hungarian cuisine as a major attraction until recently. In accordance with the latest trends in world tourism, the number of purely culinary-driven visits to Hungary has been increasing significantly.

Gastronomy tourism is also a major priority in the domestic and international marketing activities of the Hungarian Tourism Agency, a professional partner in several promotional initiatives centred upon gastronomy. Our objectives include the preservation and promotion of traditional and authentic bourgeois cuisine, old folk customs and traditional Hungarian livestock.

These aspirations and efforts generated positive developments among market participants in Hungary, as a result of which native Hungarian breeds, such as *mangalica* or grey beef, have gradually been re-discovered and re-

introduced to restaurants. We have also witnessed the dynamic rebirth of Hungarian fish, game and other traditional products. Numerous high-quality culinary festivals and local farmers' markets present Hungarian dishes, products, wines and *pálinkas* to the public across the country.

These developments in the Hungarian gastronomy have put the country on the global stage again. Hungary's first Michelin-starred restaurant (2011) was followed by four more in just a few years. Owing number of restaurants with this exceptional recognition in 2017, Budapest can now boast of a leading role in the gastronomy of the region. Intensive professional activities and a fruitful co-operation with the government in the field of gastronomy have encouraged and helped the hospitality industry and market participants to refocus their efforts on service and product quality.

Aside from the successes and achievements in Budapest, the importance of gastronomy has been growing in the countryside as well. Consumers have been developing a quality-conscious approach to gastronomy, and look for corresponding values, including a preference for seasonal ingredients and home-grown local products. In addition to the specialities produced from these ingredients, personal contact with the producers and high-quality catering facilities are also high in demand.

The rural gastronomic heritage and Hungarian agricultural products are extensively presented to tourists over a number of thematic routes, integrated and operated by NGOs and various service providers. Thanks to diversity in soil characteristics, Hungarian wines that are excellent





© Hungarian Tourism Agency

even by international standards may be tasted in 22 wine-growing regions and on nearly 30 wine routes. Furthermore, several routes highlight the unique Hungarian fruit spirits, *pálinka* as well.

The growing importance of rural gastronomy is evidenced by the fact that the European Union's 2015 "European Destinations of Excellence" (EDEN) competition also concentrated on tourist destinations building upon local culinary values and traditions. The title in Hungary was awarded to Mecsek Greenway; an excellent example of quiet, environmentally friendly and sustainable tourism that is season-independent, attracts limited tourists at a time, and incorporates a commitment to the promotion of traditional and seasonal local products without chemicals and preservatives. It also features the eco-friendly collection and use of plants growing in the wild, and raises awareness for healthy eating and sustainable tourism.

#### The SVÉT Road Show

This exemplary, grassroots initiative evolved from a homely event into a large-scale travelling gastronomic festival within a few years. A number of workshops in the countryside, that were all struggling with similar challenges, commenced a professional consultation aimed at incorporating Hungarian livestock and identifying ways to connect producers to restaurants.

Like-minded professionals built expert relationships, which now exchange experiences and knowledge. This network of shared knowledge and professional co-operation culminated in a range of annual events. The first public meeting was

held in 2012, bringing together the *connoisseur* public and the eight innovative founding restaurants. The participating guests and restaurants were so impressed by the distinctive character of the event that proposals for future events were instantly made.

As a consequence, 'Restaurants in the Country with Style' (*Stílusos Vidéki Éttermiség – SVÉT*) was established. In line with the slogan, SVÉT comprises 15 countryside restaurants, 15 world-views, 15 creative chefs, and 1 mission. The main objective of SVÉT is to promote quality cuisine and genuine hospitality in everyday life. Moreover, 1 large-scale annual event and 1-2 smaller events will provide additional support to expose gourmet travellers to new or lesser-known culinary destinations in Hungary.

The travelling SVÉT Road Show provides the opportunity for restaurants to showcase the rich culinary palette of the countryside; preferably in a casual, homely atmosphere and far from the hectic big city life. Their alliance is open to new and ambitious aspirants that share the philosophy and values of heartfelt rural hospitality. Eligible applicants may only join the association with the approval of all members, following a multiple stage invitation and adaptation process.

Conscious product development and uncompromising quality cuisine enable SVÉT to reach a wider target audience, encouraging them to take a culinary journey in Hungary. For the same reasons, a growing number of restaurants aspire to join the association, with the name becoming a label for high-quality ingredients and food, as well as for Hungarian hospitality from the heart and soul.

## 2.14

# The Triangle Concept of Indonesian gastronomy

*Vita Datau Messakh, Academy Gastronomy of Indonesia (AGI) and  
Ministry of Tourism of Indonesia*

### Background

Gastronomy has emerged in recent years as an important element in the enhancement of a destination's attractiveness and competitiveness. The blended elements of culture, local produce and lifestyle together form the gastronomy experience. These present potential for country branding, and gastronomy in particular can be used as a soft power in diplomacy.

Indonesia is an archipelago and maritime country with huge potential to develop gastronomy tourism. With more than 17,000 islands; 1,340 tribes; 2,500 species of seawater fishes; 2,184 species of freshwater fishes; 40,000 species of plants; 1,602 species of birds; and 52 types of vegetation, we can infer that about 17% of the world's species exist in Indonesia. According to The World Economic Forum (WEF) 2015, the Natural & Cultural Resources of Indonesia have occupied the highest position (#17) out of the Southeast Asian nations.

The influences on Indonesian gastronomy lie in the history of the kingdoms of Hinduism and Buddhism dating back to the 8th century, including Majapahit and Sriwijaya. Another major influence is the 18th century spice trade, when the world was dominated by Indonesian spices. Indonesian gastronomy has evolved to become both unique and distinctive while **the rituals and ceremonies have become the soul of traditional Indonesian cuisines, striving for innovation while keeping the history alive.**

Research conducted by the Academy Gastronomy of Indonesia (AGI) has shown that gastronomy elements still serve as individual attractions in various parts of the world.

As a national academy, AGI has an obligation to facilitate its stakeholders in uniting all of these elements into holistic gastronomy tourism products. **The major challenge is creating the concept as a metaphor for Indonesian Gastronomy for multiple destinations.**

The word 'gastronomy' has started to be recognized in Indonesia, where the stakeholders' solid movement in disseminating the information encouraged them in moving forward to build the industry.

### The Triangle Concept of Indonesian Gastronomy

The concept of gastronomy tourism in its entirety is unique in that it draws from many aspects of a destination. For example, gastronomy tourism in Indonesia is influenced equally by history, culture and food, which influence each other via more specific aspects.

Figure 2.3 on the following page will depict the Triangle Concept of Indonesian gastronomy.

The main aspects of Indonesian gastronomy and their influences include:

**Food:** obviously the central aspect of gastronomy tourism, influenced by culture and history, via ritual/ceremony and spices respectively

**Culture:** governed by the food and history of Indonesia. Storytelling has kept the history alive throughout the centuries while the rituals and ceremonies involved in the cooking process allow food to remain authentic and true to traditional flavours



Figure 2.3 Triangle Concept of Indonesian gastronomy

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**History:** an ever-present influence on Indonesian gastronomy, shaped by both the mix of 16th century cultures (including the influences of the Sriwijaya, Mataram and Majapahit kingdoms) as well as the 18th century spice trade

These are the platforms in the creation of a strong narrative of the Indonesian food culture, with the main objective of achieving authenticity, locality and novelty in tourists' experiences.

Based on the above elements, a product portfolio can be developed into many types of gastronomy tours, recognizing the areas of influence and overlap. Some examples of the combinations include:

#### A. Culture & ritual/ceremony, which consists of:

- 1. Royal Heritage Gastronomy Tour** highlighting the experience in royal dining and eating habits of former Indonesian kings in Solo & Yogyakarta
- 2. The Soul of Balinese Gastronomy** involving local produce. Bali has every element of gastronomy tourism product including fine dining restaurants, traditional or local foods called "Warung", culinary theatres in Ubud, cooking classes, vineyards, coffee plantations, traditional markets and food festivals.

**B. History & storytelling: Spice trailing taste of Indonesia: Rendang Journey, Minangkabau-West Sumatra.** This is a good example of a product with a strong philosophy in storytelling. The name 'Rendang' has been taken from the word 'Marandang', which is a cooking process in which each ingredient represents a story. **Meat** represents

parents who give their child prosperity, while **coconut milk** represents intellectual community as an influencer and connector. **Chili** represents the religious gurus who teach the younger generations using strict methods and sharp words. *Spices and herbs* complement each other, depicting the idea that everybody in the community plays an important role.

#### Communication strategy

Meaningful taglines are useful in conveying the message of gastronomy tourism to target markets. For example, "Indonesia Spice up The World" is used to represent and highlight the importance of spice in Indonesian gastronomy.

#### Promotion

The powerful "Wonderful Indonesia" campaign placed country branding at the 47th rank in the Travel and Tourism Competitiveness Index of the World Economic Forum 2015. This is a result of the serious commitment of the Indonesian Ministry of Tourism to promoting Indonesia's tourist destinations. It has also given momentum to the Indonesian Gastronomic Tourism movement.

#### Sales channels

Powerful digital information channels and integrated websites are part of the strategies of effective sales channels to penetrate the global market. The capacity and capability of gastronomy destinations has become a critical issue, stressing the need for taskforces in order to accelerate the process of creating the exotic gastronomic journey, through the use of the solid triangle concept to identify the various contributing aspects in the gastronomy tourism model.

## 2.15

# Gastronomy & Tourism in Ireland

*John D. Mulcahy, Fáilte Ireland*

In 2010, food tourism was developing into a significant market segment internationally and many destinations, particularly those in Ireland's competitive set, were beginning to develop it as a means to gaining competitive advantage. Recognizing this, Fáilte Ireland, the national tourism development authority, moved from a traditionally action-orientated role to that of a more enabling and facilitative role, to support local people and their communities and encourage innovation, particularly in small businesses (Mulcahy, 2017).

At 34% of overall tourist receipts, food and beverage spending by visitors to Ireland constitutes a significant market, offering opportunities and growth for a wide range of businesses. This potential is not confined to tourism, but also encompasses the wider gastronomy landscape, with which tourism has a symbiotic relationship. Tourists to Ireland can easily and sustainably access the authentic gastronomy of Irish domestic and workplace kitchens, with food that is grown by, purchased from, prepared and eaten by, Irish people (Mulcahy, 2014). As a holistic entity, this landscape inherently reflects the history, geography, culture, landscape and all the other components that uniquely combine to create the identity of Ireland, thereby providing compelling reasons to engage, visit, and do business there. At this point, Ireland is not yet established as a food tourism destination, although if contemporary developments continue, it could well be within years. Currently Ireland's food is very significant in the tourist experience, and through that, it acts as a curator of Irish culture, geography, economic growth and promotes a contemporary vision of the Ireland of to the world (Mulcahy, 2015).

This symbiotic relationship between tourism and gastronomy is evidenced in the way in which gastronomy can act as a mediator and facilitator between landscape and tourism. The 'Wild Atlantic Way' is a coastal tourist route that stretches along 2,500 km of the west and south coasts of Ireland, and was launched by Fáilte Ireland in early 2014 (See: <http://www.failteireland.ie/Wild-Atlantic-Way.aspx>). It quickly became

apparent that visitors desired a more integrated experience of the land and seascapes as they travelled on the route. In particular, having observed a strong fishing culture, visitors wished to sample the local catch in local pubs, restaurants and hotels. At the time the shellfish fishermen were not overly attuned to this potential right on their doorstep. They habitually sold their catch in bulk to distributors active in large urban areas. Similarly, the local pubs and restaurants either bought shellfish from national distributors, or more commonly, did not even feature shellfish on their menus. Neither the fishermen nor the restaurateurs took advantage of the perspective of the visitor in relation to the way that for them, the land and seascape were intertwined in an integrated Irish experience – which would serve to economically and sustainably benefit all those involved.

Consequently, a new dedicated seafood trail called 'Taste the Atlantic – a Seafood Journey' (Fáilte Ireland, 2015b) was launched in 2015. Initially, it focused on the 'bay' region of the Wild Atlantic Way from County Galway to County Mayo. 28 restaurants were introduced to eight local fishermen to explore the various ways in which they could collaborate to meet the expectations of the visitor. Initial impact analyses show the feedback from all producer and food outlet businesses on the route to be extremely positive, with an estimated increase in sales in the region of 30% for producers and restaurants observing an increase of local seafood sales of 15% to 20%. Subsequently, the trail has been expanded northwards, as other communities realise the potential benefits from participation. Needless to say, the reaction from Wild Atlantic Way visitors has been enthusiastically positive.

Fáilte Ireland has demonstrated that creative collaboration with a community is essential if tourism and food are to develop economically, socially and environmentally in that community. Historically, locals represent a powerful asset as campaigners for their region, as identified in the late 20th century (Warde, 1997, Pg 67), and appear to continue to



do so. Locals are the emissaries of culture, and as Rachel Laudan, the author of the prizewinning *Cuisine and Empire: Cooking in World History*, points out, “What makes a food or a cuisine ‘local’ is culture, not geography or agriculture or the “rich bounty” of the region” (Laudan, 2012, Pg 210).

**Originally, the major challenge for Fáiite Ireland was the question of how to harness the power of these people that call their locality their home.** Consequently, in 2012, Fáiite Ireland launched a social media campaign to identify through peer selection local and emerging food ‘champions’. The participants were asked to nominate those in their locality who had a resounding passion and belief in Irish food, together with the commitment and drive to actively influence and shape the future of food in tourism and Irish cuisine in their region. 14 champions were selected and taken on a observational trip to Ontario, Canada, to see best practice first hand and meet the individuals involved (for a summary of the approach in Ontario, see Ontario Culinary Tourism Alliance, 2015). This exposed the group to the benchmark of new ideas and practices that they could then implement in Ireland. The exercise was repeated in 2013, when another new group visited Norway’s Trollstigen driving route. This aligned with Fáiite Ireland’s objectives of establishing quality food experiences along the Wild Atlantic Way route in Ireland.

Currently, there are now 22 Food Champions who act as agents of change (Fáiite Ireland, 2015a), actively influencing food experience development so that it supports the appropriate offering for their area, while also exchanging information with those operating at national level in Fáiite Ireland (Mulcahy, 2016). They help to ensure that Ireland offers a unique food experience; one that is honest and authentic and as much about the people as it is about the product and the recipes. The Champions also seek to educate, develop and connect the dots to ensure that what is promised to the visitor is delivered. They are an essential local connection to what is happening on the ground.

Fáiite Ireland’s contribution to gastronomy tourism has been and continues to be the observation and capitalisation of the importance of locals and their communities in the process of tourism development. This has proven to be absolutely critical for the ensuing sustainable economic, social and environmental benefits.

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## 2.16

# What we should expect from wine tourism in the coming years

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Most of the tourism establishments located in vineyards worldwide responded positively to the WIM programme (Wine in Moderation – Art de vivre, association) due to consumption changes (less quantity, better quality) as well as a significant increase in the interest in wine trips and seminars, providing new trends and tendencies to focus on.

In the early 70s, regions such as California, Bordeaux and Burgundy realized that aside from business tourism in the wine industry, a new era of tourism was growing. In fact, around 2,000, wine regions such as Tuscany, Mendoza, Rioja, Douro and Loire Valley were also profitable destinations on the wine tourism map.

Nowadays, wine culture plays an important role in tourism activities since local, major or specialized companies are contributors in attracting international visitors to the vineyards. This method of incorporating wine culture is efficient and reliable enough to convince emergent wine countries such as China, Brazil and Bulgaria to focus on wine as a leisure business, as well as touristic places such as Greece to introduce wine routes and promote Santorini or Crete as vineyards and not just islands.

Let's now understand how the wine and tourism industry can form part of the global tourism network to help increase both incomes and general interest. So far, it can be observed that reformations of wineries to become resorts, spas, restaurants and wine tasting schools have allowed wine consumers to also consider themselves as wine tourists. In the same way, classical resorts have introduced sommeliers to organize wine tastings inside their wine cellars as well as wine packages and wine trips.

Considered as an emerging wine region, Mexico, renowned for its beaches, cultural sites and pre-Hispanic values, also offers a new opportunity to experience the wine industry which has progressively increased in terms of production and consumption, especially in the last 10 years. Although Mexico was the first wine producer across the American Continent in the 1590s (Parras, Coahuila), it was not an easy journey. The production of wine went through different challenges until 45 years ago when several wineries from other countries such as the Russian Federation, Spain, the United States of America and Italy came to Mexico to discover and establish new opportunities of expanding the wine culture in new "terroirs". Similarly, wine curious Mexicans went to well-known wine

regions such as France, Spain, Italy or Argentina in order to learn the different styles and techniques of producing wine.

At the moment, the freedom of winemaking in Mexico allows all producers to experiment and learn more about their soils, climates and the ways of improving their winemaking techniques. The main wine region is located in the north-west of Mexico in the state of Baja California Norte which is divided into several sub-regions, such as Valle de Guadalupe, Valle de San Vicente, San Antonio de las Minas and Ojos Negros. The whole region produces around 90% of the wine in the country and is considered “à la mode” for tourists, especially with regards to wine and food tours (Baja Med Cuisine which is a fusion of Mexican, Mediterranean and oriental flavors), including tastings in more than 120 wineries. Speciality restaurants, leading in Mexican gastronomy, are well-known for its quality throughout the country; so are small luxury hotels and country lodges all over the valleys.

Another place that has attracted wine curious tourists is the small town of Parras de la Fuente, located in the north-west part of Mexico in the state of Coahuila. It offers wonderful

“boutique hotels” as well as the opportunity to relish the wines of the oldest winery in the continent, namely “Casa Madero”. The state of Querétaro is well known for its sparkling wines, produced in the traditional method by the main winemaker Freixenet, famous in Spain and all over the world for making the “Cava”. Other small producers are also established here, making other styles of still red and white wines. The wine tours often include visiting the cheese producers, and certainly visiting the beautiful capital of the region. Some other states such as Zacatecas, Guanajuato, Hidalgo, and even Puebla are trying to make some of their best wines, as well as some promising new wines.

The remarkable appeal of wine tourism is now expanding to new products such as tequila, whiskies, beers, and so on, to remind us that drinks will always be an integral part of gastronomy and likewise, gastronomy will always be an integral part of the tourism industry.



## 2.17

### Portugal – Food history and authenticity

*José Borralho, APTECE – Associação Portuguesa de Turismo de Culinária e Economia (Portuguese Culinary Tourism Association)*

Portugal possesses a rich, varied and original culinary heritage, reflective of the great diversity across its regions, and of which the Portuguese people are proud. The intangible heritage of the landscape and culture as well as the tangible attractions such as the unique architectural and gastronomic heritage represent highly significant assets in the development and promotion of tourism in Portugal.

Portugal is known for its bread made from fine grains, smokehouses of amazing richness and variety, and some of the best fish and seafood in the world. It is also recognized for the hearty beef from certified breeds, the abundant fruit and vegetables, the exceptional olive oil which pays tribute to the master olive oil makers, the warm climate, fertile soil and centuries-old olive trees. Portugal's thousand-year-old tradition of pastoralism has also resulted in hundreds of different cheeses; likewise, traditional methods in the convents have resulted in a unique and luscious honey. Bringing them from India, Portugal introduced spices such as pepper, cloves and cinnamon to Europe, as well as ginger, coriander, peppers, tomatoes and paprika. These are all used today as basic ingredients in many countries around the world. Furthermore, the variety and quality of

red, white, rosé and green wines, along with Port, Pico, Moscatel and Madeira all contribute to the establishment of Portugal as a competitive food destination.

Recognizing this, APTECE was formed in 2012, with the mission to preserve and build (or rebuild) regional identities, to assist in the development and promotion of the culinary and gastronomic culture and to establish gastronomy tourism as a major attraction and sustainable economic contribution for their local economies.

The motivation for the project came from Portugal's unique gastronomy landscape, which needed promoting through the creative development of gastronomy tourism activities. Consequently, APTECE worked to connect food and travel in a dynamic and innovative way, through unique experiences enriched by stories and secrets to intrigue and inspire the gastronomy traveller.

Against this backdrop, for four years APTECE has worked to implement several programmes aiming to reinforce the richness of Portugal's offering, through the traditional cuisine of the different regions and working with small companies





that produce the unique products that are so essential to the Portuguese culture. They have encouraged and promoted this type of tourism locally and nationally, contributing to an increase in the competitiveness of Portugal's regions.

Focusing on key markets and incorporating social media and various endorsers, APTECE has developed the 'Ark of Taste' study. Focus areas include the identification of products and recipes that are in danger of extinction, as well as diverse communication and promotional tools. Also undertaken were the promotion of local consumption of local products; a wide public relations campaign incorporating opinion leaders and the media to promote Portugal; a cookbook of stories representing regions; experiential activities (like tastings); the development of showrooms, fairs and events and the organization of a World Food Tourism Summit.

Furthermore, APTECE has implemented cooking classes on Portuguese cultural heritage as well as awareness programmes and outreach to those wanting to specialize in culinary tourism. They have also incorporated the

combined knowledge of local staff (cooks, restaurateurs and other staff directly involved in the local cuisine) on the appropriate practices in the promotion of gastronomy in order to develop the 'Culinary Tourism Manual'.

In addition to this, APTECE has organized a food road show in Europe in which a food truck visits 200 cities, launched a label to exhibit restaurants focusing on local cuisine, promotes the 'Portuguese Fish Route' and has implemented the Culinaryland project, which awards cities that are successfully promoting their gastronomy.

The commitment of APTECE lies in the development of memorable gastronomy experiences while simultaneously promoting local products and recipes, thereby ensuring their preservation through exposure. Their aim is to help bring a new dimension to gastronomy tourism, encouraging co-operation between producers and tourism promoters, encouraging innovation, and creating foundations for the overall promotion of a global brand for gastronomy in Portugal.

# 2.18

## Gastronomy tourism product development and hybridization

*Asunción Fernández-Villarán, Ainara Rodríguez-Zulaica, Nagore Espinosa-Uresandi and Marina Carnicer-Rodríguez, University of Deusto and in2destination Research and Consulting Firm*

In recent decades, gastronomy tourism has emerged as a powerful driving force for travellers worldwide. Most destinations have created attractive offers of culinary routes and experiences, not only limited to eating at certain restaurants, but also visiting markets, harvesting, wine therapies and other holistic and inclusive experiences.

Memorable culinary experiences imply that visitors actively engage with local producers, learning about the local culture, gastronomy, getting the feel of local markets, the unique ambiance of local factories, restaurants and the tranquility of rural areas and their breathtaking sceneries. Should a visit to a chocolate factory, such as the Ghirardelli in San Francisco (United States of America) or the flea market and artist hub in a former cookie factory in Bilbao (Spain), be classified as gastronomy or industrial tourism? Such experiences can be defined as both culinary and industrial; or more of one type than the other, depending on the perception.

Nowadays, it is very difficult to find tourist experiences that can only be classified into one category. This combination of two or more classifications benefits both the destination and the tourist, as it is far more attractive to convince a discerning traveller if the presented image appeals to a range of senses.

### **Hybridization**

The combination of two or more types of tourism can be dubbed as 'hybridization'. Recent studies have demonstrated that this process can empower destinations by diversifying and widening their tourist offers with other forms of tourism. The key to success of this process is the division of the tourism types into two groups: primary and secondary segments. Gastronomy tourism usually appears in the primary column, while other segments (such as industrial tourism) are considered secondary.

In doing so, gastronomy tourism (as a primary segment) will become a pull factor for industrial tourism (secondary segment). The most common cases of tourism hybridization with gastronomy are event tourism, cultural tourism and industrial tourism.

Industrial tourism involves visits by tourists to operational industrial and heritage sites, where the core activity of the site is 'non-tourism' oriented. That is, industrial tourist attractions concern the past and present of industrial development in a destination.



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This type of tourism was established in Great Britain and the United States of America in the late 70s and then expanded to other countries such as Germany, France, Finland and Spain. In Spain, this type of tourism is emerging and growing in importance, as various cities are including industrial experiences in their offer. Even so, this segment is still not overly popular and thus the hybridization between industrial and gastronomy tourism is ideal in the promotion of both segments. In this way, the popularity of gastronomy can benefit the secondary tourist segment of industrial tourism.

The best way to undertake this is to design what we have dubbed 'gastro-industrial routes'. The most common routes or itineraries are those associated with a specific culinary product, such as wine, olive oil, chocolate, cheese, etc. These itineraries usually include a range of experiences related to the chosen product in a region.

These routes facilitate the recognition and enjoyment of the agricultural and industrial production process while tasting regional cuisine that is considered a cultural expression of the local and/or regional identity. They are integrated through regional producers and restaurants welcoming tourists to their establishments and offering traditional dishes based

on primary local production and agro-industries of the area. Furthermore, they are organized around a key product with its own differentiated identity.

A good example of a gastro-industrial route is the "Idiazabal Cheese Route", in the Basque Country. This route not only includes a visit to the Idiazabal Museum, but also a walking tour through the pastures, visiting the Latxa sheep (the only sheep producing this cheese). Also included is a visit to a market to taste and buy the product, a try at shepherding for a few hours and finally the opportunity to experience the production of an Idiazabal cheese using traditional methods. This itinerary also includes elements that are specifically industrial; for example, the visit to Azpeitia's Railway Museum, where tourists can take a 10 kilometer trip on a steam train.

In summary, gastronomy tourism has become a leading sector. The authentic and hands-on culinary experiences are the key ingredient in successful gastronomy tourism and this motivational factor should be used by destinations to position other types of tourism. Hybridization of gastronomy and other segments can help destinations design a well-rounded and inclusive offer that empowers their businesses and community.

## 2.19

# Gastronomy, Tourism and Michelin-starred Restaurants in Spain

*Alfonso Vargas Sánchez, University of Huelva;  
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In this early stage of the 21st century, the tourism industry is undergoing great change; in part due to the fact that today's tourist is increasingly motivated by a search for new and extraordinary experiences. This has resulted in an upsurge in gastronomy tourism, which by virtue of food, allows the traveller to develop a deeper connection with their chosen destination. Gastronomy, or enogastronomy (including wine), forms part of the social, cultural, economic and environmental history of all peoples and reflects the unique lifestyles of different geographical zones. More importantly, this also implies a constant need to innovate with regard to products and services in order to offer additional value and thereby prompt increased competitiveness in any given location. As a result, this type of tourism reinforces the importance of local produce, constant innovation in culinary techniques and in the creative process of restaurateurs.

Gastronomy constitutes a key element in the promotion and competitiveness of tourism destinations, which are obliged to recognize this contribution to the unique experience that the traveller expects as part of the cultural expression of the geographical region. In this manner, a cuisine may be

used as a means of satisfying the tourist, contributing to the authenticity of the destination and increasing the economic impact of tourism.

This means that in order to promote a tourism destination on the basis of its gastronomy, a series of basic characteristics are required. Among them is a clear distinction of the culinary resources of the destination, the existence of a cuisine that is recognizable to the tourist and a significant number and variety of establishments in which the traveller can experience said cuisine.

According to the Secretary of State for Tourism, Spain receives some 6 million tourists every year, whose primary motivation is to enjoy the local cuisine (other sources show even higher figures). Spanish chefs and restaurants are currently among the elite in terms of international cuisine, according to the various annual official rankings. This predominance is partly due to the innovative character of Spanish cuisine, the expression of which is to be found in the culinary creations offered by the country's numerous Michelin star restaurants; restaurants which should



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consequently be considered as reference points in the sector.

As part of a recent investigation by the Universities of Huelva and Córdoba that focused on the concepts of creativity and innovation, a series of ideas regarding the creation of gastronomic experiences have been selected. The target population of the study were the 170 Michelin-star restaurants currently operating in Spain (according to the 2015 edition of the guide), and a total of 47 valid responses were received from their chefs (in some cases one chef is the head of more than one restaurant within this population).

Over the first three months of 2016, an online survey was carried out consisting of Likert-scale and semantic differential scale questions organized into four blocks. These covered creativity, innovation, profitability and customer loyalty and, lastly, the protection of knowledge. The objective of the questionnaire was to obtain answers to the following questions: How do you perceive the transition from gastronomic product to gastronomic experience? What elements add value to the product in itself? What role does

customer service play? How do you manage to reconcile creativity and economic viability? The questions were taken from a previous exploratory qualitative study by Vargas-Sánchez and López-Guzmán in 2015.

The results revealed that the profile/personality of the chef was the most decisive factor, followed by the type of restaurant (business model) in question. Likewise, in relation to the most significant attributes of gastronomic experiences that lead to economic profitability and customer loyalty, bearing in mind that they should be considered as an inter-related group, significant factors included people skills, commitment, professionalism, attention to detail, courtesy and personalisation. As a consequence, we can safely attribute one common denominator to all of them, namely their intrinsic relationship with the human element, which has clearly not lost its prominence even in the technological era.

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## 2.20

# Galicia: A challenge for Wine and Food Tourism

*Marta Fernández, Galician Tourism*

Green Galicia hosts 4.5 million tourists a year. While perhaps initially motivated by the landscape and natural attractions, these visitors are also attracted by the rich offerings in food and wine.

Tourism is a booming sector in this autonomous region in the north-west of Spain, representing 11.1% of GDP and 11.2% of employment, according to the latest data.

Recent studies by *Exceltur*, an association that brings together 23 of the most significant companies in the Spanish tourism sector, place Galicia in the 10th position in Spain, leading in thermal tourism and obtaining the second highest score with regard to customer satisfaction.

*Turismo de Galicia* (General Secretariat of Tourism of the Autonomous government of Galicia) has recently developed a project for the enhancement of food and wine as a tourist resource, one of the main strategic inclusions in the Galician Tourism Comprehensive Plan 2010-2016. This project takes into account the interaction of public sector and privately-held companies, supported by the professionalization of the hospitality industry through customized training programs taught by the Galician School of Higher Studies in Hotel Management (*Centro Superior de Hostelería de Galicia*).

Galicia is a land of flavours. Across its expansive 29,500 Km<sup>2</sup> and 1,659 Km of coastline, it offers one of the most diverse and richest food offers in Europe. The coast of Galicia supplies seafood to the rest of Spain. Aside from this, Galicia offers a

large array of products grown and produced in rural regions. More than 30 food and agriculture products currently have a distinct quality seal, such as five types of wine that have their own designation of origin, spirits and traditional liquors, four standard types of cheeses, peppers, bread, plant products, honey, meat products such as pork shoulder and beef, etc. In addition to this, the Organic Agriculture seal is promoting environmentally friendly farms under the maxim of a sustainable Galicia. This has all been possible thanks to the joint efforts of the government and the private sector, which have established entities concerned with Rural Environment and the Sea Councils. These are the regulatory councils who are responsible for product certification, through the standardization and control of production at the source as well as of lots when they are introduced to the market.

Gastronomy proved fundamental to tourism in its contribution to this project. Recognizing the extensive offerings that Galician gastronomy presents, major Galician cooks have strengthened their link with the production sector, offering a local cuisine based on the Slow Food philosophy. With more than 5,400 authorised restaurants, Galicia combines its traditional cuisine with new trends within a sector which boasts of 13 Michelin Stars and 37 Repsol Suns (25 restaurants) in 2016.

Promoting the destination through its main resources is central to the work carried out by *Turismo de Galicia* which, in recent years, has designed a wide range of tourism products in the food and wine field.

Ever since the product map was defined in Galicia, *Turismo de Galicia* has created different routes which offer multifaceted experiences to the traveller, such as gastronomy, visits to producers, adventure tourism, cultural and natural heritage, etc. These routes combine the different resources of the territory, providing pre-designed packages that allow visitors to follow the routes. As a consequence, in 2010 the *Xunta de Galicia* endorsed the creation of the '5 Wine Routes'. These associations allow for tourist offerings (wineries, hospitality, services and local councils) to run parallel to the five Galician wines with a designation of origin. To boost activities within these associations, the 'Galician Wine Routes Open House Days' were created to offer the possibility of free visits to a total of 460 wineries, including tasting menus in the restaurants associated with the routes, special offers in accommodation, as well as a full programme of cultural and leisure activities designed for the occasion. This initiative celebrated its 5th edition in 2016.

Similarly, in 2013 *Turismo de Galicia* signed an agreement with the Spanish National Network of Railways *RENFE* to include tourist trains in the offer. There are 12 routes, six of which follow a food and wine theme, such as the wine routes and the lamprey route.

More than 300 gastronomic festivals promote local products throughout the region of Galicia. In many cases the local celebrations are supported by *Turismo de Galicia* and are an attempt at encouraging continuous improvement and professionalization. These events are mostly held in

the summer. However, *Turismo de Galicia* also aims at eliminating tourism seasonality and as a result, the so-called 'Gastronomic Autumns' campaign was created in 2007. This campaign includes a guide of the gastronomic offerings of the various Galician country house hotels, with menus designed on the basis of seasonal products such as game or mushrooms. Along the same lines, the 'Tasting Tapas around Galicia' initiative helps to promote all the *tapas* competitions held by different catering associations in the main Galician cities. It includes, among other promotional activities, a central event in which the winning tapas from each show compete for the regional prize.

In order to create new products and professionalize existing ones, *Turismo de Galicia* relies on professionals in the field of Galician cuisine and co-operates with them for the promotion of Galicia, both inside and outside the territory. In addition, it co-operates with the Galician School of Higher Studies in Hotel Management, contributing more than 2,600 top professionals in the field of hospitality and gastronomy to the entire sector. In collaboration with the latter, *Turismo de Galicia* has created the Itinerant *Tourism School*. The School designs training programmes tailored to the hospitality industry, while keeping in mind the specific and defining characteristics of each territory. Another important aspect is that it is a travelling school, thereby facilitating access to training for those professionals located furthest from the urban populations.

## 2.21

# Balearic Islands gastronomy: variety, quality, tradition and avant-garde

*Pere Muñoz Perugorria and Margalida Picornell Vaquer,  
Agència de Turisme de les Illes Balears*

The success of the Balearic Islands is the result of a privileged geographical location, climate and natural environment. The gastronomy has emerged from cultures that have passed through and settled in Mallorca, Menorca, Ibiza and the Formentera islands over thousands of years.

Over the centuries, the rule of Carthaginians, Romans and Arabs over the islands has led food to evolve in the Balearic archipelago, although it has always been based on the common denominator presently known as the **Mediterranean Diet**, and which UNESCO declared Intangible Cultural Heritage in 2010.

People travel to the Balearic Islands to enjoy the sun or water sports; others are attracted by its natural and cultural heritage treasures. Whatever the reason for the trip, there is always an ingredient that accompanies the experience of visitors: gastronomy. Options for visitors include excursions, oil workshops, tasting experiences, cooking classes and sport activities.

The traditional Balearic cuisine is the result of many local ingredients and products from the land and the sea, many of them unique to the region. It is a cuisine that is rich in variety, flavourful and healthy, and is based on seasonal zero-mile products that can be found in the many markets that take place weekly in the towns on the islands, or in the main gourmet markets. Many of these products boast of a series of quality labels, such as:

### 1. Protected Designation of Origin:

- Aceite de Mallorca (olive oil)
- Queso de Mahón-Menorca (cheese)
- Aceituna de Mallorca (olives)

### 2. Protected Geographical Indications:

- Sobrasada de Mallorca (meat product)
- Ensaimada de Mallorca (pastry)
- Almendra Mallorquina (almonds)

### 3. Spirits with geographical designation:

- Hierbas de Mallorca (liqueur)
- Palo de Mallorca (liqueur)
- Gin de Menorca (gin)
- Hierbas Ibicencas (liqueur)

This rich fusion of traditions, together with the touch of avant-garde chefs, is reflected in a rich and varied cuisine that anyone can taste in the bars and restaurants across the islands, whether they are small locally-owned restaurants or one of the eight Michelin-star restaurants in Mallorca and Formentera. Furthermore, weekly and seasonal markets are held in many places on the islands, throughout most of the year, giving visitors an opportunity to appreciate an array of local artisan products. The weekly town markets and the trade fairs present an excellent opportunity to learn more about the island and its food, crafts and customs.

Food tourism is becoming a means of socio-economic development for rural and coastal locations and their production areas in the Balearic Islands. Promoting this type of cultural tourism is generating alternative streams of finance.





Numerous food fairs and events take place throughout the year on the Balearic Islands, enabling people to discover the cuisine.

Urban development and tourism have had some small influences in the productive landscapes of the traditional cuisine. Therefore, in recent years the regional government and local business associations have carried out projects and initiatives that have contributed to preserving and enhancing the culinary heritage, especially in the municipalities and coastal resorts. Some examples of the initiatives undertaken are TaPalma-feria de las tapas, Catas Gastronómicas Mallorca, Gintapa Calvià, Rutapa Lluçmajor, MallorquinaCuina, Feria Gastronómica del Pulpo Porto Colom, Mostra de Sa Llampuga Cala Ratjada, Pica Tapa Can Picafort, Muestra gastronómica Cala Figuera, INTapa (Inca), Fira del Gerret (Sóller), TapArt, etc.


The Balearic archipelago also boasts a long and ancient tradition of wine production. The most advanced techniques have been introduced to these ancient traditions in order to produce wines of excellent quality, with various boards entrusted with quality control for protected designation of origin products. Its wines have been awarded the very highest distinctions at international trade fairs and competitions. The islands offer visitors a myriad of wine-based experiences to enjoy this product, including food festivals, wine fairs, music concerts in wineries, visits to wineries, train trips through vineyards, etc.

The government of the Balearic Islands, through its Agency for Tourism (ATB), is committed to the promotion of gastronomy

tourism. Spain is currently experiencing a boom in this type of tourism. Promoting local products and offering tourists a distinctive cuisine is a great opportunity to make the Balearic Islands gastronomy known to visitors, and to establish it in the national and international gastronomic arena. With this in mind, a few years ago, the government of the Balearic Islands created the “Mouth-watering agrotrails” (agrorutas), a project aimed at familiarizing tourists and residents with food products that have been awarded a quality designation, with visits to the places where they are produced and/or made. The “mouth-watering agrotrails” project enables people to visit the islands’ producers, see their production facilities and learn about the characteristics of the food by speaking to the producers themselves.

Besides, the regional government, through the ATB, works in close co-operation with the private sector via the “Gastronomy Product Club”, which offers a unique initiative to implement gastronomy projects, to make tourism activity in the Balearic Islands more competitive, and to manage the financial and human resources more efficiently.

Encouraging the promotion of gastronomy and rural tourism in the Balearic Islands allows the tourism season to extend, which was one of the objectives set by the government, markedly to a more sustainable tourism model. This model seeks to increase tourist arrivals outside of the summer months and to offer additional tourism products alongside the characteristic ‘sun and beach’ product, while also accounting for sustainability by introducing a sustainable tax that will help preserve the fragile insular territories of the Balearic Islands.



## 2.22

### Alinea Madrid – Chef Grant Achatz: from Chicago to Madrid

*Rocío Baeza and Guiomar Goena, NH Hotel Group*

Running from 12 January to 6 February 2016, Alinea Madrid was a singular pop-up restaurant born from the desire to create a unique gastronomic experience with Spain's capital as a backdrop. Refurbishment works that were needed to be undertaken in the original Alinea gave the Dani García Group and Grant Achatz the opportunity to embark on a new challenge together. Thus, it was agreed that the renowned chef of the 3 Michelin star restaurant in Chicago would move to Madrid along with his team for a period of one month in order to set up Alinea Madrid. To achieve this challenge and ensure its success, a complete 360° strategy was developed with the goal of creating a pioneering culinary experience that would position Spain as a trendsetter in gastronomy tourism.

After various initial conversations and meetings, it was clear that the project had already seized the opportunity and had the gastronomic angles covered. For the first time ever, a 3 Michelin star chef was going to replicate his service abroad along with his regular team, offering a top quality menu inspired by Spain's flavour and culture for a whole month. Nonetheless, it soon became clear that having the best product was not enough, and that other partners needed to be brought onboard in order to make the initiative a reality.

Several other companies adhered to the project by working collectively and with a clear goal in mind. Kitchen Consult contributed with the technical equipment and Mateo &

Co. led the thorough communication strategy. NH Hotel Group, in line with its commitment to gastronomy as a key engine for tourism, lent the VIP Breakfast lounge of its flagship hotel in the city, namely the NH Collection Eurobuilding, as dining area. Interior designer Lázaro Rosa Violan transformed it into a magical space that recreated a Chicago of the future without forgoing the local touch.

Private enterprises were not the only ones that participated in the project. Madrid's government joined in and, in line with its policy of fostering professional talent and equal opportunities within the region, gave students and teachers of Madrid's four public culinary centers the chance of working with Chef Grant Achatz at the pop-up restaurant. The overall experience of all those that participated in the project was exceptional both at a personal and professional level, in the form of a unique opportunity to complement their training while witnessing the day to day operations of one of the best restaurants in the world.

The coordinated efforts of all those that participated resulted in the creation of a pop-up restaurant unlike any other because, while paying homage to Spain's culinary heritage, Alinea Madrid remained faithful to its 3 Michelin star cuisine during the weeks that it was up and running (12 January to 6 February 2016).



Furthermore, and for the first week of the project, an unparalleled collaboration was set up between chefs Grant Achatz and Dabiz Muñoz – who's 3 Michelin Star restaurant, DiverXO, is permanently located at the NH Collection Eurobuilding in Madrid. This alliance permitted guests, for the first time ever, to enjoy a 6 Michelin star experience in which they ate at one of the restaurants for the first part of the menu and ate in the other for the second part. Muñoz's and Achatz's menus played against each other, contrasting and complementing styles to create a once-in-a-lifetime experience.

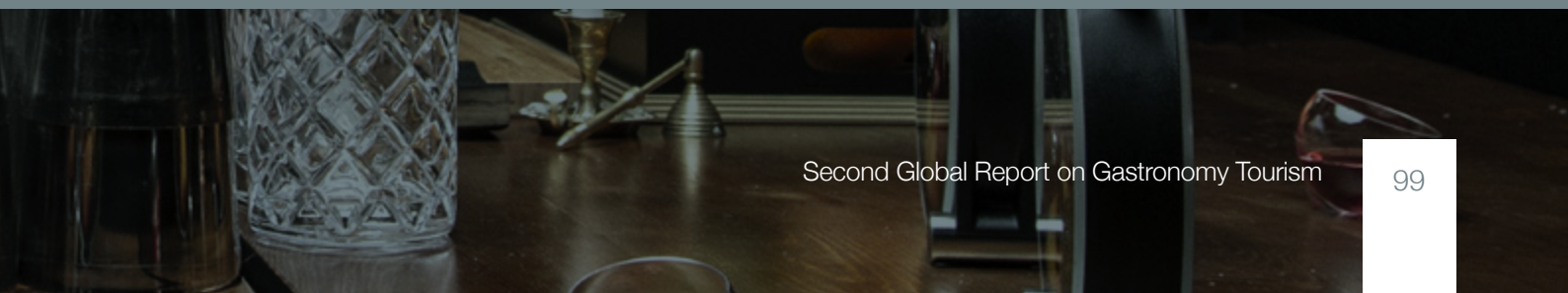
The project was topped off with a communication strategy that resulted in 439 hits (13.34% printed, 85.56% online and 1.1% TV and radio) and a total estimated value of EUR 15,908,211. The hashtag #AlineaMadrid had 2,367,620 impressions on Twitter, many of them coming directly from diners uploading their comments and images on social media.

In total, *Alinea Madrid* served 1,700 high profile national and international guests, first-rate chefs and journalists from across the globe, building a gastronomic experience that undoubtedly made its mark on 2016. Moreover, this initiative placed Madrid on the map as a top culinary destination worldwide with consequent improvement on the city's touristic offer, economy and image abroad.

As an affiliate member of UNWTO, NH Hotel Group is aware of the importance of gastronomy tourism and is committed to its development, not only in Spain but also in all the cities in which it operates. In an industry that is constantly evolving towards new ways of attracting tourism, NH Hotel Group holds gastronomy as one of the key pillars for its brand, as well as a means of reinventing and simultaneously preserving each culture's traditions and local flavors. Through associations with prestigious and internationally recognized chefs, public institutions and collaborating companies, NH Hotel Group is intent on continuing to develop gastronomy tourism and the pronounced benefits that come with it around the world.

#### About NH Hotel Group

NH Hotel Group ([www.nhhotelgroup.com](http://www.nhhotelgroup.com)) is a consolidated multinational operator and one of the world's leading urban hotel groups. The Company operates close to 400 hotels with almost 60,000 rooms in 30 countries across Europe, America, Africa and Asia, including top city destinations such as Amsterdam, Barcelona, Berlin, Bogota, Brussels, Buenos Aires, Düsseldorf, Frankfurt, London, Madrid, Mexico City, Milan, Munich, New York, Rome and Vienna.



## 2.23

### Freixenet Group: More than Wine Tourism

*Zaida Semprun, Freixenet Group*

The Freixenet Group offers tourism experiences that transcend wine and place value in the tangible and intangible heritage linked to wine culture that is passed down generations in the Ferrer family, across their wineries in Spain, France, the United States of America, Argentina, Mexico and Australia.

Wine is more than a drink. Its role has historically varied from being a part of food, a currency exchange, an evangelizer and an element of worship, a sculptor of landscapes, a builder of places for social events and celebrations during the harvest season, a representation of historical moments and the productive revolutions, a generator of stories and legends to an inspiring artistic expression. Ultimately, it is both tangible and intangible heritage, which is impossible to encompass on the label of a wine bottle.

The best way to dive into this amazing world is through its origin, the vineyards and the cellars, where the motivational tourist profile determines the creation, promotion and sales strategy of the offer.

The Freixenet Group, linked in varying degrees to wine and its culture, has identified sixteen of these profiles. These include: professionals, prescribers, wine lovers interested in the world of wine, gastronomic tourists, large groups, schools, wine tourist hikers, hikers, local people, tourism professionals, cultural tourists, medical tourists, nature tourists, MICE clients and private celebrations.

We have designed and launched over a hundred wine experiences in our Spanish wineries that cater to more than half a million tourists per year. These range from traditional wine tours, private winery tours, food and wine pairings,



Sensational  
WINE  
EXPERIENCES

GRUPO  
FREIXENET



UNWTO  
AFFILIATE MEMBER

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wine and nature activities, children's tours, teambuilding, professional tastings, harvest experiences, events for companies and vineyard weddings.

The range of activities is also suited to the expectations of the cultural and social background of locals in the countries in which our wineries are located. The development and management strategy of our wine tourism differs across Europe, the United States of America, Mexico or Australia. This is essential in making our initiatives unique and specific to each destination.

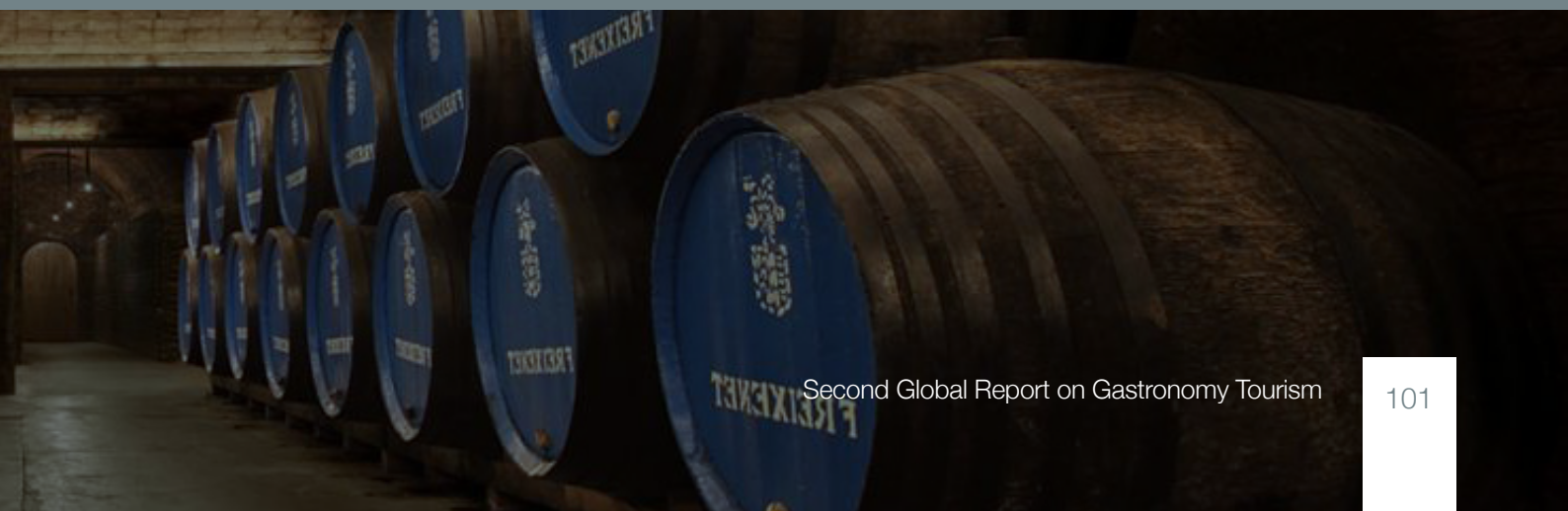
The wine tourism experience that we passionately offer is, in many cases, based on experience related to brand knowledge in the market of origin. The design and execution of experience meets the ultimate goal of any winery, which is to turn the visitor into a brand ambassador. In terms of

value, marketing and communication, *word of mouth* is still the most effective and cheapest tool for any company, and it must be treated with special care.

The post-experience stage is the key, and directly affects the future buying decisions of our wines and sparkling wines in the hundred and fifty international markets where our brands are present.

Finally, the best marketing tool to achieve customer loyalty is the unforgettable memories from our wineries, which are relived in every glass of wine or sparkling wine.

The Freixenet Group works relentlessly to help the world celebrate and appreciate the big and small moments in life.



## 2.24

### Tourism and Gastronomy in Turkey

*Elif Bilge Çetin, Ministry of Culture and Tourism Republic of Turkey*

#### **Latest Trends in Tourism Worldwide**

Particularly in recent years, there have been significant developments in the power of media in controlling an individual's preferences in international tourism. The use of the internet and social-digital-mobile media tools is a significant example of the direct influence on studies about tourism promotion and marketing in countries. As the interest in online platforms such as blogs, websites, etc. increases, as does the ratio of social and digital media use in planning travels and choosing destinations. In today's social media-driven world, the impact of a single comment on social media can change travel plans. These new trends will be increasingly used in the planning and execution of travel as well as in the process of sharing experiences afterwards. The tourist demand for innovation, diversity and adventure will rise; sea-sand-sun (3S) will be progressively replaced by excitement-education-entertainment (3E). Thus, it can be said that gastronomy will continue to be one of the major motivations for many people all around the world.

#### **Tourism and Gastronomy in Turkey**

The popularity of Turkey as a tourist destination is directly

related to its fascinating culture, historical richness, hospitality, good tourism infrastructure, varied accommodation facilities and in particular, the delicious meals. Having spread from Southeastern Europe to the regions of Western Asia, Caucasus, Northern Africa and the Arab Peninsula, the Ottoman Empire reigned over 600 years and Turkish cuisine today reflects this huge variety of influences.

#### **The Promotion of Turkish Cuisine**

With 45 offices around the world, the Turkish Ministry of Culture and Tourism works on various projects with the aim of advertising Turkish cuisine, hosting foreign celebrities and social media influencers in gastronomy destinations in Turkey, and participating in international tourism fairs. Within this scope, some examples of projects aiming to promote Turkish cuisine include;

#### **Social Media Project: "Gastro Hunt"**

In August 2014, a gastronomy project showcasing various types of Turkish cuisine from four different regions of Turkey was launched as part of a global digital and social media campaign<sup>2</sup> to increase interaction on social media channels.

<sup>2</sup>the Global Image Campaign "Turkey Home of..." initiated by the Ministry of Culture and Tourism in 2014, have climbed up to the 2nd rank with more than 6 million followers worldwide, among other tourism promotion organizations' projects. The campaign has also received various awards. Throughout the campaign, a wide range of visuals, videos and contents that depict our touristic/cultural values have been shared via social media accounts in major platforms like Facebook, Twitter, Instagram, YouTube, Pinterest, Vine...etc.



T.C.  
KÜLTÜR VE TURİZM BAKANLIĞI  
Republic of Turkey Ministry of Culture and Tourism

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Five instagrammers (with 2.5 million followers in total) joined the GastroHunt tour and were entertained in İstanbul, Çeşme, Alaçatı and Gaziantep under the guidance of one of Turkey's most popular young chefs, Arda Türkmen. After the attendants shared their experiences on their social media accounts, the number of Turkey Home followers increased significantly, particularly on Instagram, but also on Facebook, Twitter and Google+.

#### **“Turkey Home” Videos**

Having served as the cradle of more than 30 civilizations throughout history, Turkey is home to many cultural, historical and culinary resources. To promote the gastronomic values of Turkey, the Ministry has created various HD videos for social media, especially for YouTube. Among these videos, those showcasing Baklava, Turkish coffee, Turkish delight and Turkish breakfast have attracted nearly 3 million views online. The links can be viewed at:

<https://www.youtube.com/watch?v=le9VUp6h7iM>

[https://www.youtube.com/watch?v=hePJjQz2\\_t4](https://www.youtube.com/watch?v=hePJjQz2_t4)

<https://www.youtube.com/watch?v=ZvjLo9JgeU>

<https://www.youtube.com/watch?v=D0h-3T--U1A>

#### **Photography Contest: “Tastes in the Visor”**

Aiming to showcase the changes in the values and traditions in gastronomy throughout the ages, the photography contest invited people to explore centuries-old traditions of Turkish cuisine, cooking techniques, rich table presentations and local ingredients that have helped shape the symbolism of Turkish cuisine. Under the theme of “Eat-Drink, Cuisine Culture and Gastronomy”, 83 photographs have been selected for display.

#### **Participating in Gastronomy Festivals: “Taste of London”**

Turkish Ministry of Culture and Tourism participated as a destination partner in “Taste of London”, one of the most popular food and drink summer festivals, between 15 and 19 June 2016. During the festival, Turkish dishes and desserts were prepared by famous Turkish chefs and offered to visitors, alongside Turkish chefs Ali Cengiz and Tacim Yetis, who held some exhibitions.



## 2.25

# A case study of Dorset and the Eat Dorset Food Festival

*Sean Beer and Jill Quest, Bournemouth University*

### **Introduction**

Dorset is one of England's 48 counties (small sub-regions) and is to be found in the South West of England. The South West is famous for its food and drink, including dairy products (cheddar cheese and clotted cream), grass fed beef and lamb (such as Devon Red Ruby Beef), vegetables (Cornish new potatoes and Devon swedes) and drinks such as cider, cider brandy and increasingly wine. Dorset in particular has three native breeds of sheep; produces fantastic dairy products such as Dorset Blue Vinny cheese; blue berries and has many fine herds of Devon Red Ruby cattle. This food is produced within a landscape whose value has been protected with numerous designations and includes much of the Jurassic Coast World Heritage Site. The area also has a rich cultural heritage extending back thousands of years to before the Roman occupation.

### **Dorset tourism, food and drink**

Tourism is very important in Dorset. In 2014, it attracted 3.4 million visitors who made overnight stays and 25.5 million day visitors. This generated GBP 2.5 billion of business turnover and supported approximately 47,000 jobs or 13% of employment within the county (TSWRC, 2015). Local authorities and providers of facilities for visitors are keen to grow this sector of the economy and in particular to increase quality of provision, visitor spend and length of the season. Dorset has great potential in terms of the gastronomic experiences on offer, but currently this area has not been developed as well as it might have been. There is, therefore, significant interest in understanding what tourists' value. Gastronomic experiences range from the consumption of food and drink as a basic part of a visit; more elaborate meals in cafes, restaurants and hotels; visits to delicatessens, farm shops and farmers markets; visits to specific food and drink-based attractions such as farms and vineyards; and attendance





at events such as food festivals. There are many such festivals in Dorset and one example is the Eat Dorset Food Festival. This takes place in West Dorset and was the focus for a piece of research looking at the visitor and stall holder perceptions.

### **The Eat Dorset Food Festival**

A range of research methods were deployed, however, here we will just focus on the discussion of the results of a questionnaire completed over two days by 172 visitors to the Festival and a separate stallholder questionnaire. More than two thirds of the visitors who responded were women and there was a skew towards an older profile, with over 40% of the respondents being 60 years or older. The majority of visitors came with family (61%) or friends (32%), in groups of between two and four.

When asked why they had come, and given a range of potential answers, the key factors were that it was a good opportunity to

buy local food (72% of respondents agreeing), it supported the local community/economy (56%), it was a lovely environment (47%), the local provenance of the food and drink (31%) and that it supported sustainability (25%). Other factors included:

- Family atmosphere 22%
- Other people here with similar values 20%
- Inspirational 17%
- Good value 16%
- Distinctive 16%
- Honest 14%
- Exclusive 6%

In terms of the stallholders the primary reasons why they thought that customers wished to buy their food or drink were ideas of quality, honesty, supporting the community, distinctiveness and the use of traditional methods.



Figure 2.4 (as shown below) shows Producer perceptions as to reasons for custom (number of respondents).

Visitors and producers were asked to elicit free associations about the food Festival. Keller et al (2008) recommends open measures to determine the strength of any brand, and in this

context it was considered that brand theory might be a useful way of looking at the event. The tie in to the locality, ideas of variety, quality and the specific setting an environment where all key factors. The following word cloud (Figure 2.5) illustrates the relative importance of the associations.

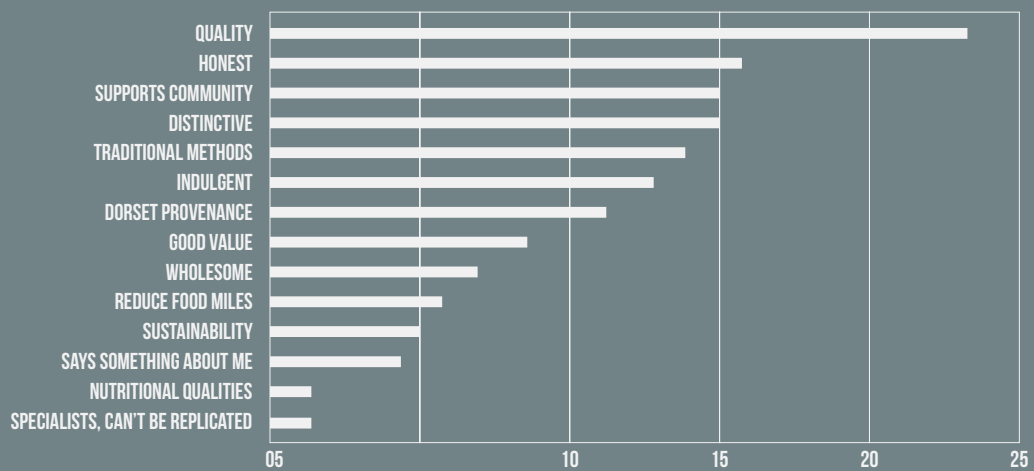




Figure 2.5 (as shown on the right) shows word cloud to illustrate the relative importance of visitor and producer free word associations about the Festival.

### Conclusions

In terms of increasing the quality of provision, the amount that visitors spend and the length of the season, there are a number of strategies that can be employed. The holding of events, such as the Eat Dorset Food Festival, is an example that contributes to this strategy, whilst at the same time helping to realise the potential of food and drink to contribute to the tourist experience and to develop as a sector in its own right for locals as well as tourists. In all this it is important for organisers to understand that factors such as the local connection, variety, quality and the specific setting are key to developing a sustainable gastronomy tourism event in particular and sector in general.

### References:

Keller, K.L., Aperia, T. And Georgson, M., 2008. Strategic Brand Management, A European Perspective. Harlow: Pearson Education Limited  
 TSWRC, 2015. The economic impact of Dorset's visitor economy 2014





## 2.26

# A different approach to food tourism: The Travel Foundation's Taste of Fethiye project (2009-2015, Fethiye, Turkey)

*Ben Lynam, The Travel Foundation*

### Introduction

Located in the south-west of Turkey, Fethiye possesses a rich agricultural and cultural heritage and the quality and range of the local fresh fruit and vegetables are renowned. However, despite having a well-established tourism sector, very little of the produce was finding its way to the region's hotels.

The Travel Foundation project tackled one of the most challenging aspects of destination sustainability, specifically how to integrate small, local producers into a large, mainstream tourism supply chain. The objective was not to attract new "foodie" tourists, but to work with the existing tourism market. The initial focus was on benefiting the farmers and the environment, but as the project developed, wider benefits were realised.

The main components of the "Taste of Fethiye" project were:

- Establishing a Taste of Fethiye brand/label and quality standard, to allow hotels to verify the local origins of the produce, and promoting it to customers.
- Developing more sustainable farming practices
- Increasing planning and collaboration across producers
- Engaging hotels and a range of other stakeholders
- Promoting the initiative to hotel guests

*The Travel Foundation's formal involvement in the project ended in 2015 and the following are some of their results and lessons learned.*

### Local market linkages

Sourcing from small, local suppliers can be particularly challenging for bigger hotels. Rigid and centralised procurement

practices can be a barrier, and supply needs to be consistent, reliable and, of course, competitively priced.

Thus, critical to gaining market access was early support from three big UK tour operators (TUI, Thomas Cook, and Cooperative Travel) and the use of a local wholesaler to enable greater coordination, reliability and consistency of supply.

As a result, 23 hotels have purchased Taste of Fethiye produce, and in 2015, 16 hotels had two-thirds (437 tonnes) of their fresh fruit and vegetables supplied through Taste of Fethiye. Approximately 200,000 tourists have enjoyed Taste of Fethiye across the five years of the project.

### Environmental resource protection

Buying "local" obviously reduces food miles and associated CO2 emissions, as well as helping hotels to meet sustainability certification requirements. However, the main environmental impact from the project came from working with the 40 farmers involved to improve their agricultural practices. The Travel Foundation developed Sustainable Agriculture Guidelines, held workshops and delivered 750 farm visits to improve farming practices. In particular, the levels of pesticides and artificial fertilisers used were dramatically reduced. 3,000 copies of the guidelines were disseminated widely through the Ministry of Agriculture and other channels to share best practice.

### Local economic benefits

The combination of the better farming practices and improved market linkages outlined above created economic benefits for the farmers. They increased their income both by reducing their input costs (fertiliser etc.) and increasing yield per acre by, on



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average, 30% each. They sold 41% of their produce to hotels in 2015, in contrast with 17% three years earlier, and total revenue from Taste of Fethiye sales now exceeds USD 1 million.

The project also encouraged tourists to explore and spend time in the rural communities. The Travel Foundation developed and disseminated food-themed self-guided driving tours (booklets and a mobile app) to encourage tourists to explore the rural area and spend locally. An excursion has also been developed, which took over 1,000 TUI customers to visit a Taste of Fethiye farm in 2015, and has provided the farmer with additional revenue.

#### Supporting local traditions, creating food experiences

In addition to the new excursion and driving tours, tour operators in resorts and hotel staff put on “Local Food Nights” for guests. The Chef’s association, Chef Mavi, was an important stakeholder which encouraged its members to employ Taste of Fethiye produce, of which many are chefs in hotels. This halted a previous trend to provide international cuisine for guests which, it was assumed, would most please their palettes. Ultimately, customers were more satisfied and 62% of those surveyed felt more positive towards their hotel knowing that it purchased locally grown, sustainable products.

Chef Mavi also supported a new regional Taste of Fethiye craft and food fair which not only gave tourists the chance to buy direct from producers, but also promoted the region’s culture and traditions.

#### Help to brand and market destinations

The Taste of Fethiye brand soon came to represent much more than local fruit and vegetables, and by collaborating with

the Mayor’s office and FETAV (Fethiye’s tourism and culture promotion agency), the project has served as a catalyst for the recognition of the importance of local, authentic products in building a destination brand. For instance, in 2013 TUI organized an educational trip to Fethiye for UK retail staff to bring the concept of sustainability to life.

#### 2016 and beyond

Taste of Fethiye is now in the process of being handed over to FETAV, with continued support from other local stakeholders including Chef Mavi, the wholesaler and the hotels association. All of the 16 hotels that purchased Taste of Fethiye produce in 2015 have committed to sourcing their produce from Taste of Fethiye in 2016, and almost all of the original Taste of Fethiye farmers are still involved. The farm excursion was running again in 2016, and in May FETAV organized another successful craft fair.

**For more information** and to view a short video about the project visit [www.thetravelfoundation.org.uk/casestudy/taste-of-fethiye](http://www.thetravelfoundation.org.uk/casestudy/taste-of-fethiye)

#### Ilknur Arcan, a farmer from Keçiler Village in Turkey

*“We consider ourselves very lucky being a part of the Taste of Fethiye project. We can grow better crops with the help of the project’s agricultural advisor. As a part of the education programme, we ran trials with shading nets in a small section of our tomato farm. This showed us how to grow better quality tomatoes and how to extend our harvest season. I also attended the craft fair that was organized in our village. We had the opportunity to sell our products directly to tourists and local visitors at the fair. We are looking forward to working with Taste of Fethiye over the next year.”*

## 2.27

# Welcome to Napa Valley: Wine Tourism and Its Discontents

*Mike Veseth, The Wine Economist*

California's Napa Valley is home to more than 400 wineries and the clear leader in wine tourism in the United States of America. More than 3.3 million wine tourists visited the Napa Valley in 2014, according to an economic impact Report prepared by Destination Analysts for Visit Napa Valley. They spent USD 1.63 billion, supporting an estimated 11,000 tourism-related jobs with a total payroll of USD 332 million. Wine tourism is big business in the Napa Valley and an important driver of economic growth, both for wineries and for the regional economy in general.

The first Napa Valley winery, Charles Krug, was established in 1861. The valley was an early tourist destination, although visitors came for the health benefits of natural hot springs, not to sip and swirl wine. A tourist train took visitors from San Francisco to the Calistoga spa hotels starting in 1864.

The history of contemporary wine and wine tourism in the Napa Valley dates from 1966, when Robert Mondavi opened his eponymous winery in Oakville. Incredibly, it was the first new winery in the valley since the end of Prohibition in 1933. The Mondavi winery, with its elegant welcoming archway and California hacienda architecture, was built to be more than a production facility or a retail sales room. It was designed to be the destination it became, drawing thousands of visitors

right from the start for an experience that connects land (the famous To Kalon vineyard), history, culture, food, and wine. It was not long before another train was bringing more than 100,000 visitors to the valley each year, but this time it was the wine experience, not spa treatments, that was the attraction.

Many factors contributed to Napa Valley's success as a tourist magnet. Proximity to San Francisco, a cosmopolitan global city, is important. As is the economic vitality of Silicon Valley's technology cluster, the influence of world-class research universities at Stanford and Berkeley, and a famous enology and viticulture school at Davis. The international recognition that flowed from the success of the 1976 "Judgement of Paris" tasting added to Napa's reputation for quality wine. It is no surprise, therefore, that Napa attracts both international visitors and substantial international wine industry investment from famous names including Rothschild, Chandon, Boisset, Skalli, and Antinori.

The Napa Valley was named California's first American Viticulture Area (AVA) in 1981 and the focus on "Brand Napa Valley" was given priority from the beginning by both the leading wineries and regional wine and visitor groups and associations. Today, Napa benefits from effective promotion



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by stakeholders including wineries, AVA and sub-AVA associations, hospitality industry firms, and regional tourism organizations, all of which seek to define and elevate the collective brand. The visitor data cited in the 2014 economic impact study is testimony to their success.

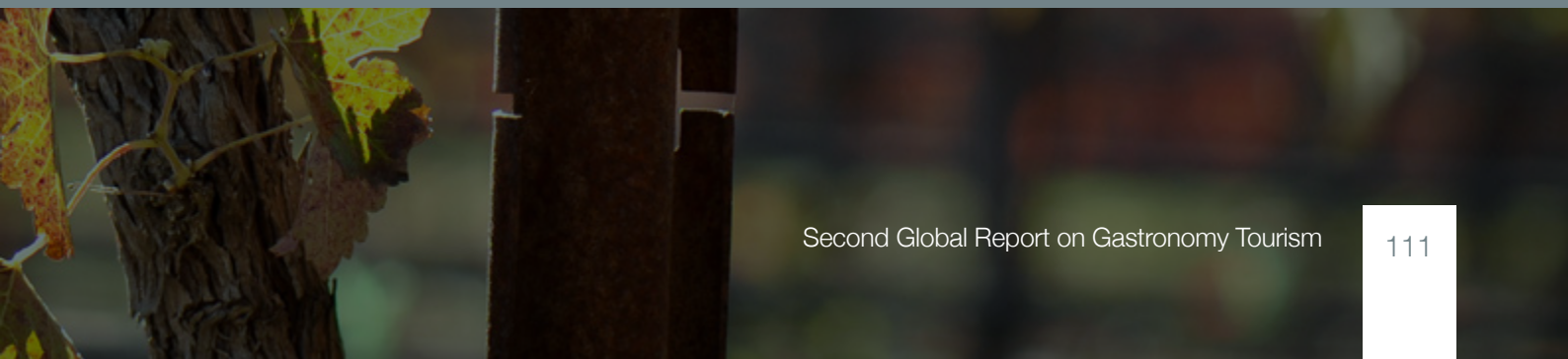
But the rapid growth of the wine and wine tourism industries in the narrow confines of this valley first revealed, and then magnified, a number of fundamental tensions. The long lines of slow traffic on Highway 29 warn that Napa risks choking on its own success. Economic development is increasingly balanced against health and environmental concerns, for example, and services for visitors are weighed against lifestyle quality of residents. The often contentious regulatory hearings for winery development or expansion have become even more heated. Significantly, these tensions and concerns are not a recent phenomenon but date back almost 50 years to the early days of wine tourism development.

Wine has made the Napa Valley one of California's most popular tourist destinations. Napa is a great place for those seeking a memorable wine experience. But the problems that rapid tourism growth has brought with it have made Napa an increasingly difficult place to do business in, as the timeline to gain regulatory permits (to establish a vineyard or

winery, produce wine, organize winery events, and attract visitors) sometimes extends to months or even years. At times investment plans are abandoned because of delays and escalating costs.

Napa Valley thus provides several important lessons for other wine regions that are now seeking to emulate its success. Laser-sharp focus on brand, emphasis on total visitor experience, and active multi-level public-private co-operation are some of the factors that contributed to Napa's success. Napa also demonstrates the importance of engaging stakeholders to develop strategies to manage the impact of tourism and mitigate its inevitable negative externalities.

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## 2.28

# Food festivals as a tourism product in the United States of America

*Ali Haidar, Marc Lunt and Jorgan Von Steining, Ernst & Young LLP*

Food festivals are a seemingly perfect inflection point between two favourite American pastimes: eating and travelling. The celebration of food that began in local farmers' markets and small town fairs has grown into a phenomenon that attracts millions of visitors and generates billions of dollars in economic impact for host destinations. Annually, there are roughly 1,500 food festivals across the United States of America alone, and while some have grown organically over time through private sector efforts, others have been developed and curated to drive tourism and economic activity by Destination Management Organizations (DMOs) and Economic Development Organizations (ECOs).

Increasingly, DMOs and ECOs are working with private organizations to better refine and expand the purpose of local food festivals, in order to align the destination's various stakeholders (local restaurants, food purveyors, farmers, hoteliers, etc.) around key planning considerations for the event. Successful food festival purposes often include:

- Maintain/grow overnight visitation by enhancing the existing tourist experience
- Drive economic development of specific neighborhoods
- Driving demand during periods of low visitation
- Creating broader awareness of a destination's attributes and offerings
- Driving demand for specific local product(s)
- Developing a new specialized offering/reputation for a destination

### **Purpose-driven key planning considerations**

**Theme:** Food festival themes can serve a variety of purposes, including showcasing regional offerings such as produce, culture, and lifestyle. However, DMOs and ECOs have also leveraged their destinations' other competitive advantages, such as access to major markets, and favourable seasonal weather to successfully launch new events. For example, Miami's excellent airline access to north-eastern cities with highly competitive restaurant cultures (i.e. New York City) enabled the city to capture demand for the South Beach Wine & Food Festival held each winter since 2002. By attracting world-renowned restaurateurs and expanding throughout Miami's neighborhoods, the South Beach Wine & Food Festival is largely credited with giving significant lift to Miami's currently blossoming restaurant scene.

**Format and price point:** A food festival's format and price point directly impacts the level of interaction visitors will have with a destination's various offerings. While single location format events have the ability to attract large crowds with high concentrations of vendors and visitors, multi-location formats often expose visitors to various more intimate venues throughout the city, yielding a higher dollar spend per visitor. The Taste of Chicago festival, held annually in Grant Park, attracts over one million visitors with free entry and low priced vendor booths. In contrast, the New York City Wine & Food Festival attracts approximately 55,000 visitors to more than 100 events<sup>3</sup> such as wine tastings, gourmet dinners, seminars, and cooking demonstrations at venues scattered through the city with price points ranging from USD 85 to 800<sup>4</sup>.





**Frequency:** Food festivals do not necessarily take the form of infrequent, large scale events. In fact, DMOs and ECOs in urban areas throughout the country are more frequently stimulating farmers' markets, food-truck parks, and pop-up restaurants in underdeveloped or vacant spaces, taking cues from private organizations that have had success with fostering local visitation. The weekly Smorgasburg food market, which takes place in a vacant waterfront lot in Williamsburg, Brooklyn, began in 2011 as a marketing initiative to drive sales at an adjacent condominium development. With 15,000 daily visitors, the food market helped turn the development into one of the fastest selling condominiums in New York that year, and is credited in part with driving the rise of Brooklyn as a brand.

**Seasonality:** Destinations often promote shorter festivals as a means of inducing demand during periods of low visitation. This is especially true for highly seasonal destinations, such as beach and ski towns. The skiing destination of Aspen, Colorado, has for the past 35 summers held the FOOD & WINE Classic in Aspen festival, attracting mostly the same visitors as the destination does during the ski season, but for the purpose of stimulating low seasonal demand and exposing visitors to the area's less popular summertime outdoor activities. Unfortunately, food tourism is often inflexible and dictated by seasonality of harvests, especially for single-product themed agricultural festivals such as the Oregon Truffle Festival, held annually in January. As such, destinations should evaluate the optimal timing of events in a manner that best suits the ultimate purpose (driving demand for product vs. driving demand during periods of low visitation).

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# Chapter 3:

## Challenges in gastronomy tourism

The trend of standardizing gastronomy is emerging as a way to reduce costs, as fast, easy-to-eat food becomes increasingly prevalent worldwide. This threatens the diversity of food products available, and diminishes opportunities to experience the local culture of a place through food, as the distinctive cuisines of a place become increasingly marginalized.

Local food is in need of protection and preservation. Promoting national culinary specialties that may not be well known outside their country of origin is a particular challenge. Because of the increasing standardization of cuisine and spread of global cuisines, some national cuisines may not even be particularly popular or known within their own nation or culture. Addressing this issue is a matter of promoting pride in the national culture. However, too often a lack of engagement on the part of the local food industry and chefs, as well as failing support from the local government and infrastructure (poor promotion, lack of communication

strategy, neglect by educational institutions, lack of food festivals, etc.) exacerbates this problem.

Gastronomy tourism promotion requires a complex strategy involving many stakeholders. It must be a communal endeavour that cannot be relegated only to the government. All stakeholders need to work together to craft and deliver a common message around local cuisine and culinary traditions. This creates a sense of pride as well as involvement of local communities in safeguarding a cuisine's authenticity.

Education is a fundamental component of the preservation and promotion of local gastronomy culture, to ensure that people are conscious and appreciative of the culinary heritage of their nation and culture. It is crucial to ensure that knowledge of local cuisine is passed-on from generation to generation, in order to guarantee that it remains a living element of the local culture. Concerted measures are necessary for the preservation of these cuisines by raising



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local awareness and facilitating the transmission of gastronomy knowledge between generations.

Social and economic changes have led to greater importance being given to environmental, cultural, and ethical concerns, as well as to issues related to health and lifestyle, therefore gastronomy tourism should incorporate criteria relative to responsibility, solidarity and sustainability. Gastronomy tourism management should also include elements of transparency and consumer protection. Issues such as food waste, which has been declared by the United Nations as one of the most urgent sustainability goals, are indeed crucial for the culinary industry.

Tourism has demonstrated that it can contribute to positive growth and can spur job creation, but appealing to tourists needs to be balanced with responsible growth, always bearing in mind the UNWTO's three pillars of sustainability: environmental (e.g. reducing emissions),

sociocultural (e.g. maintaining the authenticity of a destination) and economic (e.g. equitable distribution of benefits). Therefore, gastronomy tourism should be carried out ethically in its interaction with the environments within which it takes place. Globalization brings many challenges, in that although the promotion of gastronomy tourism may be global, the experience is always local. Gastronomy tourism can be a contributor to cultural preservation and should be configured around the quality and authenticity of the product and the place.

This chapter will further review the major challenges for gastronomy tourism. The challenges will be outlined and presented with relevant information supplied by tourism experts bringing together the results and professional analysis relevant to designated destinations with gastronomy tourism-related activities.

A wooden bowl filled with a vibrant red salsa, likely made of tomatoes, onions, and peppers, sits on a yellow and blue patterned cloth. Below it, a white plate holds two golden-brown arepas, one slightly charred. The background is a dark wooden surface.

## 3.1

# Key Factors for Measuring Gastronomy Tourism from the Perspectives of Competitiveness and Sustainability: A Case Study of Bogotá, Colombia

*Alexandra Ochoa Vélez, Fundación Universitaria Cafam*

In Colombia, the food and beverages sector (F&B), as part of the tourism industry, is better understood from two perspectives: first, as the group of gastronomy companies that offers both its services to tourists and integrates its services within tourist destinations; and secondly, from the perspective of existing establishments in tourist areas.

Accounting for new market segments that are coupled with the local cuisine industry as an attraction, these two perspectives generate debate and discourse on the competitiveness and sustainability of gastronomy tourism in Bogotá. Such debates tend to privilege the comparative advantages of traditional cuisine, the innovation and adaptation of new techniques and entrepreneurial activity, which is considered an opportunity to boost the tourism industry.

This leads to the need to establish what information is required to set up both strategic planning and effective product design for Bogotá's F&B sector, a need that is especially important given that current institutions have neither consolidated nor drafted reliable information

that could be used to understand the context and dynamics of this growing economic sector in order to assure an operation with well-developed parameters for sustainability and quality. In response to this need, the School of Tourism and Gastronomy of the *Fundación Universitaria Cafam*, in partnership with Bogotá's Chamber of Commerce, is leading a project to create an information system called SIARBOG that gathers and analyzes data—not only descriptive aspects of the value chain, but also aspects that enable the study of the factors which will help measure both the management of gastronomy tourism and its impact in Bogotá.

SIARBOG has made it possible for us to analyze tourism at the local, regional and international levels. Furthermore, because reflection and analysis of the data have defined what information is required to align the questionnaires that are applied to business entities and destination management, we have also been able to make broad theoretical conclusions and conduct a conceptual review that addresses the cohesion and relevance of the issues that need to be addressed in terms of competitiveness

and sustainability of the F&B sector that relate to the tourism industry.

With regards to the **F&B sector's specific aspects of competitiveness**, it is important 1) to analyze to what degree current regulations are actually implemented and to what extent these regulations are coherent with respect to national and international requirements. In addition, it is important to identify 2) the continuous assessment and process efficiency in organizations, 3) the products of strategic planning and modern management models that respond to market needs (including the supply of unique or differential quality-enhancing goods and services), and 4) to give leverage to cultural values. Finally, it is also necessary 5) to take into account the efficiency and efficacy of both promotional and marketing strategies that are currently being applied.

**Factors of sustainability** are of equal importance. These require gathering information related to environmental management, economic impact, social development generated by the F&B industry, articulation between

cultural heritage and what the service offers, and finally, the supports rendered by government institutions for the sector.

We conclude with a proposal for strategic measurement, designed to measure management for both destination and F&B industry companies. This will improve the availability of information about the sector and both product design and decision-making; hence, it will also improve profitability and competitiveness. The proposal consolidates the aspects of competitiveness and sustainability described above into a battery of indicators that has been validated by an expert panel and which applies the Delphi method, allowing researchers at the School of Tourism and Gastronomy to achieve consensus with entrepreneurs, the public sector and other members of the gastronomy cluster led by Bogotá's Chamber of Commerce—all of whom are included in the box below.

Table 3.1 (shown on the following page) Indicators proposed for measuring destination management & companies.



<b>Destination-Oriented Indicators</b>	<b>Indicator Components</b>		Gastronomic routes and circuits
	Special foods only found in that area		Food zones
	The denomination of the food product	<b>Strategy for Food Destinations</b>	School of food at the destination
<b>Reputation as an Authentic, High Quality Dining Destination Within the Area</b>	The product is supported and advertised to be a foodie destination by the country		Existence and representativeness of guilds
	The destination is recognized as a place of interest by the international tourism industry		Visits to farms and places where food is cultivated
	Has a position as a destination at the international level		Visits to the local farmers' markets
	Has a position as a destination at the national level	<b>What the Food Industry Can Offer Tourists</b>	Festivals organized around the food industry
	The existence of an organization that has already labelled it as a place of interest		Festivals that are relevant to the food industry
	The food is associated with the country		Fairs organized around the food industry
	The food is associated with the city		Fairs that are relevant to the food industry
<b>Marketing the Destination</b>	The food has a definite place for tourism within the international market	<b>Company-Oriented Indicators</b>	<b>Indicator Classification</b>
	The food has a definite place for tourism within the national market		Bars and restaurants with a touristic vocation
	Marketing campaigns focusing on the food tourism	<b>Orientation of the Food and Beverages Sector toward Travel and Tourism</b>	Establishment touristic activities
	Websites showing/explaining where the food tourist destinations are		Internationally recognized chefs
	An explanation of what food tourism is		Restaurants in hotels



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<b>Product</b>	Food and beverages establishments offering product tastings
	Visitors for product tastings
	Touristic products related to food
	Visitors for touristic products related to food
	Gastronomic knowledge management by the restaurateur
	Visits to food processing centers
	Gastronomic learning or appreciation activities, reflecting the national or local cuisine or their methods of preparation.
<b>Quality of Service and Food Safety</b>	Gastronomic activities of product consumption that reflect the national or local cuisine or their methods of preparation
	Internationalization of Gastronomic Offer
	Certifications in Hygiene and BPM
	Requests and complaints
<b>Operations</b>	Customer satisfaction
	Sector Technical Standards
<b>Infrastructure</b>	Average spending
	Profitability
	Accessibility

<b>Sustainability</b>	Sustainability respect to the providers
	Environmental sustainability
<b>Human Resources</b>	Personnel employed
	Bilingualism
	Work environment and contract modalities
<b>Business Level Marketing</b>	Use of Social Media
	Advertising investment
	Restaurants abroad
	Participation in gastronomic festivals
	Web page
	Participation in gastronomic fairs

Currently, phase two of the project includes validation of indicators oriented towards business management through the implementation of the pilot in the second half of 2016.

For more information about the project, please contact the research coordinator at the School of Tourism and Gastronomy, Alexandra Ochoa Vélez, at alexandra.ochoa@unicafam.edu.co

## 3.2

# Gastronomy, tourism, local development: Quality as the focus of the research agenda

Nicola Bellini, La Rochelle Business School

Cécile Clergeau, University of Nantes

Olivier Etcheverria, University of Angers (UFR ESTHUA Tourisme et Culture)

The growing importance of gourmet tourism raises a number of managerial and policy issues that academic research has started to investigate only recently. The international workshop on 'Gastronomy and Local Development' started in 2012 at the ESTHUA Institute of the University of Angers. Its aim was the discussion regarding the scientific foundations of research on the functions of gastronomy with regard to development at the local scale. The workshop clearly indicated that quality is a key factor in determining these effects (Clergeau and Etcheverria, 2013). A second workshop was held at La Rochelle Business School (France) in November 2015 under the scientific direction of the authors of this note. It provided a significant opportunity to outline the present research agenda, thanks to the discussion surrounding a wide range of case studies from several European and extra-European countries, focusing on the role and meaning of quality.

This is a quite complex issue. Visibility (from a tourist demand perspective), depends on the combination of three dimensions of quality: the quality of *products*, *places* and of *experiences*. These all contribute to the recognition, attractiveness and competitiveness of gourmet destinations. The joint qualification of product

and place helps to build reputation and attractiveness, through the image and discourse associated with and diffused by the product, and therefore is part of the quality of the tourist experience.

Quality is obviously linked to *identity*, as branding strategies increasingly refer to local taste preferences as a crucial immersion vector for tourism experiences. Research is providing new insights into the way in which local products, know-how, food culture, production landscape, dynamics and cultural heritage can contribute to the identity of restaurants. The incorporation of these elements transforms the gastronomic experience into a privileged insight for temporary residents (i.e. tourists) into the identity of the place and of its permanent residents.

Quality, however, is also linked to *diversity*, as it cannot be confined within any 'rusticity' stereotype. The joint quality of products and places stems not only from the originality of a certain production, but often also from the uniqueness of the underlying socio-economic relations. Producers, suppliers, transformers, distributors, restaurateurs, chefs and tourists forge links that, beyond economic relations, shape a staged web of images and imaginaries i.e. a 'gastronomic atmosphere' (Clergeau and Etcheverria,





2013). Researchers are increasingly investigating the importance of this socio-economic dimension of the local management of diversity. This is particularly embodied in proximity dynamics, knowledge and know-how assets, learning mechanisms, vocabularies or shared representations. Sociologists suggest that different symbolic meanings may be associated with local food quality by different social groups. Furthermore, through food, local cultures interact with global consumption and open themselves to the co-production of a variety of tourist experiences.

Finally, quality is increasingly linked not just to the preservation of identities and local specificities and preferences, but also to *innovation* and *creativity*. As discussed in the workshop, when combined with technical innovation and entrepreneurial creativity, gastronomy has the potential to be a powerful tool to revitalize either agri-food economies or cityscapes. Gastronomy may be part of successful luxury and lifestyle hospitality, but it also contributes to alternative ways to experience quality, i.e. through social eating, and therefore to new business models.

The quality-focused research agenda on gastronomy is not without its challenges. Three of which clearly emerged

from the workshop's discussion. The first concerns the need to better understand how gastronomy (as distinguished from mere local food and cooking) is an increasingly 'democratic' phenomenon, involving more than the traditional passionate expert elite, and is rather a culturally and economically significant part of the travel experience across a wider range of social groups.

A second challenge derives from the geographical diffusion of gourmet tourism. These days, every country in the world counts on gastronomy to foster tourism development. There is a need to investigate more closely the extent to which we are just witnessing a creative imitation of the more established European models, as opposed to alternative patterns, linked to the creative reinterpretation of very old culinary specialties for the global traveller.

The third and final challenge addresses the potential for collective action, and the way in which public policies should be re-assessed. What is to be done? Looking beyond standard practices of tourism promotion, a number of partially new issues are emerging, such as the role of selective quality labels, of education, of research, and so on.



## 3.3

### Ibusuki Haku-suikan

*Tadataka Shimotakehara, Ibusuki Haku-suikan Co., Ltd.*

#### **Current market trends in Japan**

In April 2013, Japanese cuisine was approved by UNESCO as an Intangible Cultural Heritage. Japan saw a significant increase in the number of foreign tourists following this event.

The number of inbound tourists from foreign countries was only 5.21 million in 2003; however it sharply increased to 21.35 million in 2015. Originally, the Japanese Ministry of Tourism set the target for inbound tourists at 20 million by the year of 2020, when the Tokyo Olympic Games will be held. This target was easily achieved by 2015, which led to the Ministry of Tourism of Japan revising the target from 20 to 40 million by the year of 2020.

Gastronomy tourism is one of the key factors influencing the increase in the number of inbound tourists in Japan. According to a questionnaire, 76.6% of foreign tourists stated that their main purpose of travel to Japan is to enjoy the Japanese food; the second purpose is shopping at 57.5%; the third motivation is to enjoy the natural attractions of Japan; and the fourth reason was to experience and enjoy downtown Japan. Additionally, 95% of inbound tourists appear to be satisfied with Japanese cuisine. There are more than 55,000 Japanese restaurants scattered around the world. This has sparked curiosity and interest in authentic Japanese cuisine, stimulating widespread tourism to Japan.

#### **Brief history of Japanese cuisine**

Japanese cuisine has been established and refined by countless talented Japanese chefs across several thousand years, through importing original skills and cooking expertise from China together with Buddhism in the year 593. Original Japanese cuisine was strongly influenced by Zen (one of the schools of Buddhism), having originated from the Shoujin Ryori (Buddhists' vegetarian food of Zen). The culture and skills involved in authentic Japanese cuisine were created and enhanced through very strict systems of training.

In 1223, a young Japanese monk named Dogen visited China to study Buddhism where he learnt the philosophy that cooking, eating and living is the key training needed to become a respected Monk. He also adopted the way of thinking that food and medicine go hand in hand. Dogen founded the famous temple Eihei-ji in Nagano Prefecture where they still serve the original Shoujin Ryori, a dish based on Chinese vegetarian food which was created by Dogen.

The core essence of the current style of Japanese cuisine was established around the year 1550 by the Master of Japanese Tea, namely Sen-no-Rikyu. Rikyu emphasised and insisted upon the importance of simplicity and frugality over extravagance and splendour in the tea ceremony. A balanced and healthy Japanese diet was also adopted and established in this era.



© Ibusuki Hakusuikan Co., Ltd.

In the later years, Japanese cuisine was improved incrementally through different materials, spices and cooking methods from all over the world. Authentic Japanese cuisine is now regarded as one of the healthiest foods in the world. In 1960, the average life span for Japanese men and women was 65.32 and 70.19 years respectively. It improved to 80.50 years for men and 86.83 years for women in 2014. In 2060, it is anticipated that the average life span will be 84.19 years for men and 90.93 years for women. We are proud of the long life span of Japanese people on the basis of our healthy food culture.

In spite of this, recent statistics show that the population of Japanese is steadily declining due to low birth rates and longevity. It is predicted that by year 2060, the population of Japan will decrease by 40 million, a number that accounts for 1/3 of the current population of 127 million people. Therefore it is of prime importance to expand the number of inbound tourists from all over the world.

#### **Ibusuki Hakusuikan**

Located in Kagoshima Prefecture, a place famous for its agriculture industry and the finest produce of okra (gumbo), broad bean, green tea, beef, pork, chicken and shochu (a spirit distilled from sweet potatoes); Ibusuki Hakusuikan strives to preserve the quality of its cuisine. Kagoshima Prefecture produces top quality Wagyu beef (regarded as one of the tastiest beef in Japan such as Kobe beef), and has historically supplied veal to Kobe and Matsuzaka, where it goes through the final touches

to make their brand beef. Kagoshima is also famous for black pork, the tastiest pork in Japan.

Ibusuki is famous for “sand bathing”, an activity that started about 400 years ago. It is an activity where bathers are buried in sand that is naturally heated up to 45°C by a hot spring for 15 to 20 minutes. The pressure caused by the weight of the sand as well as the heat from the hot spring enhances blood circulation and relieves stiffness in the entire body.

Annually, 4 million tourists visit Ibusuki for its hot spring resort as well as its remarkable dishes. Hotels are known to have hired some of the best chefs in Japan, so that hotel guests can enjoy the finest dishes produced with fresh materials from Kagoshima, a place regarded as the kingdom of fine agricultural products as well as fresh sea food.

In April 2003, the former President of the Russian Federation, Mr. Boris Yeltsin, and his wife and daughter, flew from Moscow to Kagoshima by private jet with the sole purpose of staying in Ibusuki Hakusuikan to experience authentic Japanese cuisine as well as the natural hot springs. In December 2004, the Japan/Republic of Korea Summit was held in Ibusuki Hakusuikan. The then president of the Republic of Korea, Mr. Roh Moo-hyun, and the then Secretary-General of the United Nations, Mr. Ban Ki-moon, stayed in Ibusuki Hakusuikan together with Mr. Junichiro Koizumi, the Prime Minister of Japan at the time. They enjoyed the hot springs and the authentic Japanese fine dining experience.

## 3.4

### Gastronomy and culinary touristic products

*Alberto Peralta de Legarreta, Universidad Anáhuac México*

In the current international context of tourism, gastronomy has experienced enough relevant growth to be considered a specific category of cultural tourism. The rise of gastronomy tourism, filling cuisine with meaning and identity, is due to changes in the profile of travellers. This has been caused by globalization and the now immediacy of knowledge, via new technologies and the desire of travellers for interaction with a perceived otherness. Travellers also want to feel as if they are contributing to the sustainability and well-being of the cultural communities they are visiting.

Gastronomy tourism and the development of its related products presents significant challenges as it is part of a complex landscape in which culture has multiple and heterogeneous manifestations. Food has evolved from just a basic need for tourists while travelling, to being a major motivation for domestic and international travel. Between 27.1% and 43.9% of Canadians and Americans, respectively, stated that the reason for their trips to Mexico were food and wine (**González, Cerón, et al.**) while 17.2 % of national travel cultural tourism travellers, declared their first activity was trying the local cuisine (**Lozano, Peralta, et al.**). Derived from these data, it is possible to assert that nowadays a large percentage of tourists with cultural motivations have a deep interest in experimenting and decoding expressions of identity through both local and

exotic regional cuisines which are capable of transmitting a unique interpretation of the world. Gastronomy is a universal language. Similarly, about 8% of national and international tourists interviewed expressed an interest to “interact with people of other ethnicities or localities” (**Lozano, Peralta, et al.**), a valuation, in the case of domestic tourism, above the enjoyment of beaches and visits to archaeological sites.

Based on knowledge of the existence of different interests and motivations of travellers, at the *Facultad de Turismo y Gastronomía de Universidad Anáhuac México*, it seemed appropriate to suggest a distinction between two types of cultural tourism products related to food and identity. In order to define their capacities and manage gastronomic heritage on offer in a sustainable manner, with innovative approaches and appropriate resources, culinary tourism products can be differentiated as:

**1) Culinary tourism products**, offering tourists the opportunity to experience previously prepared food, thanks to the aesthetic and sensorial enjoyment of local ingredients and specialties. This kind of experience is done by way of tasting and requires little intervention from the travellers, who taste and evaluate finished products in a superficial manner, like on a field trip. The context of a culinary tourism product is for example, specialized fairs,



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festivals, events and gourmet gastronomic samples.

**2) Gastronomy tourism products**, in which the tourist experiences food and culinary specialties of host communities making a real foray into their daily lives, providing an authentic experience and meaningful learning process, involving every link in the value chain. For example, beginning in the producing field or market, where tourists are able to discover the ingredients and the cultural elements involved, an active participation in culinary transformation of ingredients in the kitchens, and finally by sharing the final products on the table.

In the *Pueblo Mágico* of Malinalco, México, the “Prehispanic Gastrotour in Malinalco” currently operates. This is a cultural tourism product defined by the axis phrase “With your hands, with my guide”. Developed and guided by Adriana Pérez de Legaspi, a specialist in gastronomy and local sustainability, this experience allows tourists to participate in activities linked to understanding the value chain of local food culture. This is done by taking visitors to the market, where they meet and select local and seasonal ingredients. Later, they actively participate by using instruments and utensils of pre-hispanic origin to finally taste them along with community members under the traditional table rules. To achieve sustainability, the tour renounces foreign or non-endemic food consumption and

the use of plastic bags. The tour employs local people, inciting an interest in maintaining their identity and the proud transmission of their knowledge. This is a deeper approach to each link of the value chain of the local food culture and clearly differentiates this product from others.

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## 3.5

### The fragrance of true hospitality

*María Isabel Ramos Abascal, Universidad Anáhuac México*

As omnivores, humans had formed our catalogue of flavours from the tastes that were presented to us by our mother or social group, from the early age of 6 months to 2 years old; where flavours, smells and textures are imprinted in the memory as comfort food.

The Papantla Vanilla has its own designation of origin, and is one of the flavours that has spread around the world with boundless success. Often used in sweet recipes, its quality is distinguished by an intense and persistent flavour and is present in many of the culinary preparations people from around the world recognize as comfort food. In Mexico we say that the food “*apapacha*”, which means food that embraces.

The difficulty in accessing it and the reduced production of the Papantla Vanilla has sparked great curiosity and motivated cooks, researchers, traders of gourmet products and tourists to travel to Veracruz in Mexico in pursuit of more knowledge about it. Their aim is to gain access to the remote vanilla crops of Papantla and learn firsthand about the complex biocultural process that creates this fragrant ingredient.

Visitors look for three specific times to visit the region. Firstly, in the months of April and May when the flowering of the vanilla lasts only a few hours, during which its pollination is done by hand- orchid by orchid. Secondly, on 10 December when the fruit is harvested, and finally during the 20 sunny days between December and January when the pods are transformed using the traditional post-harvest process or “*beneficio*”. Mats are spread out on the ground and the pods are dried in the sun, becoming darkened and allowing the fragrance to emerge, to ensure that the crop will be ready for consumption in April, therefore achieving an annual cycle.

Tourists who are attracted to this region by the vanilla fragrance take special interest in actively participating in any of these three stages of harvest.

The experience is reinforced by the myth explaining the origin of the vanilla or *Xanat* (The *Totonaca* or original name for vanilla). The story goes that the plant is born out of the mixed bloods of two lovers that were slaughtered and whose beating hearts were offered to *Tonoacayohua*, *Totonaca*'s deity of harvest and livelihood. The region offers a great variety of cultural attractions, such as the *Voladores de Papantla*, a ritual dance related to the agricultural cycles that is performed on a pole higher than 20 metres and is

recognized by UNESCO as an Intangible Cultural Heritage of Humanity since 2009.

The Centre of Indigenous Arts, at the theme park *Takilhsukut*, strives to pass on the knowledge of the Totonacos in various disciplines like ceramics, herbalism, music, dance and gastronomy through “*Mujeres de Humo*” or smoke women. The centre also gained recognition by UNESCO in the year 2012 where it was included in the list of Best Safeguarding Practices of the Intangible Cultural Heritage, in addition to the magnificent Tajin archaeological vestiges, the main cultural attraction.

The limited amount of hotel infrastructure in Papantla, the difficulties in accessing the vanilla crops and the interest of travellers to witness the transmutation of the vanilla has naturally limited the number of potential visitors and has consequently encouraged the local population to open up their homes to host travellers exclusively motivated by the vanilla fields. This, in turn, has generated an extra source of income for the community.

Tourists often help with physical work to repay the food and shelter, thereby developing a reciprocal relationship based on mutual benefit with the local population.

The Faculty of Tourism and *Gastronomy of the Universidad Anáhuac México* conducted the study, “Sizing the Cultural Tourism in Mexico, Proposal for a Sustainable Model for its Management 2015”, stating that Papantla offers the chance to enjoy the local gastronomy which is one of the main attractions for cultural tourists. This gastronomic experience ranges from tasting the flavours to active participation in the production. Furthermore, the tourist experience in Papantla of Olarte has scope to transcend a local-host guest link to eventually become a lifelong friendship.

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## 3.6

# Gastronomy Tourism: Challenges and Opportunities to Value Traditional Mexican Cuisine

*Humberto Thomé-Ortiz, Universidad Autónoma del Estado de México*

Traditional Mexican cuisine is a living cultural expression with a long tradition, age-old skills, culinary techniques and ancestral ingredients. Mexican gastronomy is one of the fruits of the sea and the earth; from wild and field-grown origins, as well as Pre-Hispanic ingredients enriched by the mixing with European traditions. The five regions include the north, centre, high plateau, south and southeast in which every cuisine is unique, and is characterized and supported by the ecosystem and culture.

In 2010, Mexican Gastronomy was declared an Intangible Cultural Heritage of Humanity by UNESCO, and became one of the first cuisines around the world to achieve this distinction. The basis of the Mexican gastronomy is native corn; therefore, its increasing volume is a fundamental issue in the context of the globalization of food and the introduction of genetically modified maize.

The recognition of Traditional Mexican Cuisine as Intangible Cultural Heritage of Humanity entails a major opportunity to view it as a strategic source to generate income, and gives it universal value as part of the culture of humanity; stimulating policy making directed towards its preservation and promotion.

In 2015, the Mexican government implemented the National Cuisine Promotion Policy, whose main objective is the preservation of gastronomy and the generation of new opportunities for the development of the sectors involved. Among the strategic areas, tourism is a key element, allowing gastronomy to be the basis for creating different touristic routes, with regional cuisines of Mexico<sup>5</sup> as the main attraction. The purpose of this case study is to analyse the challenges and opportunities facing gastronomy tourism as a tool to enhance the value of traditional Mexican cuisine.

### **Opportunities:**

Gastronomy tourism is one of the most promising tools for traditional cuisine, through the positioning of Mexico as a world-class gastronomy destination. The culinary richness of the country represents the perfect opportunity to add value to the emblematic meals via tourism. This has the potential to improve the living conditions across all sectors involved in the value chain of Mexican gastronomy, and a major integration and participation of different demographics. In this regard, perfectly planned gastronomy tourism strategies can contribute to the increased appreciation of farmers, traditional cooks and





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chefs, at the same time providing motivation to protect diversity and bicultural heritage of the regions. Thus, gastronomy tourism provides the ideal conditions for the enrichment of gastronomy, and thereby achieving preservation of the tangible and intangible components of the Mexican Cuisine.

#### **Challenges:**

In spite of the benefits associated with gastronomy tourism, it is necessary to think about the challenges that local governments, educational institutions and civil organizations have to face in order to reach their respective development goals. It is important to have an equitable distribution of the benefits provided by gastronomy tourism among the sectors involved. Not only is it crucial that farmers, cooks and chefs are seen as an integral part of the tourism value chain, but also that the proposals offer them a central role with the intention to preserve biodiversity and gastronomic culture. The real challenge is to overcome the stereotypes generated in culinary tourism centred on restaurants, and to take travellers to the real source where they can taste local dishes and interact with the cooks.

It is vital to think about tourism as a means to re-evaluate traditional Mexican Cuisine. It is therefore important to prevent any misunderstanding in the importance of this resource, for example by reducing it to solely an economic income. Furthermore, there is a risk of allowing excessive exposure of the traditional techniques and ingredients, which may lead to new dishes that do not have any ties to the values and traditions of the Mexican cuisine, in which case, the preservation of the gastronomic heritage could be compromised.

#### **Conclusions:**

The objective of enhancing traditional Mexican cuisine through tourism is to preserve biocultural heritage, encourage social integration and boost the economic growth of the country. To accomplish this, it is essential to target policies that take social, economic and environmental factors into consideration with actions directed towards educating, planning and managing the culinary heritage of the traditional Mexican towns.



## 3.7

### Russian gastronomy week

*Leonid Gelibterman,  
International Center of Wine and Gastronomy – ICWAG*

For countries such as France, Italy or Spain, gastronomy is a well-established and integral part of the tourism offer. But for many countries around the world, gastronomy tourism is still a novelty, albeit a seemingly useful one. Before the establishment of gastronomy tourism in these countries, it is necessary to understand how it works. Often, the national cuisine of a country is not perceived as a product that could potentially attract tourists from other regions of the country or the world. National cuisine can be authentic and varied and for the development of gastronomy tourism this condition is necessary, but not adequate on its own.

The Russian Federation is a huge country, with a population made up of more than 190 ethnic groups designated as nationalities. Consequently, Russian national cuisine is highly varied. The Russian Federation consists of 85 subjects, including republics, territories, cities and autonomous regions; each with their own culinary specialties.

In the Russian Federation you can find many restaurants featuring international cuisine, such as French or Italian.

However, Spanish cuisine is represented by only a few and it would be safe to say that many people in the Russian Federation think of *gazpacho* as an Italian specialty. Latin American cuisine, for example Mexican, is widely known around the world, but is represented to a much lesser extent in the Russian Federation. There is almost no chance of tasting a *Churrasco Argentino* either.

The first steps to address this in Moscow were made by a Peruvian cuisine restaurant called “Chicha.” Despite this, ceviche might still not be automatically associated with Peru for most Russian people. On a similar note, there are very few restaurants serving Russian cuisine in other countries, particularly cuisine representing the different peoples of the Russian Federation. For those that are present, the assortment of dishes generally does not extend much beyond the standard stereotypical set.

It therefore follows that due to the immense size of the Russian Federation and the variation in its cuisine, the development of Russian cuisine and experiences abroad could provide an opportunity to adequately represent the diversity of Russian cuisine, educate on the different



regions of the Russian Federation and subsequently encourage potential visitors.

In other words, the objective for the development of gastronomy tourism, especially for countries like the Russian Federation, is the establishment of national and regional gastronomic brands.

The brand, Russian Gastronomy Week, is a good example of such successful development. The first Russian Gastronomy Week in Spain was organized by the International Center of Wine and Gastronomy (Moscow), with the active support of the World Tourism Organization (UNWTO), the Embassy of the Russian Federation in Spain and the Federal Agency for Tourism (Rostourizm). Held from 1 to 6 October 2015 in Madrid, it became the first event to demonstrate the possibilities of gastronomy tourism in the regions of the Russian Federation, as well as the advantages of the multifaceted Russian cuisine, in front of an international audience.

The team of Russian chefs representing different regions of the Russian Federation created gastronomic

masterpieces from the various localities. The exposition focused on Russian Gastronomy Routes and producers of food and beverage. It was held within the framework of the week open to the general public, and was also attended by Spanish officials and experts. The Russian Gastronomy Week successfully concluded with a gala dinner summarizing the incredible heritage of Russian cuisine. The Secretary-General of UNWTO expressed his appreciation and support of the event.

Due to its positive reception, the organizers of the Russian Gastronomy Week have extensively worked on the development of future initiatives. The second Russian Gastronomy Week took place last November 2016, both in Madrid and Barcelona. There are plans to carry out Russian Gastronomy Week in other countries in the following year. The brand, Russian Gastronomy Week, has become a new format for the development of gastronomy tourism and an answer to the specific challenges of an extremely varied cuisine across an immense country.

## 3.8

# Gastronomy tourism – a challenge to discover and experience a diversity of cultures

*Prof. Dr. Janez Bogataj, Department of ethnology and cultural anthropology, Faculty of Arts and Sciences, University of Ljubljana, Slovenia*

The Slovenian version of the old saying “we eat to live, and do not live just to eat” is a good starting point for the challenges created and posed by gastronomy tourism. Nowadays gastronomy tourism is a global fact of the tourism industry, with countless original products, market brands and a wide range of approaches that have been developed in individual countries. This type of tourism is making a major contribution to global efforts in the area of food.

We are increasingly uncovering a cultural gastronomic heritage, which, even in the tourism sector, is no longer seen as merely a romantic curiosity or cultural attraction, but as a creative foundation for a recognizable and modern culinary identity. This identity is increasingly focused on the local and regional, as a response to decades of aggressive dominance by global food perspectives and especially by market brands, which contributed nothing to the possibility of understanding and highlighting local and regional cultures.

The relationship between hunger and abundance led to many negative phenomena. These included neglecting – and not creating meals in accordance with the seasons and overlooking locally-grown food. With the increased interest in gastronomy tourism, all these factors have become the most prized values for multitudes of travellers through the shared experience of food and drink, their stories, gastronomic and culinary events, special thematic

tourism programmes, various workshops are replacing ordinary meals with cultural exploration and discovery.

The media is also contributing greatly to these efforts in tourism, especially television, where programmes are an ideal means of familiarisation, thereby prompting tourists to visit other parts of the world. Perhaps in all this global effort, the least amount of attention is given to future generations, to children and young people who represent the active tourists of the future, and for whom gastronomic and culinary dimensions are often the most tempting and readily acceptable, especially if they are involved directly.

Slovenia for instance, held a very successful national competition for primary school children, called *Kuhna pa to* (“Cooking and all that”), which involves children discovering the speciality foods in their primary cultural environments and presenting them in competitions, producing innovative results. The competition is based on a solid system that is upgraded from year to year and is just one part of the Slovenian gastronomy strategy, established for the needs of tourism and beyond back in 2006. At that time, Slovenia established the ‘Gastronomy Pyramid of Slovenia’, which remains today the foundation for the recognizable identity in the area. Furthermore, since then, there has been a marked growth in the number of culinary tourism events, which contribute significantly to efforts in the area of gastronomy tourism.



I FEEL  
SLOVENIA



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On the global and European levels there are some important activities with decisive effect on shaping gastronomy tourism and its effects, thereby contributing to how it is designed. Since 2003, the world has seen the evolution of **gastrodiplomacy** as a new form of communication between countries, incorporating local and regional gastronomy culture. The movement also carries economic effects, especially in the tourism sector. The International Institute for Gastronomy, Culture, Art and Tourism (IGCAT) in Barcelona has been very successfully developing and promoting the new brand **European Regions of Gastronomy**. Each year, the new brand places several new gastronomic regions on the European and tourist maps. Thus, the regional economic, social and spiritual activities in individual countries are directly linked to modern gastronomic cultures. The special challenge of balancing this European tourist map in terms of sustainable development is presented by the **EDEN** (European Destinations of Excellency) movement, in which gastronomy and the culinary arts always hold a key position, regardless of the topic of individual public calls.

Another European project that is important for the development of gastronomy tourism is the system of **European Cultural Routes**, which represents a “tour among regional products of excellence”. Individual routes are thematically oriented and provide a combination of culture, history, tangible and intangible heritage. While

elements of gastronomy are already included, even more distinct thematic gastronomy routes can be expected in the future, some of which are already functioning such as the *Iter Vitis* – Wine Route and the Olive Route.

There are significant results generated by the Edouard Cointreau movement, **Gourmand International**, which holds the annual **Gourmand World Cookbook Awards**. It goes without saying that high-quality culinary and gastronomic literature is of prime importance for the development of local and regional gastronomy tourism.

As is evident in this short overview of the main efforts to develop gastronomy tourism around the world and in Europe, these efforts are already providing a solid basis and numerous challenges for discovering and understanding the diversity of world cultures. Moreover, the actual development of gastronomy tourism can enable preservation and development; in other words the identity and future recognizability of local and regional environments, which are under increasingly severe pressure from the negative impacts of the tourism industry and negative global processes.



## 3.9

### Today's new culinary traveller

*Erik Wolf, World Food Travel Association*

Since its beginnings in the early 2000s, the gastronomy tourism sector has undergone processes of diversification and expansion and a new type of 'foodie traveller' has emerged. New research demonstrates the ways in which this gastronomy tourist of today has evolved and is continuously developing. Consequently, there are ever-more opportunities to cater to and profit from the modern traveller's interest in food and drink. There also exists a great variation in the tastes, budgets and expectations of these 'foodie travellers.'

Some of the observed changes in the gastronomy and travel consumer's behaviour in the last 15 years can be explained by health concerns or religion, while others are driven by consumers' newfound interest in, and knowledge of, gastronomy. Some basic tenets of the gastronomy tourist's behaviour can be identified, including 13 different types of foodies. Distinguishing between these gastronomy tourists and successfully identifying which to target can greatly profit a destination.

The ability to accurately make this distinction is fundamental in the promotion of traveller experiences such as lodging, dining, attractions and meetings/conventions. Combine this with the range of available cuisine, dozens of restaurant rating systems and service inconsistencies, it is easy to see that satisfying a travelling food lover can be more complicated than initially anticipated, however, identifying specific consumer interests can now be facilitated with a range of technology and research tools.

Gastronomy tourism can also be complicated for tourists. These travellers enjoy experiencing other cuisines but many times they may only be familiar with iconic brands or dishes that are universally recognized versions of the cuisine found in other countries. Consider the differences

in borscht served in the Russian Federation, Ukraine and Poland. Such differences are not easily apparent to outsiders.

Gastronomy tourism goes further than just the meal. Its foundation lies more in the search for cultural immersion and today's marketing efforts need to reflect that. For example, promoting only gourmet dining experiences will attract a certain kind of gastronomy tourist, namely those who are gourmet-oriented. Promoting a wide range of experiences works to expand the scope of promotion and is much more effective in reaching out to people and enriching the tourist experience.

PsychoCulinary profiling is the newest way to focus marketing to the gastronomy tourist. Incorporating this kind of technology can avoid unintended and even undesirable results. If you promote to people with "authentic" PsychoCulinary profiles and what you offer is truly authentic, then you should score very close to 100% satisfaction. Other PsychoCulinary traveller types include innovative, social, trendy, vegetarian, adventurer, ambiance, novice, localist, eclectic, organic and budget. Consumers typically exhibit high scores in up to three primary PsychoCulinary profiles, so even if someone's first choice is "social", they may very well also fall under "gourmet" or "innovative".

The 2016 Food Travel Monitor, published by the World Food Travel Association, identified some significant surprises over past years, and not just with PsychoCulinary profiling. The number of travellers who participated in a food or drink experience was discovered to be close to 95%. In other words, for the first time, nearly every traveller partakes in some type of gastronomy tourism (other than dining out). Travellers are looking for inclusive experiences



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that include food/wine/beer tours; tasting trails; farmers' markets; food markets and halls; gourmet or other food/beverage retail stores; factory tours; and food/beverage events.

A tremendous shift was demonstrated this year in the rankings of PsychoCulinary profiles. The top five primary profiles this year were innovative, authentic, localist, adventurer and eclectic. In 2010, the "eclectic" profile was ranked in third place. In 2016, it moved into first place. The "gourmet" profile also has increased in importance. In 2010, only 8.1% of respondents chose "gourmet" as their primary PsychoCulinary profile. This year it rose to 19%, although it is still ninth place among the 13 profiles. We attribute the ascent of "gourmet" and "innovative" rankings largely to the media and specifically to the chef competition television shows. These kinds of programmes have raised the awareness of the general public about food, preparation, ingredients and experimentation. These shows have also helped to remove some of the stigma around a "gourmet" experience.

The word "best" can be dangerous when marketing a foodservice establishment or chef. There is a saying in English that one man's trash is another man's treasure. "Best" is relative. If someone does not have a "gourmet" profile, they won't enjoy a gourmet experience. Similarly, someone who talks about the "best" food truck for Mexican food might make someone else shudder if their idea of good Mexican food could only be served on white linen topped tables. Destination marketing organizations and foodservice establishments need to be extremely specific and careful with word choice when describing their offers to potential customers. The "best rated" or "number one" rating begs the questions "rated by whom?" and "number one for what?" and "when was it rated?"

Secondary and tertiary destinations are poised to benefit from a focus on gastronomy. Gastronomy tourists or 'foodies' have generally already been to primary foodie destinations like France, Italy and San Francisco and now wish to diversify their culinary experiences. This explains the surge of interest among foodie travellers to places like Australia, Canada, Sweden, Finland, Poland, Mexico, Ireland and the United States of America. This also means that traditional foodie destinations now have fierce competition.

**Note from the author:**

*The World Food Travel Association is the world's leading authority on gastronomy tourism, serving a community of 44,000 professionals in 139 countries. Our mission is to create economic opportunities where food and beverage meet travel and hospitality. The Association's four divisions include Events, Education & Research, Community and Special Projects. When I founded the Association back in 2003, I suspected that food and beverage tourism would eventually be the marketing cornerstone for many destinations. That day has arrived. Still, the food and beverage tourism industry is in its teenage years. Tremendous potential awaits to be tapped, including new chefs, new dishes, new ingredients and new destinations. The caveat is not to promote an area's 100 ethnic dining choices when many visitors have the same range of choices at home. And a restaurant guide that includes global brands that visitors can find on their own prevents them from discovering your area's best and benefiting the local economy.*

*Remember, it's not a meal, it's a memory. Make it a good one.*

# Chapter 4:

## Communication and branding

Gastronomy can play a role in international and intercultural relations at the state-to-state and state-to-people levels. Countries such as Turkey and The Republic of Korea have initiatives specifically aiming at the latter state-to-people level. The practice of diplomacy through gastronomy or *gastrodiplomacy* is an aspect of the use of tourism to promote understanding between people at the grassroots level, as compared to the state level of official diplomacy.

Food brings people together, and gastronomy tourism should be inclusive and collaborative in order to add value and focus the efforts of all stakeholders in sustaining a place's identity. Co-operation is even more essential when taking into account

small local producers with a weaker structure, which should be supported and preserved. Internal branding is equally as important as external branding. Successful gastronomy tourism brands rely on a collective effort focused on a single, coherent message developed by all parties involved, requiring qualified professionals to guide the process.

In the context of gastronomy tourism, chefs can be seen as ambassadors of a place. Their role not only lies in the preparation of food, but also in building a narrative around the gastronomy of the destination, and constantly renewing this narrative by inventive new angles on the culinary heritage of the place.





Adaptation, invention and extension of the gastronomy experience can all help in developing the brand. Food souvenirs can help in fostering a gastronomy destination image. When exported, local foods are often adapted to address a new market, such as the Aguaymanto, a typical Peruvian fruit whose name was changed to “Picchu berry” once it was launched in the United States market in order to link it to a familiar icon of Peruvian culture in US Americans’ minds.

The aim of this chapter is to bridge theory and practice in the topic of destination communication and branding. It will do this by pursuing real life examples from different cases, revealing

gastronomy tourism as an emerging trend. Furthermore, internal branding will be explored as being equally important as external branding, and the success stories for creating a gastronomy tourism brand will be demonstrated through a collective effort. A single, coherent message developed by all parties involved and those associated with the destinations’ brand is a challenge that cannot be addressed without qualified professionals. This chapter will explore different management models of destination branding presented by various experts in the field of gastronomy tourism.

## 4.1

# Međimurje – Culinary garden of healthy pleasures

*Rudi Grula, Tourist Board of Međimurje County*

Međimurje is a Croatian region situated at the intersection between Croatia, Slovenia and Hungary. It is bordered by the rivers Mura and Drava, whose landscape is a part of the UNESCO Biosphere Reserve “Mura-Drava-Danube”. The preserved biodiversity and its rich non-material rural culture are the foundations on which the local community develops its sustainable tourism. The Tourist Board of Međimurje County (TBMC), acting as the regional destination management organization, is deeply aware of its responsibility for the preservation of biodiversity, and of the exceptionally rich non-material rural heritage. Relying on the diligence and hospitality of the people of Međimurje, it has shaped the vision of Međimurje as a tourist destination for a dynamic and healthy vacation that offers the experience of fine cooking and wine, wellness and sports, learning and fun, rich culture and well-preserved nature to active and curious visitors.

In 2007, the European Commission recognized the aforementioned qualities and granted the title of a European Destination of Excellence (EDEN) for tourism in a rural area to the municipality of Sveti Martin na Muri, a micro-destination in Međimurje. EDEN additionally encouraged the entire region to continue with the realisation of one of the strategic determinants of the region under the leadership of the TBMC, namely to achieve a synergy between sustainable agriculture and sustainable tourism. The high quality and diversity of local foodstuffs, preserved

wealth of traditional recipes, modern approach to the presentation of dishes based on traditional recipes, highly professional chefs, and emphasis on quality standards have contributed to the second EDEN award by the European Commission to Međimurje in 2015, this time for tourism and the local gastronomy.

The aforementioned awards were preceded by a decade-long process in which the TBMC, acting as a DMO, insisted on four key principles: partnership, synergy, quality and sustainability.

Partnership means a permanent co-operation between local self-governments, local entrepreneurs, the culinary profession and tourist management in the planning, development and quality improvement of the gastro-tourist product and integrated marketing activities.

The establishment of partnership, particularly the close co-operation between the commercial agricultural and tourist sectors, has resulted in a synergy enabling the high-quality natural foodstuffs to be marketed with a greater added value through short local supply chains in local restaurants.

By insisting on the quality of all segments of the gastronomic offer and on innovative approaches in the interpretation of the traditional cuisine, the destination has



Medimurje



© Tourist Board of Međimurje County


opted for “small-scale economics”, which is based on a smaller physical volume and the attraction of quality-aware guests who visit the destination the whole year round, not only during the high season.

Raising the awareness of the local stakeholders about the significance of socially responsible business practices is one of the priorities of the TBMC, which guarantees ecological sustainability, but also the attitude of the local community that the culinary heritage is an extremely important part of its cultural identity along with the tourist offer.

In order to enable an objective evaluation of the implementation of the aforementioned principles, the TBMC has, in partnership with all stakeholders, introduced quality standards and labelling of stakeholders from the agricultural production phase to restaurants. The standardisation and labelling of restaurants is being carried out under the label of the **Gourmet of Međimurje** (“Međimurski gurman”). Following the adoption of the quality standards, and after the training of the stakeholders, an independent mystery shopper was hired to evaluate restaurants annually using 42 questions across 5 key categories. The evaluation included the premises, staff, equipment, dishes and the price-quality ratio. All results with all of the questions, points and categories are published on the destination’s web portal at [www.visitmedimurje.com](http://www.visitmedimurje.com), as well as other communication

channels. The restaurants are categorised in three rankings: the Gourmet of Međimurje, the Golden Gourmet of Međimurje, and the Green Gourmet of Međimurje. The Gourmet of Međimurje label is given to high-quality restaurants with an offer based on the traditional cuisine. The Golden Gourmet of Međimurje label is given to restaurants offering an experience of creative cuisine inspired by the traditional cuisine of Međimurje. Finally, the Green Gourmet label is given to restaurants which, apart from the gastronomic criteria, also satisfy the criteria of socially responsible business practices. A similar, but somewhat less stringent standard is the label titled “the Golden Grape” (“Zlatni grozd”), introduced for wineries along the Wine Road of Međimurje.

The aforementioned standardisation and evaluation system has resulted in an identification of strong and weak points of the gastronomic and enological offer of the destination, which is, in conjunction with the monitoring of guest satisfaction, a key element for the quality management of a gourmet destination. Such an approach has resulted in the positioning of Međimurje among the most recognizable gastronomic regions of Croatia, a greater awareness of the local community about an important element of its cultural identity, and a greater added value for local products.



## 4.2

# Gastronomy Tourism in Regional Communities in Japan

~ Gastronomy Tourism will contribute towards sustainable and responsible development of regional communities in Japan ~

*Shinichi (Shin) Nakamura, Japan Travel and Tourism Association (JTTA)*

The symposium on gastronomy tourism coordinated by Shin Nakamura, Executive Director of JTTA during the framework of Tourism EXPO JAPAN 2016 (also known as JATA EXPO) was held for the first time in Japan during last September 2016. This symposium brought a new perspective to the Japanese audience about the importance of exquisite Japanese gastronomy resources as opposed to their common perception of being somewhat ordinary.

Best practices were shared during this occasion through panel discussion as well as a keynote speech presented by **Ms. Yolanda Perdomo**, Director of the Affiliate Members Programme of UNWTO. In her keynote speech, Ms. Perdomo highlighted that the development of gastronomy tourism is in-line with the currently emerging type of tourists who seek a unique experience, are more intrigued by less traveled destinations, are more inclined to learn about the beautiful narrative of a local culture, and are keen to repeat the visit. Against this backdrop, UNWTO considers gastronomy to be one of the key factors in tourism development. She expressed that destinations do not necessarily need to invest in new and sophisticated

infrastructure. Any place, whether it is a little village or something else, has the same potential in achieving a satisfactory outcome as tourism destinations if they harness their potential in gastronomy and make attractive tourism products out of it. She also brought to attention the importance of the preservation of local foods, pride in local identity, sustainability, consumer protection and coordinated efforts throughout value chains.

Subsequent to the keynote speech, the panel discussion examined the topic of developing gastronomy tourism in order to invigorate regional communities in Japan. This session was moderated by **Mr. Masato Ogawa**, Executive Vice President & COO of ANA Strategic Research Co., Ltd. The panelists included **Mr. Seichiro Kubo**, President of Gurunavi Inc, the biggest information provider on restaurants and food industries; **Mr. Akira Shinoda**, Mayor of Niigata which is known for its Sake culture among Japanese; **Mr. Qta Asada**, the sixteenth generation owner of Asadaya Ltd. who manages Auberge, a very prestigious Japanese Inn which is one among the thirteen Michelin rated Auberges in Japan and **Mr. Naoki Iimori**, President & CEO and Master Brewer of Fukuchiyo-



公益社団法人 日本観光振興協会  
JAPAN TRAVEL AND TOURISM ASSOCIATION



UNWTO  
AFFILIATE MEMBER

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Shuzo which won the title 'Champion of Sake' in the 2013 International Wine Challenge.

**Mr. Seiichiro Kubo, President of Gurunavi, Inc.**

It was mentioned in his panel that the attractiveness of the local communities would drive the people and the community. When it comes to community development, it is not only the food that needs to be mobilized but also the people. He predicted that in the future, tourists will have more local-oriented purposes at the destinations of choice which will benefit Japan as a destination due to its various selections of local gastronomy and diverse culture from one city to another depending on the location.

**Mr. Akira Shinoda, Mayor of Niigata**

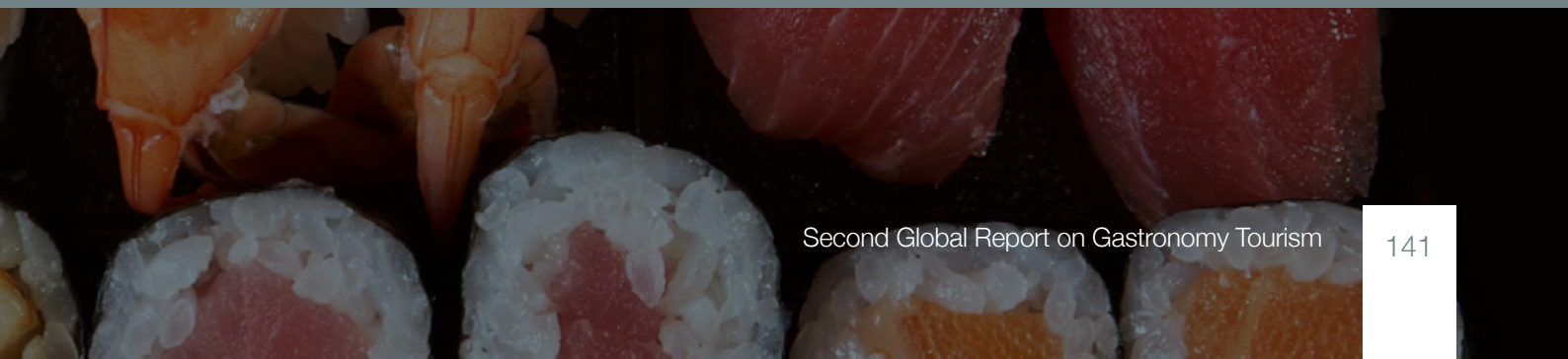
Two and a half years ago, Niigata was designated one of the first National Strategic Special Zones, a special agricultural zone in Japan. This has contributed to an increase in the number of farm companies relocating to the city to partner with local companies. Young farmers in their 20s are establishing enterprises. As the number one agricultural city in Japan, Niigata has Agriparks which provide educational experiences based on food produce.

Efforts have been made to promote the Peace Kitchen Movement in the city. This movement connects farmers, local communities, chefs and consumers with the goal to make the world peaceful and happy. On April 2015, in collaboration with a highway bus company, Peace Kitchen Niigata launched a restaurant bus. It was set up on a double-decker bus, using the lower deck as a kitchen and the upper deck as a restaurant. While enjoying their meals, the guests could also take advantage of the beautiful views the city's landscape provided.

Gastronomy tourism has just started in Niigata. Considering that Niigata is both a port-based city and a farm city, it benefits massively from these characteristics in harnessing its potential in gastronomy tourism.

**Mr. Qta Asada, Owner of Asadaya Ltd.**

With a population of 480,000, Kanazawa is a well-known city among Japanese but unfortunately, this is not the case for foreigners. Using its cuisine and gastronomy as a means, Mr. Asada wants Kanazawa to gain more popularity worldwide through the New York-Kanazawa Chefs' exchange programme which started back in 2009.





Chefs from leading restaurants in New York (Le Bernardin, Bouley, Daniel and Jean George, to name a few) paid a visit to Kanazawa, and in turn some Japanese chefs visited New York. Taking into account the off season in Japan, this exchange programme is conducted during the summertime when they have fewer activities. It sets a great example for others as there is seasonality in farming and agriculture. In addition to that, bringing chefs together in the kitchen is one unique feature of the programme. Unfortunately, the programme stopped for a while in 2011 due to the Great East Japan Earthquake, however it continued in 2015.

Although Kanazawa is not globally renowned, it is well-recognized among top chefs in New York. In a New York Times article, the chef of Le Bernardin mentioned his plans to redecorate his restaurant after being inspired by his prior visit to Kanazawa. Mr. Asada hopes that these types of articles will support Kanazawa in gaining more popularity among worldwide tourists. He also pointed out that government support is necessary, not only financially but also physically, in order to maintain this programme.

**Mr. Naoki Iimori, President, CEO and Master Brewer of Fukuchiyo Shuzo Co., LTD.**

Since the Edo period, Fukuchiyo Shuzo has been making sake in Kashima City. The first sake brewery tour was conducted in 2012. At the time, the local population of Kashima City was 30,000 and the number of visitors to the city then was about 30,000, meaning that the population of the city doubled during festival season (Sourced from Kashima City Hall, Saga, Japan).

With regard to sake, there is a sense of crisis prompted by the decline in the consumption of sake in Japan, though there have been some improvements in recent years. Comparing 2003 to 2013, Reports show a 30% decline in shipments of sake. In terms of breweries nationwide, in 1997 there were 2,109 breweries but in 2012, there were just 1,517 breweries of which 99.6% were small and/or family businesses, witnessing a decline of 28%. Despite the growing popularity of other alcoholic beverages such as Shochu (Japanese white spirit), wine, dry beer and liquors, the overall consumption of alcohol itself has been declining in Japan, which is in line with the decreasing population of Japan, thus creating a sense of crisis



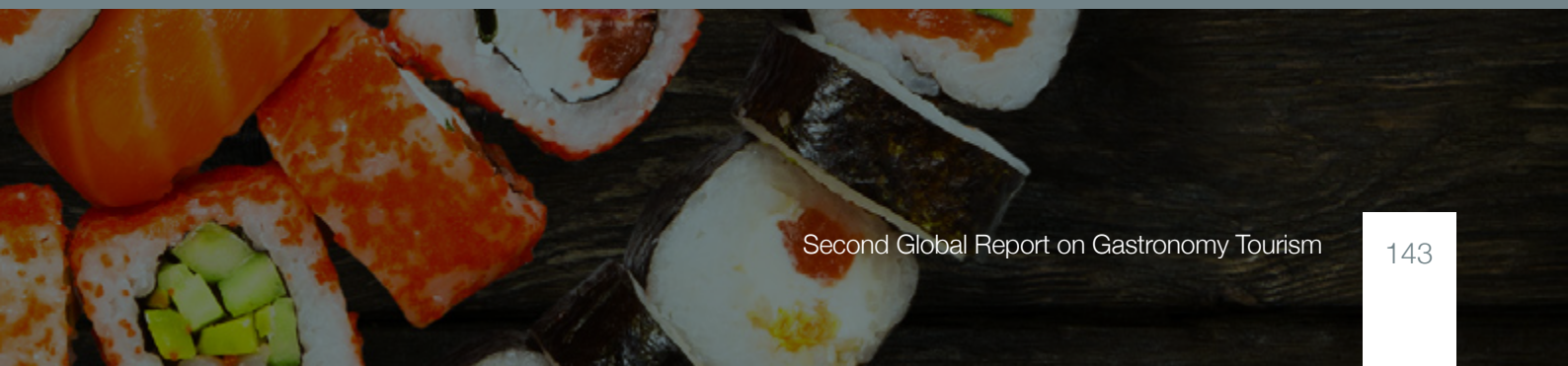


among those in this industry. The volume of shipments is also declining within Saga Prefecture, and the numbers of breweries have dropped from 79 in 1986 to 27 in 2014 (Sourced from Japan Sake and Shochu Makers Association).

Despite this, during the 2011 International Wine Challenge, Nabeshima Sake won the top prize in the Sake category. This prestigious title prompted Mr. Imore to introduce the Kashima Sake Breweries Tour which brought together six sake breweries in the region along with the elected chairman of the council. In conjunction with the 10th Flower & Sake Festival (in Hama town) and the 6th Kashima Sake Fermentation Festival (in Kashima city), these two districts came together showcasing the importance of working together under the banner of Kashima Sake Brewery tourism. The first festival welcomed 30,000 visitors while the second and third drew 50,000 visitors and 40,000 visitors, respectively. In the fifth year, with the support of the local government, they managed to attract visitors from abroad generating 75,000 visitors while in the following edition, the local community development association joined in, strengthening the outcome. Local

products were sold while local producers could meet consumers directly, and sales from those outside the community grew. The festivals had an economic impact of 113.4 million yen. Kashima City has also started promoting the restaurant-and-bar-hopping tour in 2012 as part of an effort to partner with restaurants and other eateries in order to allow people to enjoy both sake and Japanese delicacies (Sourced from Kashima City Hall, Saga, Japan).

Another important point that should be emphasized is to not undersell products due to their perception as agricultural products; since they also coincide as tourism products. Japan has all the ingredients to be gastronomically successful and all the features to be culturally successful in developing competitive tourism destinations. The main challenge is to develop a holistic communication strategy on where to go, how to get there, as well as what to eat.



## 4.3 World Tapas Day

*Pascual Sarvisé, Turespaña*

Gastronomy not only serves to attract increasing numbers of foodies<sup>6</sup>, but it also improves the perception tourists have of the destination. It has extraordinary potential and should be a priority product in any national tourism strategy.

Spanish cuisine in particular, striking and diverse as it is, is currently experiencing a period of innovation. Chefs like Ferrán Adriá or the Roca Brothers have been recognized worldwide, representing the frontline of Spanish Gastronomy of the XXI century.

In 2014, Turespaña (The Spanish Tourism Board) considered the possibility of launching a worldwide event that would harness the potential of its cuisine to reinforce the brand of Spain.

How? The answer was 'Tapas'.

### **Why tapas?**

The concept of Tapas is one of the most well-known symbols of Spain worldwide for many reasons. For example:

- o The unique way they are cooked and presented in small and diverse portions
- o They are popular all over Spain
- o They are usually eaten while standing with a group of friends, sharing the same plate, representing the positive shared values of the Spanish way of life

Tapas have also become 'miniature high cuisine' in the hands of Spain's most innovative chefs. Furthermore, it was noted that the word "tapa" is actually recognized in nearly every language.

### **Organization of World Tapas Day (WTD)**

The previous experiences of Saborea España<sup>7</sup> were used as a foundation to develop the World Tapas Day initiative. Since 2010, Saborea España has organized a "Tapas Day"<sup>8</sup> in a number of Spanish cities. The event has been aimed at the general public, with bars and restaurants in different cities and towns offering tapas at special prices, organizing competitions, wine tastings and other activities.

Turespaña saw an opportunity in this initiative to transfer this experience to the international arena. Consequently, the first World Tapas Day was celebrated on 22 October 2015 in 17 different countries.

Following on from the success of this event, the second World Tapas Day was celebrated on 16 June 2016, and on this occasion, it was organized simultaneously in Spain and the rest of the countries, thanks to the agreement reached between Turespaña and Saborea España.

### **International celebration of WTD 2016**

Like in 2015, in 2016 there were two types of initiatives taken to celebrate World Tapas Day:

<sup>6</sup>7.71 million of international tourist enjoyed food and wine activities in Spain on 2016 (Egatur, January 2017)

<sup>7</sup>This association is formed by the main actors of the Spanish gastronomic world: FEHR (the Restaurants and Bars Federation), tourist destinations and Associations of chefs amongst others.

<sup>8</sup>It was called Día Mundial de la Tapa by Saborea España, no matter its national scope.

<sup>9</sup>The STOs that took part on World Tapas Day 2016 were Berlin, Frankfurt, Munich, Buenos Aires, Vienna, Brussels, Sao Paulo, Toronto, Pekin, Copenhagen, New York, Miami, Los Angeles, Chicago, Helsinki, Paris, The Hague, Bombay, Dublin, Milan, Rome, Tokyo, Mexico, Oslo, Warsaw, Lisbon, London, Moscow, Singapore, Zurich, and Stockholm.





GOBIERNO  
DE ESPAÑA

MINISTERIO  
DE ENERGÍA, TURISMO  
Y AGENDA DIGITAL



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1. Through a partnership with a selection of restaurants and a network of Spanish Tourist Offices (STOs)<sup>9</sup> abroad.
2. The STOs, in collaboration with their respective Spanish Embassies, organized special gastronomy-related events for tourist professionals, journalists and bloggers.

All events worldwide shared a common **marketing identity**:

- Name and slogan: *World Tapas Day. Journey to the Flavors of Spain*
- Logo and graphics
- Promotional video <http://tinyurl.com/worldtapasday>
- Microsite, in collaboration with Segittur: a different microsite was created for each and every market with information about tapas (how they are eaten in Spain, recipes etc.) and information about the celebration in their respective countries (participating restaurants, maps, etc.). Additionally, another, more general, microsite was created for the whole initiative [www.spain.info/es/diamundialdelatapa2016](http://www.spain.info/es/diamundialdelatapa2016)
- Competitions

The evaluation of the 2016 campaign has shown an excellent performance, with the following **figures**:

- 29 countries (including Spain) where World Tapas Day was celebrated in 2016<sup>10</sup>
- 210 marketing initiatives were carried out by the Spain Tourism Board

- 437 international restaurants took part in the initiative
- 100 local sponsors or collaborators.
- 147,653 visits to the World Tapas Day microsites
- The World Tapas Day video has been seen 323,318 times in social media
- 6,007,105 people reached via social media (Facebook, Twitter, Instagram)
- Total number of people reached: 35,511,923

Other public organizations and institutions have actively collaborated with the 2016 World Tapas Day. Most prominently: the Spanish Institute of Foreign Trade (ICEX) and its overseas offices, the Ministry of Foreign Affairs and the Embassies of Spain<sup>11</sup>, the Agriculture, Food and Environment Ministry and its overseas offices and Saborea España<sup>12</sup>.

The 2017 edition, which will be held the 15 of June<sup>13</sup>, will seek to increase the number of collaborators and sponsors, and the number of countries where the event will be celebrated.

The ultimate goal is to make World Tapas Day into an annual international event, reaching a global audience and promoting the Spain brand through the celebration of its cuisine.

<sup>10</sup>Germany, Azerbaijan, Chile, Czech Republic, Belgium, Brazil, Canada, China, Denmark, United States, Colombia, Spain, Finland, France, Holland, India, Ireland, Italy, Japan, Mexico, Norway, Poland, Portugal, United Kingdom, Russia, Singapore, Sweden, Switzerland and Uzbekistan.

<sup>11</sup>The Ambassadors of Spain took part in most of the gastronomic events organised for World Tapas Day and, on occasion, the events were carried out at either the Embassy or the residency of the Ambassador.

<sup>12</sup>Saborea España sent chefs to a particularly relevant function celebrated in Paris. As mentioned Saborea España organises World Tapas Day nationally.

<sup>13</sup>Henceforth the World Tapas Day will take place every third Thursday of June.

## 4.4 TripAdvisor Gastronomy Trends

*TripAdvisor*

Gastronomy tourism is becoming more and more popular around the world, and TripAdvisor today sees more than 150 million unique monthly visitors to its restaurant pages, enabling a real insight into gastronomy trends worldwide. Data provided by TripAdvisor shows the most-visited restaurant pages by country on TripAdvisor.

Additional research from TripAdvisor companies, TheFork and Viator, also outlines gastronomy trends based on certain tourist profiles and nationalities, based on research to understand their motivation and interests when booking dining experiences.

### **Background on TripAdvisor, Viator and TheFork**

TripAdvisor is the world's largest travel site, enabling travellers to unleash the potential of every trip. TripAdvisor offers advice from millions of travellers, with 500 million reviews and opinions covering 7 million accommodations, restaurants and attractions, and a wide variety of travel choices and planning features. TripAdvisor branded sites make up the largest travel community in the world, reaching 390 million average unique monthly visitors in 49 markets worldwide.

TheFork, a TripAdvisor company, is the leading online restaurants reservation platform in Europe with a network of more than 40,000 restaurants worldwide and more than 14 million monthly visits. The platform operates as "LaFourchette" in France and Switzerland, as "EITenedor" in Spain, as "TheFork" in Italy, Belgium, Portugal, Brazil, Sweden and Denmark. It also operates in English as "TheFork.com", as "Dimmi" in Australia and as "IENS" in the Netherlands. TheFork connects restaurants and diners through TheFork website and application, as well as

through TripAdvisor, where users can easily select a restaurant according to preference criteria such as the localisation, type of cuisine, restaurant type and average price. Users can also consult user reviews, check real-time availability and instantly book online.

Viator, also a TripAdvisor company, is the market leading destination tours and activities provider, featuring thousands of in-destination travel activities in more than 2,000 destinations worldwide via award-winning websites and mobile apps.

### **TripAdvisor gastronomic research**

With 4.3 million restaurants listed on TripAdvisor, travellers have a huge number of options for dining. Across TripAdvisor, we recently reached half a billion reviews and opinions on the site, many of which are for restaurants and gastronomy-related tourism.

Top countries researched based on restaurant offering (ranked by number of unique views on restaurant pages per country):

1. The United States of America
2. Italy
3. The United Kingdom
4. France
5. Spain
6. Germany
7. Canada
8. Brazil
9. Australia
10. Japan

## Average Price of a meal per country

On bookings through LaFourchette, the average price is determined by the average price for a starter and main course or for a main course and a dessert from the menu. This price is calculated according to the data provided to LaFourchette by the restaurant.

 EUR 34,12€	 EUR 31,72€
 EUR 28,47€	 EUR 37,85€
 EUR 27,86€	 SEK 235,45 SEK (EUR 24,47€)
 EUR 30,25€	 TRY 89,19 TRY (EUR 24,34€)
 CHF 53,93 (EUR 50,37€)	 DKK 203,35 DKK (EUR 27,35€)



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Research in the TripAdvisor 2016 TripBarometer study introduced five traveller typologies: value seekers, luxury travellers, social travellers, independent travellers and researchers. The “researcher” group makes up 35% of travellers, and this group in particular said that they were keen on researching restaurants in a destination before they travel.

The research, based on a survey in October 2016 of 36,444 respondents, showed that researchers “usually do some research on a destination’s activities and restaurants before travel.” Researchers tend to be between 25-49 years old, have high income and travel without children or family. This shows that at least 35% of travellers show an interest in researching a destination’s food, gastronomy and restaurants before travelling.

### Gastronomy trends from TheFork

Data from TheFork shows that in France, Spain, Italy, Netherlands, Sweden, Denmark, Belgium, and Portugal, Saturday is the most popular day to book a table in a restaurant, while in Switzerland, Fridays are more popular days for booking a table. TheFork data also shows that the average price of a meal booked through TheFork varies, with the cheapest average cost for a meal found in Sweden at EUR 24 per cover, and the most expensive average cost found in Switzerland, which is double at EUR 50 per cover.

Spain’s most popular cities for restaurant reservations are Barcelona, Madrid and Valencia. After Spaniards, the most likely nationalities to reserve a table in Spain are the United Kingdom, the United States of America and Canada, France and Italy. Data from TheFork shows that travellers are most likely

to book Mediterranean-style cuisine while in Spain, followed by traditional Spanish cuisine and creative world cuisine.

Across Spain as a whole, travellers from the United States of America and Canada tend to spend more on average, at EUR 35 per head, with Italians spending the least, at EUR 28 per head. In Barcelona, however, South Koreans have the highest average spend per person, at EUR 50 per cover. People from Japan and Hong Kong (China) spend an average of EUR 45, while Italians spend the lowest, with an average of EUR 30 per cover.

In France, travellers from China spend the most per head, with an average cover of EUR 66. Italian and German diners spend the least, at an average cover price of EUR 37 per person. Perhaps unsurprisingly, French cuisine tops the list for the most booked cuisine by travellers, followed by Italian and Asian cuisine.

Paris takes the top spot for the most tables booked by travellers on TheFork, followed by the gastronomic cities of Bordeaux and Lyon. Most tables are booked for Friday or Saturday nights, with 72% of bookings made one day in advance. The most popular day for booking tables in France in 2016 was 1 October.

### Viator bookable attractions

There are currently over 2,300 bookable gastronomy-related tours on Viator and TripAdvisor globally, including courses on cooking tapas in Barcelona, pizza walking tours across Italy, and a chicken and beer tour in Seoul, the Republic of Korea.



# Chapter 5:

## Good practices in gastronomy tourism worldwide

To transform a country into a gastronomy destination, the nation's people must be proud of their country's food. This pride can guarantee that the quality and authenticity of the food will not be compromised to appeal to the mass tourism market. Staying true to a cuisine does not imply stasis. Culinary innovation must be continuous in order to continue to attract gastronomy tourists in a competitive global market, while at the same time not losing sight of the essential qualities of the local cuisine on which its unique identity and authenticity rest. It is important for destinations to establish a comprehensive communication strategy and a clear commitment to continuous innovation processes.

Proper management of gastronomy tourism requires a broad set of attributes, including strong leadership, creativity, teamwork, long-term vision, courage, and ambitious but realistic goals. Teamwork involves collaboration at all levels: public-public, public-private, public-private-individual. The concept of *co-opetition* is also relevant. This term refers to simultaneous competition

and co-operation between a company and external players such as rivals, government agencies, suppliers, distributors and partners. Co-opetition goes beyond competition and co-operation, combining the advantages of both. It develops win-win scenarios in which a business strives to gain more, not necessarily by taking market share or profit from a contender, but by creating a bigger market in complementary areas.

As an example of such market expansion, overseas restaurants of a national cuisine play a key role in spreading knowledge and appreciation of the country's culinary traditions to people who may never visit that country. Government initiatives for overseas restaurants, such as the Thai Select programme, aim at maintaining quality control over the country's international brand as conveyed by its cuisine.

Whether one comes across a particular food as a tourist abroad or at a restaurant in one's own country, food is



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an important catalyst in intercultural communication and understanding. Gastronomy is important from a business perspective. Sharing food fosters mutual understanding, and it is fundamental in the international business world to understand foreign cultures properly and know to behave respectfully.

Establishing linkages between tourism and local food producers is extremely important in sustaining local food culture. Good examples include tour operators bringing tourists to visit local farms, and hotel chains buying from local producers. It is also important for food producers to work with chefs and exchange ideas. Chefs will get to know more about the ingredients they use and understand the seasonality of products.

Such linkages strengthen the value chain, bring economic benefit to local communities, preserve local culture, install pride in the local food culture and earn high satisfaction from tourists, as was the case with the Portland Hilton's

policy of purchasing products from local producers. Supportive enterprises like the hospitality training centre for disadvantaged youth in Hanoi lets tourists feel like they are making a positive contribution to the local society.

This chapter will outline guidance for good practices and will explain various corresponding approaches relevant to gastronomy tourism. Its objectives are to support destination management organizations with gastro-potential destinations to better plan and fit for current and potential gastronomy trends and their challenges. In this regard, various aspects can be explored, namely strategy, knowledge, cultural heritage, governance models and the implications of gastronomy tourism development for tourism policy, etc.

# 5.1

## Sustainable relationship between Tourism, Culture and Gastronomy

*Federico Esper, Espertise*

Tourism is one of the most dynamic and important economic sectors worldwide and a significant social phenomenon of the modern era. In 2012, international tourism exceeded, for the first time in its history, the record of one billion tourists, and in 2016, more than 1.2 billion tourists traveled across national borders. In this sense, UNWTO predicts a sustained growth of this activity in the coming decades and an increasingly competitive market in destinations around the globe.

At the same time, the pillars of sustainable development of tourism have gained significant relevance in today's society due to the deep-rooted relationship of economic, social and environmental factors that influence the tourism industry. In addition, technological advances and changes in demand patterns are fostering new destinations and tourism products.

In this scenario of rapid evolution, gastronomy tourism contributes, in an outstanding way, to the creation of new opportunities for improving the quality of life of host communities. Centred on the culture and identity of local people, gastronomy tourism has grown in many destinations in the world, providing scope for creativity and innovation in the utilization of heritage through traditional festivities and gastronomy routes of local products (i.e. wine tourism). It has also been a key factor and a

powerful marketing tool by disseminating a nation's image worldwide (notably Argentina, Peru and Mexico in Latin America, and Spain, Italy and France in Europe).

Furthermore, gastronomy tourism not only contributes to international tourism flows and receipts, but it also strengthens the development of domestic tourism. In this regard, it should be highlighted that the tourism activity within a country represents a major driving force for regional and local economies, offering opportunities to generate income and employment in the destinations.

We can identify **10 keys** to strengthen the management of gastronomy tourism:

1. **Gastronomy tourism is dynamic:** As an essential part of culture, gastronomy tourism should not be approached as something static, but analyzed as a living entity that is subject to constant change.
2. **Maximize the opportunities of sustainable tourism management:** Gastronomy tourism embraces the 3 dimensions of sustainable development – it is a tool for economic development, cultural preservation and local community empowerment.



3. **Diversify the cultural tourism attractions:**

Gastronomy plays a fundamental role in diversifying the tourism offer through new cultural products and enhancing the visitor experience.

4. **Reduce seasonality in destinations through gastronomy tourism:**

Unlike other market segments with high seasonality (such as snow tourism, or sun and beach tourism), gastronomy tourism can be developed throughout the year, and may also play a key role in attracting demand during low season.

5. **Encourage territorial decentralization of tourism, boosting local economies:**

Gastronomy tourism can become an essential tool for the revitalization of local businesses and economies through the promotion of tourism services provided by local residents.

6. **Promote social inclusion and redistribution of income:**

Gastronomy tourism offers a unique opportunity to promote the local cuisine and traditions at different levels within a society.

7. **Strengthen coordination between sectors to address the phenomenon of tourism globally:**

Gastronomy tourism management requires defining strategies beyond the tourism sector, therefore, a

holistic vision for development may be achieved among different areas of government (Tourism, Agriculture, International Trade, Environment, Natural Resources, among others).

8. **Promote public-private partnerships at different levels and across the value chain:**

Professionals from accommodation, tour operators, travel agencies, and many other stakeholders of the value chain need to work closely and together with public sector in order to develop tourism policies and successful products.

9. **Encourage the active participation of local communities:**

Gastronomy tourism is based on the traditions and customs of local people, and therefore, their participation as well as their gradual adaptation to tourism through awareness and capacity building activities is a key area.

10. **Promote an authentic experience based on cultural identity:**

The experience of gastronomy tourism should be grounded in the authentic culture and genuine values of the host community.

**More information:**

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## 5.2

# Wine tourism: Leading the way in creating innovative, lifestyle destinations

*Susanne Kraus Winkler, LOISIUM Wine & Spa Resorts, Austria*

Viticulture and wine production is inherently a creative process. It is an industry that is embedded in lifestyle. It is all about terroir, about provenance with the wines bearing the characteristics of their place of production. This is an industry that has long recognized its symbiotic relationship with tourism. As the number of wineries and wine destinations increases so too has the demand for wine tourism. For example, in Italy there were 2,000 wineries; today there are over 3,900. Today, wine regions and wine growing destinations understand their importance and that of the 'winescape' in terms of tourism place promotion and image making. Wine tourists are motivated by a range of factors (see Table 5.1 below) which demands a range of services, and products to meet their needs. Interesting and novel examples are numerous; a selection of these is shown below.

One of the most significant trends of the past ten years in the development of wine tourism has been the involvement of internationally renowned 'star-architects' in the creation of new wineries, wine museums, wine cellars and wine hotels and spas.

There are two key factors making the connection between wine and contemporary design and architecture: (a) the

importance of both to lifestyle and affordable luxury, two major drivers of tourism; and (b) the creative insight and desire of the new generation of wine producers.

**Loisium Wine and spa resorts and Loisium world of wine, Austria.** In 2005 the LOISIUM Wine & Spa Resort opened. A Steven Holl designed building, this EUR 14.9m scheme consists of a modern 82 bedroom, 4\* Superior hotel and wine spa with an outdoor pool nestling in vineyards overlooking the village of Langenlois and the World of Wine (a 900 year old wine cellars for guided tours and house art galleries)

Avant-garde architecture, locally crafted furniture, unique contemporary art throughout the hotel and the Vineyard Restaurant whose products are mainly sourced from within a 30km drive time create the setting for innovative guest encounters with the full range of symbolism associated with the lifestyle and culture of wine and the winescape of Kamptal wine region.

Employing 70 FTEs, the hotel's market is equally divided between MICE (35%) and the leisure markets (65%). High repeat business, international tourists and consistently high levels of media interest has ensured success for the investors and the region.





© LOISIUM Wine & Spa Resorts

**Table 5.2 Loisium at Langenlois – the regional effects**

Impact	Measure
Direct and indirect job creation	90 FTEs direct including the World of Wine. All employees are full year employed.
Collaborative working	50 small wine producers working together plus local craft and food suppliers.
International awareness of local wine	Press and media coverage. Increase sales of local wine in existing village shops (+250,000 bottles per annum).
All year international awareness of region for tourism	Higher share of supra-regional visitors and more international tourists, creation of all-year tourism.
Better image of the area	Ongoing high media reputation and higher average room rates as well as higher added value, more visitors to the region.
Attraction of new target groups	Beside the 4-star superior hotel, the Bed & breakfast overnight offer of local winemakers as well as a new 3-star hotel offer with higher added value than the old fashioned 1 and 2 star hotel beds, which left the market, increased consistently during the last 10 years.
Attracting tourists and day visitors	70,000 to World of Wine. 32,000 bednights in hotel per annum.
Uplift in quality of facilities and services in area	New additional leisure attractions like Kittenberger Adventure Gardens opened for public, a lot of new leisure infrastructure like hiking and biking trails, wine adventure routes and Nordic walking routes as well as a lot of cultural events like the International Grafenegg Music Festival were created.
Increase in taxes paid to municipality	See municipal tax income.
Uplift in tourism spending in the area	Added value of EUR 20 million per annum to the community of direct spending and EUR 10 million indirect spending.

**Source:** S. Kraus-Winkler Private correspondence

**Table 5.1 Wine Tourist Motivations**

Motivation Factor
Wine tasting and buying
Developing wine knowledge
Discover new wines
Experience of wine setting
Experience a rural landscape
Gastronomy – matching food and wine
Meeting wine growers
Entertainment and fun with events/festivals
Health and healthy living, spa experience
New luxury
Wine culture and lifestyle
Design and architecture
Interesting accommodation
Green, sustainability, ecological aspects



## 5.3 Flanders Food Faculty

*Flanders Department of Foreign Affairs – VISITFLANDERS*

Besides a rich culinary tradition and a quality-driven restaurant culture, Flanders also boasts a cornucopia of fresh, top-of-the-range products. It is the aim of VISITFLANDERS and entrepreneurs to reinforce the culinary assets and better promote Flanders as a culinary destination. The many existing organizations and initiatives in Flanders, however, pose obstacles to establishing a consistent and coherent regional gastronomy offering.

In an effort to remedy this situation, the Flemish Minister for Tourism, Ben Weyts, has, together with VISITFLANDERS, established the **Flanders Food Faculty**, a networking organization bringing together all the relevant partners (master chefs, investors, suppliers, sectoral federations and the government). The Flanders Food Faculty relies on one uniform strategy, developed and supported by public and private partners.

The desired **results** are:

- a strong network for Flemish food, drinking and culinary culture;
- a joint positioning of Flemish cuisine as a reference framework;
- better support for specialists on which the region's reputation is founded;
- a permanent culture of innovation and talent development;
- international recognition for Flanders as a leading culinary region; and
- support and appreciation among the Flemish population for the culinary sector's potential in terms of tourism and economic activity.

**By 2020, Flanders wishes to be a leading culinary destination.** In this context the Flanders Food Faculty is implementing a three-tier approach.

- **Improved promotion of cuisine**

Flanders is working to develop a joint representation of Flemish culinary culture. In addition, the Flanders Food Faculty aims to communicate transparently to the culinary sector and the local and international media. This will allow them to capitalise as much as possible on the potential of Flemish culinary specialists, products and companies as culinary ambassadors.

- **Stimulate culinary innovation and talent**

The region is encouraging a culture of continuous innovation among chefs and in training programmes for, catering in partnership with producers and Flemish companies. The Flanders Food Faculty scouts for talented young people and prepares them for international competitions and missions.

- **Recognition for culinary craftsmanship at the domestic level and its potential in terms of tourism and economic activity**

The Flanders Food Faculty encourages initiatives that bring culinary craftsmanship into the spotlight in the Flemish region and provide it with broad-based support. The idea is to create support and appreciation for a sector



whose potential in terms of tourism and economic activity is often underestimated.

The Flanders Food Faculty is founded on four principles:

- **Culinary positioning:** One clear, joint reference framework is established with future-oriented quality criteria. This allows them to strengthen the association between Flanders and “good food” among foreign entrepreneurs, tourists and investors.
- **Pioneering craftsmanship:** the branding policy for “pioneering craftsmanship” is the guideline. Knowledge is handed down from generation to generation of culinary craftsmen, and the high-quality training programmes and research in Flanders also contribute to this. A craftsman respects culinary heritage, while always keeping an eye out for innovation. They aim to pay tribute to the producers and the people who work with the products.
- **Growing stronger together thanks to co-creation and co-funding:** Flanders shares its expertise and networks and jointly invests in the reputation and future of culinary Flanders. The region aims to conclude partnerships with private and public organizations that want to help achieve the objective of strengthening and promoting Flanders as a culinary destination.
- **An enjoyable experience at every table and bar:** The aim is that in Flanders the food should be of a high quality


everywhere, whether it be a chip shop, a bistro or a high-end restaurant.

*A few actions*

- o **Culinary Talents:** In order to improve our competitive position, The Flanders Food Faculty wants to develop a project to scout for culinary talent in Flanders and provide assistance to encourage its development. Ultimately, the aim is that these Flemish culinary craftsmen should perform better in culinary competitions and make a strong impression during culinary missions.
- o **Flanders Kitchen Lab:** The Flanders Food Faculty wants to create a climate that stimulates culinary innovation. They aim to provide support to culinary trend-setters and combine creativity and scientific knowledge.
- o **Culinary exchange programme:** The Flanders Food Faculty wishes to give international chefs a taste of successful culinary entrepreneurship in Flanders. These foreign chefs share their expertise with Flemish chefs and return to their own kitchens with a new understanding of pioneering Flemish craftsmanship. On the other hand, they also want to encourage Flemish chefs to acquire expertise abroad to bring back to their own restaurants.

**More information:**

<http://www.flandersfoodfaculty.com/en/welcome>



## 5.4

### Bulgaria – a discovery to share

*Elvira Misheva, Ministry of Tourism Bulgaria*

Bulgaria has remarkable natural, cultural and historical resources for the development of specialised types of tourism, which is a precursor to change in the image of the country as a major tourism destination. Gastronomy tourism is seen as an opportunity to encourage the distribution of tourism more evenly across Bulgaria, reducing both temporal and geographical seasonality.

**The typical warm-hearted Bulgarian hospitality, along with the excellent taste of Bulgarian cuisine, wine and traditional culture of winemaking, create unique experiences.**

Bulgaria is one of the few countries in the world in which winemaking ascends to the highest antiquity. These traditions can be traced back to the ancient Thracians, who considered wine to be not merely a drink, but a part of their religious rituals. Wine was a means for them to get in touch with their gods, the ancient Greek God Dionysus and his Thracian equivalent, Zagreus. The remains of ancient Thrace attest to the ancient civilization's wine production and consumption, and many of those treasures are vessels intended to hold wine.

Nowadays, wine is becoming a significant dimension in promoting regional image and a focal point of tourist interest. In a globalized economy, wine is traded internationally and the trading of brands and regional images run parallel to the trading of wine.

#### **Case study: Plovdiv city – Good practices in gastronomy tourism**

Plovdiv has already established good practices for sustainable development in tourism, successfully combining the uniqueness of the city's cultural-historical tourism with the wine and gourmet tourism. Good examples include the festivals *Young Wine Parade* in November, *Wine and Gourmet in May*, the spring and the autumn edition of the *Crafts Fair*, and the *Farmers Market* which is organized all-year-round. The concept of these events focuses on the presentation of traditional Bulgarian wines and cuisine within the authentic environment of the old city of Plovdiv and the creative district "Kapana". The city is a well-recognized anthropological, strategic and historical centre of the Thracian region, and is one of richest regions in terms of its wines and ancient history. Plovdiv is the most ancient city in Europe, having been constantly inhabited, and is 8000 years old according to archaeologists. This provides yet more evidence with regards to the connection of the wine-making tradition dating back to the Thracian Age. The city is also shaping its tourist product by promoting the gastronomy features of the Rhodope Mountains, whose proximity and specific cuisine is a good basis for the development of this type of tourism in the region. The traditional Rhodope products, such as *patatnik*, *klin*, yogurt, white cheese, etc., are a very important component in wine tasting events.



REPUBLIC OF BULGARIA  
Ministry of Tourism

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Since its foundation, the city has enjoyed a multicultural presence which resulted in very diverse local cuisine. It includes flavours of the Greek, Armenian, Turkish, Roman, Romani and Russian communities. Most of the local restaurants and places of entertainment, as well as some of the events in this industry, emphasize this gastronomic mix, presenting combined elements of different nationalities. This is considered one of the advantages of the gastronomic product, allowing it to be diverse and unique at the same time.

In the last years, the development of Plovdiv is focused on transforming it into the centre of the largest wine region in Bulgaria. This is determined by several factors. In the first place, some of the leading wine-producing localities in the country are located near this city, such as Brestovitsa, Asenovgrad, Starosel, Popovitsa, Iskra, Ognyanovo, Parvomay etc. There are a total of 80 wineries in the region. This creates the right conditions for the simultaneous development of wine and gourmet tourism, both in the city and the region.

The nomination of Plovdiv for European Capital of Culture 2019 has brought further benefits to the Bulgarian wine industry. In the last two years, the “city under the hills” hosted several important international wine conferences, concours and events (*Concours Mondial de Bruxelles 2016, Digital Wine Communications Conference 2015, etc.*), which brought to our country some of the most influential wine experts in Europe.

In 2017, Bulgaria will host the World Congress of Vine and Wine, as well as the General Assembly of the International Organization of Vine and Wine. The local municipal tourism structure has created the first Wine Map of its kind in Bulgaria, which has been disseminated in the tourist centres, wineries, restaurants and other tourist sites.

The wine clubs and gourmet restaurants in the city have abundant wine menus, and are well-known for the traditional and homemade meals, as well as some specialties of the European cuisine. The city also has many traditional Bulgarian restaurants, which are often included in the routes of organized tours. In the central parts of the city there are also Armenian restaurants, the Turkish sweetshop, Russian grocery stores and Indian restaurants.

In 2015, Plovdiv hosted for first time the International Culinary Festival, a gastronomic event which travels throughout Bulgaria. It gave the opportunity to producers from two local organizations, namely the Regional Chamber of Crafts and Foundation Local Foods, to present their products. Twice a week, Foundation Local Foods organizes a market to represent local producers, and is already quite popular among the residents and the guests of the city since it allows them to taste products directly from the producers.



## 5.5

# Developing Destination Taste of Place

*Rebecca Mackenzie, Culinary Tourism Alliance*

Since 2005, the Culinary Tourism Alliance (formerly the Ontario Culinary Tourism Alliance) has been instrumental in supporting the Ontario tourism, hospitality and agriculture sectors, working in partnership to build the provincial economy through culinary tourism.

The process through which the Culinary Tourism Alliance (CTA) have conducted their work has been evolutionary, as the development of market-ready experiences often requires a significant shift in business operations, overcoming obstacles in food systems and educating the industry regarding best practices to deliver an experience that meets consumer expectations.

Throughout the past decade, they have refined the tools used to support food tourism strategy development, including the proprietary software, the Experience Assessment Tool™, which geo-maps and geo-tags the businesses across the food tourism value chain within a specific region.

Culinary Tourism Alliance have defined the food tourism value chain to include all businesses that can deliver a “taste of place” experience. These include farms (on-farm or agri-tourism, participation in farmers’ markets and the capacity for wholesale within the foodservice industry), farmers’ markets, restaurants (everything from food trucks to fine dining), accommodation (through the lens of their food and beverages services), attractions (through their F&B services and/or “taste education” services), festivals and events (any that offer food and beverage), culinary schools and food tours. The value chain is comprised of a significant number of business operators in any given destination.

The process of geo-tagging and geo-mapping a destination’s businesses into EAT™ allows the Culinary Tourism Alliance to identify the region’s products, unique terroir and provides insight into how each business showcases that taste or provides a “taste education” experience.

Furthermore, by inputting over fifty fields of pertinent information into EAT™, the Culinary Tourism Alliance is then able to filter the information to categorically view the region’s businesses based on market readiness. With this rich information, the SWOTT analysis (the final T representing trends) is completed, the food tourism development strategy is outlined and ultimately, new visitor experiences are crafted using the market ready businesses. Simultaneously, they encourage and educate those near market-ready businesses on how to improve their operations so that they too can participate in delivering food tourism products and experiences in their destination.

The CTA are mindful to align a destination’s “taste of place” opportunities with the other key tourism demand generators of that destination, acknowledging that food tourists are more inclined to visit historic sites, take part in outdoor adventures, go to the theatre, visit gardens, go golfing, attend a music festival or treat themselves to a spa experience.

This process has been used to create food tourism strategies for destinations in Ontario, such as Niagara, Toronto, Windsor Essex Pelee Island, Oxford County, Haliburton Highlands, Durham Region and York Durham Headwaters. The tool is now being used for food tourism development in other Canadian provinces including New Brunswick and Alberta.



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The development of food tourism products has also been supported, including the award-winning Apple Pie Trail in Collingwood & Blue Mountains, the Taste Trail in Prince Edward County, the Cheese Trail in Oxford County and the newly launched Barrels, Bottles & Brews Trail in Windsor Essex Pelee Island.

In addition to the destination food tourism development strategic work, the Culinary Tourism Alliance have created a provincial foodservice certification programme called Feast On™: A certified taste of Ontario.

Through their grassroots industry engagement efforts, they recognized that the distribution and supply of Ontario grown-and-raised products is one of the most significant barriers to overcome when undertaking food tourism development in the province. While the province has industry, champions sourcing from provincial farmers, fisherman, winemakers and craft brewers, that cohort comprises a small number of businesses who are marketing themselves as such. The province advocates sourcing from provincial farmers, fishermen, winemakers and craft brewers. “Local” food has been, and is projected to be, one of the top five consumer-driven food trends. Any good marketer knows that “local” sells, which has been observed in certain instances when businesses claim to support local despite their procurement practices indicating otherwise, also known as “green-washing or local-washing”.

It was out of a desire to build Ontario's food culture, to establish a secure market for farmers and food producers to sell their products (and grow their business) and to provide a platform

for the foodservice industry to have better access to Ontario grown-and-raised products, that the Culinary Tourism Alliance developed the Feast On™ certification.

The Feast On™ certification provides a resource for both visitors and locals alike to discover places to eat that deliver an authentic taste of Ontario. To achieve the certification, foodservice operators are required to complete Criteria Verification Templates, which act as an audit designed to verify a considerable level of procurement of Ontario foods. If they are licensed to serve alcohol, it also reviews their procurement of Ontario VQA wines, craft beer, craft cider and artisan distilled spirits. The programme provides education and training to the industry, as well as targeted consumer marketing to educate on seasonality and availability of Ontario foods and beverages.

Due to the success of these food tourism strategies and products in Ontario, as well as the Feast On™ designation, the scope of work at the Culinary Tourism Alliance has grown beyond the borders of Ontario and Canada, resulting in an extension of consulting services to destinations around the world.

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## 5.6

### Bogotá, a gastronomic city

*Ángela María Claro, 1492 Travel SAS – Fundación Universitaria Cafam*

Bogotá, a city with a population of over 8 million, is composed of *Bogotanos* and people from all regions of the country, as well as from across the world. This has transformed it into a cosmopolitan city with local, national and international characteristics, brought together 2600 metres above sea level.

This cultural melting pot is also reflected in the development of the city's cuisine. Today, the cuisine is one of the most diverse in the country and one of the most representative of Latin America consisting of typical traditional food while innovating and incorporating influences of modern and international cuisine. In 2015, this led to a joining of efforts by the Foundation University Cafam and the Chamber of Commerce of Bogotá with the Gastronomic Cluster and led

by the Chamber, for the development of a project to design the gastronomy tourism product for the city and the region.

The project demonstrated the great potential of the city as a gastronomic destination. There are nine recognized dining zones and new ones in development, as well as an extensive network of market places and farmers' markets scattered throughout the city. Bogotá is surrounded by a rich agricultural region with fruits, vegetables and livestock, thanks to the different climate zones surrounding the city. There also exist agribusinesses producing different products with quality and innovation, as well as large scale gastronomic events. Among these events, the Alimentarte Food Festival stands out as one of the oldest in Latin America, with 14







Escuela de Turismo  
y Gastronomía



Fundación  
Universitaria Cafam  
Conocimiento con Responsabilidad Social



UNWTO  
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years of uninterrupted activity and traditional cooks and chefs with national and international recognition, with five of them already listed in Latin America's 50 best restaurants.

The project was designed in two stages. The first stage, which has been already executed, focused on defining the state of the art of gastronomy in the city and the region which consisted of the identification of the value chain in the sector, the local and international demand for gastronomic tourism and an analysis of global trends for this type of tourism. The process of identifying the value chain showed great potential for experiences in the city and the surrounding region, both for forming the product as well as for joining together the various links and promoting their development.

As shown in the figure on the following page, the value chain (B) is formed by four links: producers, traders, suppliers of food and drinks, and gastronomic activities, all integrated into the gastronomy tourism product through the generation of experiences in one or more of the links, by the organization in charge of designing tourism experiences (C). The different levels of action required for sustainable development of the value chain and its use for the gastronomic tourism product were also identified. The upper level (A) is composed of the different sectors of the territory involved in making decisions affecting the different links in the value chain and thus responsible for the planning and management of the sector, and the base or lower level (D) is composed of those sectors that support the operation of the various links in the value



chain and allow its competitive and sustainable development, as shown on the following page.

To place this in terms of gastronomy, the first stage described above identifies the ingredients offered by the city, which result in the creation of a unique recipe to offer the world.

The second stage, which is to be implemented in the second half of 2017, will focus on the development of food products to offer visitors and tourists through the creation of gastronomic routes and the integration of their value chain, the structuring of a promotional campaign and media plan, or, in terms of gastronomy, preparing the recipe to demonstrate it to the world.

The boost to the gastronomy sector in the city has gained a double significance: firstly, the differential can add value to the tourism sector, thanks to the mega diversity of products and recipes in the country, all of which are available in the capital. The second aspect of the significance is the contribution that this sector makes to building peace in Colombia, through the generation of economic opportunities in the field by

promoting agricultural and agro-industrial production.

Gastronomy tourism is therefore one of the investments Bogotá made in the tourism sector and certainly one that will demonstrate that the benefits of tourism can be dispersed across society and thus contribute to sustainable development.

Currently, phase two of the project is still in the planning period. For more information about the project, please contact Angela María Claro, research teacher at the School of Tourism and Gastronomy Unicafam, and Director of Product Development at 1492 Travel SAS, at [angela.claro@unicafam.edu.co](mailto:angela.claro@unicafam.edu.co) or [aclaro@1492travel.co](mailto:aclaro@1492travel.co).

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Planning and management	A	<b>Public institutions</b> Ministries and institutions related to agriculture and agro-industry, trade, industry, tourism and culture. Governments and City Halls, with their Secretariats, Directorates and related institutions.		<b>Private or mix institutions</b> Associations representing producers and companies present along the value chain, cooperatives or organizations of producers, marketers, transporters, tourism companies, and food and beverage companies or related.	
		ACTIONS: Incentive Policies, regulation of the national production, programs for the rescue of products and local recipes, laws, taxes, other regulations.		ACTIONS: Identification of the aspects that have to be strengthened to increase competitiveness and sustainability.	
Gastronomic tourism value chain	B	<b>Producers</b> Crops, food factories, others related to food and beverages production.	<b>Traders</b> Market places and local farmers markets, supermarkets, specialty shops, others related to food and beverages trade.	<b>Food and beverages services (F&amp;B):</b> Restaurants, cafes, bars, catering services, and other business establishments related to F&B.	<b>Gastronomy activities:</b> Museums, festivals, exhibitions or shows, trade fairs, academic forums, custom cooking lessons, others.
		Possible activities: Visits to crops to know the production processes and taste products, discovery of local products, visits to agroindustry companies (also opens investments opportunities) to know innovating processes, sighting of landscapes, flora and fauna in the crops, etc.	Possible activities: Tours through farmer's market with specialized chefs, try different products, eat in local restaurants, buy the products in the market and then cook them in the restaurant or hotel, others related.	Possible activities: Tastings of special local products F&B (coffee, spirits, chicha, others). Cooking classes (from the purchase of the product to the table).	Possible activities: Visits to specialized events (subject to the dates of realization), business events between suppliers and farmers or producers, visit to gastronomic areas, among others.
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Experiences design for tourists	C	Routes and circuits through restaurants, bars, cafes and others, to try different products and recipes. Tours with activities related to the different links in the value chain. Immersion trips in the gastronomic culture of a place, to know it through its cuisine and food traditions. As many as the combination the different links of the value chain can give.			
Support for the value chain operation and development	D	<b>Academy</b> Research of tradition in products, recipes, activities around food, etc. Training and development with innovation in the preparation of dishes: use of local products with new uses. Recovery of local (national) gastronomic culture. Interpretation and development of scripts for new routes and experiences offered.	<b>Financial sector</b> First and second floor banks, Tourism support funds, and to any of the links in the value chain.	<b>ICT</b> Information and communications technology  Use of information and communication technologies (ICT), as a tool to improve commercial links and contact between the different links in the chain and to reach tourists interested in gastronomic tourism.	<b>Logistics, distribution and marketing</b>  Development of new packaging that increase the competitiveness and improve the presentation of the product. Support to the cold chain in F&B, and to support their quality.



## 5.7

# Good practices in gastronomy tourism worldwide – Bjelovar-Bilogora County

*Jasna Vaniček-Fila, Tourist Board of Bjelovar-Bilogora County*

The case study with which we can highlight the good practices in gastronomy tourism is that of the Bjelovar-Bilogora County (a county of central Croatia). The diversity, the variety of flavors and the tradition of preparing food using local products from Bjelovar-Bilogora farms, sets this destination apart in terms of rich gastronomy tourism.

For such a small area, Bjelovar-Bilogora County offers a different cuisine in every corner, nurturing a variety of traditions. In Bilogora, homemade traditional food and specialties that every local remembers their grandmother making are offered, with flavours not found in other parts of the county. Moslavina – the area richest with fish ponds in Croatia – is known for specialties of freshwater fish. Daruvar, the centre of the Czech minority in Croatia, where Slavonian and traditional Czech cuisine is interwoven and enriched by beer made according to Czech recipes, also offers wine grown since the Roman times, and thermal water and mud with alleged healing properties.

Museums, galleries, libraries, cultural centres, theatres, castles, ancient cities and sacred artifacts can be enjoyed in parallel with gastronomy opportunities to provide a well-rounded tourist experience. Examples include: the Ethno Park in Veliko Trojstvo, Traditional Roma House; Daruvar Spa and Thermal water park Aquae Balissae; Mountain lodges, picnic places; Daruvarska and Bilogorska Wine road; Bilogora tourist path, sculpture gallery in the woods of Bilogora 'Slight-colored stripes', Pisanička eco-ethno trail,

Educational trail Roman Forest Park in Daruvar; Bilodravska (international) cycling route, county cycling routes and the Bjelovar route.

Bjelovar-Bilogora County has a tradition of hosting gastronomic festivals, awards and contests such as: Vinodar Daruvar, the International Wine Exhibition and Fair of Traditional products from BB County; Slatka nit Bjelovar, which is an International Culinary Cup competition among pastry chefs; Days of Beer in Daruvar; Martinje and Vincekovo in Daruvar (wine festivals); Plum days in Sirač; Days of potatoes in Hercegovac; Days of Czech culture in Daruvar; Dožínky, which are Czech harvest festivities; Days of cheese in Grubišno Polje; Beekeepers in their own city, Bjelovar; Gastro flora in Garešnica, and more.

Bjelovar-Bilogora also has a vibrant gastronomy community with traditional restaurants and chefs, one of the best examples being the Tavern "At the Grandmother" and a unique Ethno Culinary Academy in Garešnica, as well as many agro-tourism locations on the Daruvar and Bilogora wine road. Local food can be purchased at local markets, as also on the "manufacturer's doorstep" on family farms and in souvenir shops.

The aim is to promote local know-how, traditional culinary practices and methods of cooking that have survived industrial change and technological advancement. These include: The Ballad of Wine, Cheese and Daruvar in the Jankovic castle;



the Ethno Culinary Academy Garešnica or the Tavern “At the grandmother”; Organic family farm Teresa Nakani with workshops for children including chestnut, making natural juices, preparing food for winter; Organic family farm Vlajinić “On a small hill” with nature schools, outdoor education with educational and entertainment facilities; “Life on a small hill”, a tourist animation; “Hidden Treasures of the Vedas – Bilogora giants”.

In all the cities there are traditional food markets and a traditional small private food industry, with attention given to the promotion of nutrition in educational institutions and the inclusion of biodiversity conservation programmes in the curricula of cooking schools.

It is important to note that the Tourist Boards are trying to initiate activities in the promotion of the availability and accessibility of food-related experiences. They present their tourist offers in many domestic and international fairs, road shows, in different media such as TV, print and online. Furthermore, they co-operate with local and national tourist agencies and NGOs, such as the Bjelovar Centre for the Development of Civil Society, working for social justice by adopting sustainable tourism practices.

Bjelovar-Bilogora County offers authentic tourism experiences, as demonstrated by the growing interest of guests in that area. In 2015, arrivals increased by 30% and overnight stays by 74%.

These results also confirm that this destination has local authorities with capacity in managing this destination to ensure social, cultural and environmental sustainability. The local authorities, tourist board managers, mayors and the head of counties have a process of involving public, private and community stakeholders in planning and decision making. This also signifies that the management destination organization or Tourist Board of Bjelovar-Bilogora County with five other tourist boards has capacity in sustainable tourism management.

This conclusion is supported by awards such as: multiple “Green flower” awards by the Croatian National Tourist Board for excellent decoration of towns, squares, parks and house plots, as well as an international Alpe Adria Jakob award for “Sweet souvenirs” in Daruvar for quality and excellence in tourism of Alps-Adriatic region. The theme for the Jakob 2015 awards was “Contemporary interpretations of cultural heritage of local and regional dishes in tourism”. There was also a prize called “Sunflower of Rural Tourism” for Bilogora agrotourism “On a small hill”, rewarding individuals from the private sector.

In 2015, the Tourist board of Bjelovar Bilogora County was a national runner-up in the Eden (European Destination of Excellence) contest on the topic of tourism and local gastronomy and in 2016 we became members of the Eden Network of the European Commission.

## 5.8

# Gastronomy Tourism in Japan

*Shinichi (Shin) Nakamura, Japan Travel and Tourism Association (JTTA)*

Declared officially as Intangible Cultural Heritage by UNESCO, Japanese cuisine continues to fascinate the world. In addition to Japanese, foreign visitors in Japan can also enjoy a wide variety of international cuisine. According to Michelin star restaurant guide, Japan achieved the highest number of three-star restaurants than any other country, including France, which contributed greatly to the motivations for tourists to visit Japan.

Additionally, according to a JTTA survey of Japanese people (both men and women over 18) regarding their travel experiences; the main source of satisfaction comes from good cuisine. There cannot be a discussion on tourism development without incorporating local cuisine and beverages.

In the last few years, the field of Japanese Tourism has undergone significant changes. In 2003, Prime Minister Koizumi launched the 'Visit Japan' campaign, and in 2007 the 'Tourism-based Country Promotion Basic Act' was enforced. In 2008, Japan Tourism Agency was established, followed by the Tourism Nation Promotion Council of Ministers in 2013, by the current Prime Minister Abe, requiring all ministers in the cabinet to attend. Under these new policies and actions, Japan enjoyed over 10 million foreign travellers in 2013 and over 19 million in 2015, generating more than JPY 3.4 trillion, and consequently contributing to the creation of the first travel surplus since 1959.

With these accomplishments, tourism in Japan has also attracted a lot of attention among the local Japanese population. However, there still remains a critical and intrinsic problem that Japan cannot expect to increase the number of Japanese domestic travellers.

As a matter of fact, according to the Japanese population analysis, the current population of Japan measures 128 million, and is estimated to decrease to 87 million by 2060. At the same time, working people aged 15 through 64, the so called 'productive age', is estimated to fall to half of its current population.

It can also be said that regional communities pose the risk of shrinking economically. This means that Japan is facing the danger of witnessing its traditional primary sectors, namely agricultural and fishing, collapse.

Currently, the revenue generated by Japanese domestic travel is approximately JPY 23 trillion, and within this, JPY 3.4 trillion comes from foreign tourists. Most of the consumption comes from Japanese people, meaning that unless there is an increase in the number of foreign travellers and/or an increase in the frequency and/or amount of consumption per head by Japanese tourists, it will be difficult for Japan to maintain this figure of JPY 23 trillion. The increase in foreign tourists is currently only taking place in few areas such as Tokyo, Kyoto and Osaka.



© Japan Travel and Tourism Association (JTTA)

It follows then, that gastronomy tourism represents a potentially major economic driver for regional communities, by contributing towards their sustainable and responsible development. However, the great potential of gastronomy tourism is still relatively unknown to most Japanese citizens.

JTTA was established in 1936 and together with the central government, has been promoting and rejuvenating the regional communities of Japan through activities in tourism. Against the aforementioned backdrop, JTTA plans to conduct a series of activities to promote gastronomy tourism in Japan.

As a first step, JTTA held a symposium on gastronomy tourism in Japan for the first time. As a representative of UNWTO, Ms. Yolanda Perdomo, Director of the Affiliate Members Programme, gave a keynote speech on Gastronomy Tourism at the Tourism Expo Japan in September 2016, one of the biggest tourism trade shows in the world.

Additionally, JTTA is planning to launch a joint research project on Japanese gastronomy tourism with a Japanese partner in 2016-2017. The objective is to discover the significance of gastronomy tourism and disseminate it to the world as well as to Japan. Moreover, educating the Japanese people of its importance could, in turn, help Japanese communities develop strategies to assess the state of gastronomy tourism in Japan from the perspective of the public and private

sectors, collect the relevant data, develop good practices and support all stakeholders in order to develop gastronomy tourism in a sustainable manner.

The outcome of this research and the related case studies will be published and presented at a series of events in Japan and worldwide. Workshops and seminars will also be held across the various regions of Japan in order to disseminate the importance of gastronomy tourism to Japanese stakeholders.

Lastly, the new organization Onsen (hot springs) and the Gastronomy Tourism Association in Japan will be established with the strong support of JTTA and the government of Japan. This aims to be a unique association, combining the powerful tourism resources of Japan such as the hot springs, cuisine and Japanese sake.

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## 5.9

# Gastronomy tourism practice in a historical Verkiai Palace and service excellence training during low season (Vilnius, Lithuania)

*Linus Pucinskas, Restaurant Verkiai*

The Verkiai Palace and the surrounding park in Vilnius, the capital of Lithuania, has always been a unique and sacred place. 700 years ago, respected priests living in this area proposed the idea to build a new town for the Grand Duke Gediminas, the founder of Vilnius.

For the subsequent centuries, the Verkiai area served as a summer residence for bishops. The current Palace was built in the 17th century. During the Soviet period the Verkiai Palace was operated by the State Centre for Natural Sciences and presently belongs to the government.

The park surrounding it is a beloved and popular venue for local people and tourists, as it offers nice natural surroundings and beautiful panoramic views of the Vilnius outskirts and the River Neris.

Despite a significant flow of tourists, the Verkiai Palace area never had any kind of tourism infrastructure in place. In 2005, enthusiastic tourism entrepreneur and educator Linus Pucinskas initiated his next "Plainfield" tourism project to establish a restaurant in Verkiai, featuring cuisine showcasing their gastronomic heritage. The experience offers historically traditional food to visitors, combined with the various educational and entertainment programmes.

This initiative was welcomed by the government and at the end of 2005, the public and private partnership project was launched, involving significant private funds and establishing a new upscale restaurant. Within just 8 months, a full renovation was completed while simultaneously maintaining all strict state cultural heritage rules and preservation regulations.

Since its opening in July 2006, the Restaurant Verkiai quickly became popular. A lot of guests were interested in visiting this place since it was serving not just food but also offering an added value in introducing the guests to the cultural gastronomic traditions, mixed with various attractions. The restaurant menu was created by the President of Lithuanian Chef's association. In the following years, chef celebrities from Michelin and Kempinski establishments visited the restaurant frequently and improved the menu, using local ingredients from Lithuanian artisan farmers and suppliers. The Restaurant Verkiai can serve up to 300 guests in the halls of the Palace, and up to 1,000 guests in the park area.

In 2016, the restaurant celebrates its 10 year anniversary. It is a famous and popular brand, both among tourists and local guests. The restaurant has loyal customers, including





international celebrities. Many famous international movies have been filmed here, for example, currently broadcasted is the BBC serial “War and Peace”. Interestingly, the author of this masterpiece, Russian writer Leo Tolstoy, was also a guest in this Palace a long time ago.

Some of the restaurant’s achievements include the Ulysses Award from UNWTO in 2008, joining the “Chaine des Rotisseurs”, and numerous prizes in gastronomic competitions. The latest award comes from the AHLEI in 2015, in which the restaurant “Verkiat” became the first “Certified Guest Service Gold” property in Europe.

Today, the restaurant offers activities in which guests can participate in discovering the philosophy of fine dining and cultural traditions. Guests enjoy identifying the scents of different wines, wearing historical period clothing as well as listening to lectures on the gastronomic secrets combined with a dinner. Some attractions such as *Sabrage*, a champagne opening method, are even free of charge as the restaurant is not only driven by commercial goals, but also aims to educate its guests.

Moreover, in response to seasonality ebbs and flows, the restaurant uses its premises to run classes of service

excellence for young people aiming to join the hospitality industry in the future or wish to be employed in the restaurant. The candidates are selected using the hospitality knowledge basics test, which serves to check for a general understanding of service philosophy and a spirit to serve. This test was created by the general manager of the restaurant Mr. Linas Pucinskas, Certified Hospitality Educator and Certified Guest Service Professional, who has huge experience in the hospitality industry, both as a general manager of several hotels and a lecturer in various Universities and Colleges in Lithuania and abroad.

The classes use a 50/50 mix of theory and practice approach. Students starting in October can choose between single lessons or a complete course. The restaurant’s staff is involved as lecturers, which successfully reduces the impact of the low season. Normally, the courses work on a paid basis, however talented candidates are granted scholarships by the owner of the restaurant. The most popular module is the “Certified Guest Service Professional”, in which successful candidates can obtain a certificate issued by the Educational Institute of American Hotel and Lodging Association.

More information about the restaurant: [www.verkiai.lt](http://www.verkiai.lt)

## 5.10

# Gastronomy tourism under Public Policy State of Guanajuato

*Rosa Isela Ruvalcaba Benítez, Observatorio Turístico del estado de Guanajuato*

### Introduction

Guanajuato is the sixth most visited tourist destination in Mexico. Due to its prime geographical position, the state serves as a hub of connectivity via airways and roads, connecting to 65% of the world's capital cities.\*

In Guanajuato, economic dynamism has been strengthened by the investment of more than 207 companies of tourism service providers between 2013 and 2015\*\*. Positioning Guanajuato in the seventh place in the people employed in the sector 72 temporary accommodation and food and beverage preparation services 2015\*\*\*

This is due mainly to the strong link that has been created between heritage and tourism. In Guanajuato, there has been a movement to identify the valuable elements of Tangible and Intangible Heritage to help revive and promote them for the enjoyment of both visitors and locals. Thus, the 4,000+ tangible heritage sites, four archaeological zones, two heritage cities and the town named the Cradle of National Independence have become inextricably entwined with the identity of the living culture, the preservation of traditional ingredients, handicrafts and monuments. This host of artistic and cultural sites are integral in the process of the recovery of the rich resources of the past, an important foundation for the generation tourist experiences and attractions and a driver for the inclusive development of host communities.

### Analysis as a starting point to design a Public Policy for a Gastronomy tourism destination.

In 2012, no Public Policy in Mexico existed that would allow it to develop Gastronomy tourism. In response, there was a move for

research into natural and cultural heritage in Guanajuato in order to identify and examine food resources, the structure and actions of the restaurant industry and what might need strengthening. An investigation into the perception of the current market was also undertaken, which helped to identify and achieve specific goals.

The findings of the research indicated that Guanajuato showed great potential to develop the gastronomy tourism segment:

### Creating guidelines and priorities for the development of gastronomy tourism in the State of Guanajuato activities.

From those results, gastronomy tourism policy in the state established priorities for the planning of gastronomy tourism products:

### Benefits

Guanajuato has become the first state in Mexico to create and launch a public policy that considers the value chain for the development and sustainability of Gastronomy Tourism, realizing the following benefits:

- Preservation and safeguarding of resources, beverages, dishes, cookware, recipes and culinary heritage.
- Increase of competitiveness in the gastronomy industry through a specific training program.
- Opening of new gastronomy businesses.
- Preservation of endangered jobs: *Jimador* (Tequila Cicuit), *Molcajetero* (Comonfort), Artisan baker (Pénjamo) and Traditional cooks.



## RESERVATION OF TRADITIONAL INGREDIENTS BY REGION

### NORTH

Xoconostle, Serrano chile, Poblano chile, Pirickly pear catus, Green beans, Pricky pear

### SOUTH

Maguey, Agave, Corn, Xoconostle, Guajillo chile

### CENTER

Beznaga, Tejocote, Xoconostle, Green chick peas, Nopal, Beans, Epazote, Grape



- Increased sales of traditional dishes and drinks.
- Income diversification through agritourism and food industry offering interactive workshops (cheese factories, caramel factory, strawberries).
- Integration of collective brands and increased consumption of their products (Nopal Valtierilla, Mezcal San Felipe, Bread of Acambaro and Tequila Huanimaro).
- Energization of the agricultural sector with increased consumption of recipes and drinks made with native products.
- Reduction of the distribution chain and development of regional micro-economies buying and selling products between producers of the value chain.
- The development and benefits of host communities.
- Positioning of Guanajuato in the growing segment of gastronomy tourism at a national and international level.

Since 2013, numerous tourism and gastronomic events have been held in the State of Guanajuato. This is the first step in establishing a network of routes, tours and gastronomic events, showcasing arts and flavors to promote the diversification of tourist offer in destinations and determine the basis for the seasonal adjustment of tourism in eight destinations: Guanajuato City, San Miguel de Allende, Celaya, Irapuato, Silao, Leon, Salamanca and Francisco del Rincon.

Guanajuato has been recognized in gastronomic tourism by:

- 2014. Tourism Excellence Award: Mestizaje, cultura y sabor, Guanajuato Sí Sabej. FITUR.
- 2014. Iberoamerican Capital of Gastronomical Culture 2015.
- 2015. The best active tourist product by Tequila Circuit. FITUR
- 2015. Cooks Traditional Program. IPN National Polytechnic Institute School of Tourism.

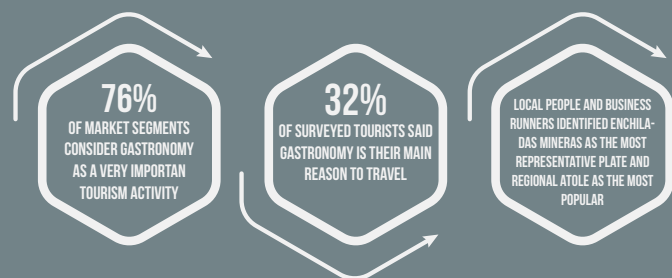
\* National Ranking of Tourists Arrival to hotel in 2014, with information from the Statistical Compendium of the Tourism Sector of Mexico published by SECTUR Federal.

\*\* Monitoring of private tourist investment of the Ministry of Tourism.

\*\*\* National Institute of Statistics and Geography (INEGI).

## GASTRONOMIC TOURISM IN GUANAJUATO

### CURRENT SITUATION OF GASTRONOMY TOURISM IN GUANAJUATO AS PERCEIVED BY MARKET SEGMENTS



TOTAL: 1136 SURVEYS & 10 INTERVIEWS  
DOMESTIC AND INTERNATIONAL TOURISTS INTERVIEWED  
STATE OF GUANAJUATO (3 1 DESTINATIONS)



## 5.11

# Research: the starting point for gastronomy tourism

*Juan Carlos Paredes Izquierdo, Universidad de San Martín de Porres*

Today's Peruvian cuisine is the result of the interaction across centuries, of multiple cultures (Andean, Amazonian, European, Asian, and African) over a mega-diverse territory (84 of the 117 earth's life zones can be found in Peru), with 4,400 native plants. Only in this context is it possible to understand and explain its extraordinary variety and the depths of its textures and tastes.

Although Peruvians have always acknowledged the richness of their gastronomy, until the decade of 1980s there had not been any sustained research efforts that gathered and disseminated information about its origins, its evolution and the infinity of its expressions, in a way that would contribute to positioning it among the great gastronomies in the world.

A crucial starting point in this road was when the book *Cultura, identidad y cocina en el Perú* (Culture, identity and food in Peru) was published in 1993. It was the result of a meeting of researchers from different backgrounds during the seminar *Arte, cultura e identidad sobre la mesa* (Art, culture and identity over the table), organized by the Universidad de San Martín de Porres (USMP) School of Tourism and Hospitality the year earlier, under the leadership of its dean, Dr. Johan Leuridan Huys.

Two years later, Universidad de San Martín de Porres presented *La Academia en la Olla* (The academy in the cooking pot) during the *2nd International Seminar on Tourism and Gastronomy*, emphasizing the unbreakable link between tourism and gastronomy over a long period of time, as well as the need to conduct research and spread this knowledge as a first step to recovering such an important manifestation of Peruvian cultural heritage, and transforming this resource into a tourist attraction.

Starting with these two books that defined the interdisciplinary character of its approach, the university launched a research programme that later became permanent. In the last 23 years, it has contributed with more than a hundred projects and studies to this field, along with the publishing of 94 books on Peruvian gastronomy, laying the academic and scientific groundwork for the development and international recognition achieved by Peruvian gastronomy which nowadays motivates tourists from all over the country and the world to visit many destinations in Peru.

The projects and publications can be divided into four main areas:



USMP  
UNIVERSIDAD DE  
SAN MARTÍN DE PORRES

FACULTAD DE  
CIENCIAS DE LA COMUNICACIÓN  
TURISMO Y PSICOLOGÍA



UNWTO  
AFFILIATE MEMBER

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1. **History and gastronomic culture**, which includes studies on Peruvian gastronomy from the perspective of various sciences and disciplines with the goal of learning about its evolution, its many expressions and its role in society and history, contributing to the process of constructing the Peruvian gastronomy heritage.

2. **Cookbooks**, that highlight the creativity and the work of Peruvian cooks, the legacy of regional cuisines and the input from other modern expressions of Peruvian gastronomy.

3. **Dictionaries and products**, including lexicographic research and studies on cooking ingredients that show the great biodiversity found in Peru.

4. **Beverages**, which encompass traditional pre-Hispanic products such as chicha and products of the Hispanic legacy such as wine and pisco. The latter has become the flagship for Peruvian beverages and is the focal point of what is now known as the Pisco Route.

In recognition of this work, the Gourmand World Cookbook Awards have honored more than 30 books published by Universidad de San Martín de Porres, among them, *La flor*

*morada de los Andes* (The purple flower of the Andes) which was recognized as the Best Gastronomy Book in the World (single subject) 1995-2005. These Cookbook Awards have also honored Dr. Johan Leuridan Huys as Best Cookbook Publisher of the Year 2005 and have given him a special award as Best of the Best Cookbook Publishers in the World in the last 20 years (1995-2015).

The books published by the university have become part of the Gastronomy Library, the only specialized library of its type in Peru, which holds more than 9,300 documents and whose subjects range from history and food customs, to recipes, utensils, cooking, bakery and restaurant techniques. It also keeps documents on viticulture and mixology from all over the world.

As a result of this effort, Picanterías and Chicherías (maybe the most traditional expressions of Peru's regional cuisines) were recognized in 2015 as a National Cultural Heritage after the evaluation of a proposal submitted by Universidad de San Martín de Porres containing the results of a study conducted by an interdisciplinary team of its researchers, led by Isabel Alvarez.

## 5.12

# Food tourism as a tool of tourism development in the Czech regions

*Alžbeta Királlová, University College of Business in Prague*

### Background

Food and beverage form important parts of the tourism industry. Together with food culture practices and heritage, they make up an integral component of a tourist's experience in a destination.

Food tourism can contribute to the development of the destination and the region, as well as providing an opportunity for intercultural insight. Local cuisine can add value to the traditional tourism experience, especially for those tourists who are seeking new experiences.

### Core ideas

Food is a vital part of culture and creativity, a major element of intangible heritage, and is an increasingly important attraction for tourists. It is a combination of knowledge, experience and art, forming part of a country's identity as well as an essential component of Czech cultural heritage.

Tourism plays a vital role in Czech Republic's economy, accounting for close to 3% of the Czech Republic's gross domestic product and representing almost 25% of total service exports in 2014. In 2014, tourism activities provided 225,283 jobs to Czechs. The Czech Republic recorded

significant growth in tourism between the years 2005 and 2014 but the structure of increase regarding regional distribution is problematic. The number of overnight stays in Prague rose from 11.2 million to 14.75 million (+3.55 million) while the overall number of overnight stays in the Czech Republic during this period grew by 2.62 million.

To assess the impact of food tourism development on the selected Czech regions, the opinions of thirty stakeholders were collected. Seventeen of the respondents were from Prague and thirteen from the Central Bohemian Region. The overarching aim of the research was to understand the extent to which regional food and local drinks can strengthen the tourism offer and contribute to its development in selected Czech regions.

Based on interviews, the following trends were identified:

- Traditional Czech food is very successful in the frame of their business. The greatest success is evident in Prague, more so than in the Central Bohemian Region.
- Local drinks are very often an integral part of the offer. Among the most commonly offered local drinks are wine and beer, and herbal teas are gaining in popularity. The results for both selected regions are comparable in this regard.

- Only one-third of interviewees claimed to offer tasting menus or drinks, or cooking courses for guests linked with traditional Czech cuisine. The greatest activity in this regard was recorded from those from the Central Bohemian Region.
- Almost 80% of interviewees confirmed that the introduction of regional food and local drinks has had a significant influence on the revenue growth of their businesses. Increase in the guests' traffic was reported by more than 70% of interviewees; improvement of the image was recorded from almost 70% of respondents and 67% reported an increase in the average spending of guests. Interviewees from the Central Bohemian Region earned more, due to their offer of regional food and local drink.

### Conclusion

The preparation and service of food and drinks are important parts of the tourism industry. Together with food culture practices and food heritage, they represent an integral element of a tourist's experience at the destination. Food tourism is a contributor to regional agricultural and economic growth, and can play a vital role in the development of small and medium-sized enterprises.

Local cuisine can add value to the traditional tourism experience, especially for tourists seeking novel experiences. Food tourism can bring fresh impetus to a destination and enhance the regional tourism development.

Based on the results of the interviews, it can be concluded that the introduction and offer of the regional food and local drinks has a positive impact on tourism in selected regions, while it contributes to the revenue growth, increases the tourist traffic, boosts the average spending of the tourists and strengthens the image of both the tourism business and the region.

The research leading to these results has received funding from the project titled "The influence of food tourism on the development of small and medium-sized enterprises in the Czech Republic," in the frame of the University College of Business in Prague's grant programme under the Grant Agreement number FRV 1/2015.



## 5.13

# Knowledge and innovation in gastronomy tourism

*PhD. Maria del Pilar Leal L. and PhD Xavier Medina, Ostelea School of Tourism and Hospitality- GRIT-Ostelea Research Group and Universitat Oberta de Catalunya- GRIT-Ostelea Research Group*

The importance of knowledge exchange in gastronomy tourism is reflected in the experiences of cuisine collectives in Catalonia, Spain. These are local culinary networks made up of restaurateurs seeking to promote the cuisine of their region. Within cuisine collectives there is a lot of knowledge that is created and exchanged. Knowledge is considered a relational resource as well as an element of organizational competitiveness which, combined with geographical proximity, can serve to facilitate trust (Bathelt and Glückler, 2003). The 'cuisine collectives' in Catalonia have been pioneers in this regard. These private organizations which have emerged in the catering industry are particularly noteworthy as generators of knowledge because knowledge generation depends on the actors' experiences and is adjusted to local cultures. This experience allows actors to develop products that reinvent, reinforce or contribute to the creation of new modes of tourism.

In 2009, the number of cuisine collectives and gastronomy groups Reported by the Catalan Tourism Board stood at 17. By 2012 the number had increased to 20, and nowadays it is claimed to be at 26. The name of each collective is linked back to the territory and its respective local cuisine. Over the years, the number of stakeholders involved in these organizations has increased.

The territorial distribution of the cuisine collectives reflects a particular concentration in the touristic regions of Catalonia,

recognized as tourist brands. These include the Pyrenees and Costa Brava, the latter also having the second highest number of Michelin stars in Catalonia, the first being Barcelona city. The Costa Brava tourism brand boasts some of the best restaurants and chefs in the world, with internationally recognized Ferran Adrià and the El Bulli restaurant, as well as the Roca Brothers and their restaurant, El Celler de Can Roca.

Experience and knowledge exchange, among other things, are crucial to the success of a region in the promotion of their products and activities in gastronomy tourism. In the case of cuisine collectives, knowledge exchange is a process of interactive learning through systematic communication and adjustment of the routines which impact other stakeholders such as producers or traders, which eventually leads to incremental improvement in gastronomy products and processes.

New culinary tools are visible in new dishes based on local and traditional products, rescuing older culinary techniques, or using innovative promotional strategies through food events and fairs, among others. As such, the knowledge resulting from the interactions can be considered a competitive advantage for local and regional development. Cuisine collectives have the ability to promote craft enterprises and the inclusion of local producers and traders, elements which are considered 'ideal' in fostering sustainable development that might be achieved through gastronomy tourism.



Furthermore, the creation of networks such as the cuisine collectives contributes to shortening the food supply chains, due to low levels of intermediation and the constant search for direct purchase of local products; where personal contact with suppliers is crucial and where trust and reputation are mechanisms of interaction in the relations and promotion of identity.

As an example of collaborative work with other local actors, volcanic craft beer is a result of collaboration of a local brewery and a cuisine collective named Volcanic Cuisine (*cuina volcànica*), located near the Pyrenees. Another example is the different activities such as local music festivals or food fairs, carried out by the Osona cuisine collective, which represents a central part of Catalonia.

This allows us to identify what might be termed an innovative gastronomic environment. This is the case for the Costa Brava and Barcelona tourism brands, which constitute a high concentration of Michelin-starred restaurants and where the food fairs and events play an important role. 'Regions of artisanal production' are especially present in tourism regions such as Catalunya Central and the Costa Daurada, given that they are more closely associated with the production and manufacture of artisanal products such as sausages, cheeses and baked goods.

As such, it can be said that gastronomy tourism is represented by two main knowledge areas, one that tends to dedicate itself more to the restaurant business and one that specialises in production. The distribution function is carried out in both areas. However, both areas cannot be understood separately because there is a natural synergy among them. Therefore, one of the challenges for cuisine collectives is the creation of strategies that can maintain a permanent knowledge exchange and interaction among producers and traders, as well as constantly reinforce the internal co-operation within the cuisine collectives and with others from different regions.

Finally, given the cross-cutting nature of gastronomy tourism and based on the analysis of the strategies created by cuisine collectives linked to this tourist phenomenon, it is clear that the stakeholders which are a part of gastronomy tourism are sharing a set of values based on identity, that allow them to exchange knowledge and interact for the successful promotion and marketing of gastronomy tourism.

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## 5.14

# Gastronomy tourism in the Region of Valencia

Agencia Valenciana del Turisme

***“Gastronomic product as a strategy for territorial development and differentiating the tourism brand in the region of Valencia: landscape and Mediterranean tales, natural produce and avant-garde cuisine”.***

The region of Valencia stretches along the Spanish Mediterranean coast for some 500 kilometres and consists of 23,000 km<sup>2</sup> of welcoming, sun-soaked land. It has diversity, both in terms of people and landscape, with mountainous inland areas and 5 million inhabitants who are known to have an open and hospitable nature.

The land and people have been dedicated to agriculture for thousands of years, the practice being sustained by clear skies and rich soils and the forward-looking attitude of people. The region of Valencia is able to attract 23 million tourists a year, out of which 7.8 million are international and, on average, generate EUR 9 billion of tourist expenditure. All this is due to a sector that has been capable of resourcefully allocating its assets in the market, accounting for 13.2% of the regional GDP and generating 14.4% of direct employment.

Being an exponent of the “Mediterranean Diet” which was declared Intangible Cultural Heritage of Humanity by UNESCO, the region boasts a wide variety of top quality products associated with its landscape and sea; with its *huerta* (fertile plains), extensive crops, wetlands and mountainous areas, where its Roman, Muslim and Christian traditions are intertwined with a modern cuisine that bears its own unique identity.

The region of Valencia is famous for its “paella”, an icon of Spanish gastronomy, as well as its oranges. It is known as the land of rice and of vegetables and fruits grown in the *huerta*, and its defining products include fish and salted

fish products; meat and deli meats; truffles, mushrooms, honey and cheeses from the mountain; confectionary products that have close links to festive periods such as *horchata* (a tigernut smoothie) or *turrón* (a type of hard or soft almond nougat); award-winning olive oil and wines whose quality is acknowledged by prestigious chefs and sommeliers alike.

The region of Valencia has over 20 products that have their own designation of origin, 14,000 hospitality and catering establishments, markets and wholesalers, and numerous festivals, oil mills and wineries that all revolve around a culinary know-how that has been developed over the centuries. Today, it holds 14 Michelin Stars, over 20 Repsol “soles”, the UNESCO distinction of Dénia, in the Marina Alta region, being recognized as a “Creative City of Gastronomy”, and renowned chefs and pastry chefs who introduce our gastronomy to the rest of the world.

The rich gastronomy has undoubtedly made a huge contribution towards bringing about significant developments in Valencian tourism over the last decades. In particular, this development has favoured coastal regions, due to the Mediterranean temperatures and excellent beaches, and is clearly more prominent in the summer months. However, at a time when gastronomy is a *rending topic*, the Region of Valencia cannot afford to miss out on the opportunity to make a more genuine and sustainable assessment of its Mediterranean essence, hence providing experiences laden with gastronomic imagery incorporating landscape, products and culinary talent.

Therefore, the *Agència Valenciana del Turisme* (Valencian Tourist Board), a body of the *Generalitat Valenciana* (Regional government of Valencia), which is responsible for managing and implementing policies on regional




tourism, will be leading a high-profile and programmed commitment to gastronomy as a strategy for adjusting development in territorial tourism, hence conveying an image of a richer and more diverse brand.

#### Management tools and strategies:

- Design of political strategies led by tourism, in conjunction with agriculture, the environment and culture.
- Creation of **interdisciplinary teams** for the creation of a strategy, structuring, development and promotion of new and innovative enogastronomic tourism products based on experience, going beyond the simple concept of food.
- Stimulating **territorial-based gastronomic clusters** to encourage a culture of innovation and co-operation among producers, business people and land stewards.
- Distribution and selection of sales channels by using **Travel Open Apps**, a free platform for creating packages and distributing the tourism supply through online channels.
- Research, innovation and knowledge as linchpins for developing an enogastronomic product from the Region of Valencia through the **Food laboratory of the Valencian Institute for Tourism Technology, Invat.tur**: “Technological Cooking”, the “Ark of Taste”, and research aimed at rescuing forgotten products of the past that made up part of our gastronomic offer.
- Continuous improvement and excellence in the quality and **quantity of professionals in tourist destinations**, through the Valencia Tourism Board's network of centres, **Red CdT**: 44,000 hours of vocational training per year, of which 80% corresponds to kitchen, confectionary, waiter services, sommeliers and experts in rice.

- **Accetur** accelerators, to provide producers and companies with improvement processes for the management and distribution of their services, as well as boosting profitability, through training itineraries, co-working spaces, mentoring and business model studies.
- **Aid schemes for companies and territories**, with an allocation of EUR 4.5 million in 02-11-2016 to encourage responsible, sustainable and inclusive tourism; to modernise and diversify the offer; and to rationalise resources and minimise the environmental impact.
- Firm public commitment to drive efficient communication, promotion and marketing of the gastronomic product over the next few years by creating **own brands** which will identify the gastronomic and enogastronomic product and strengthen internal and external marketing, thus underlining the prestige of our ambassadors, specifically chefs, influencers and businessmen.
- Other actions that have been scheduled within the new strategy on gastronomic tourism include drawing up a **Gastronomic Culture Value Map**, setting up the **International Centre for Gastronomic Culture** or publication of the **Vade Mecum of Gastronomy** as a gastronomic travel guide to the Region of Valencia.

The Region of Valencia is currently deploying this new tourism strategy, which is firmly rooted in its Mediterranean gastronomic identity. The landscape, locals, producers, distributors, chefs, hoteliers, territorial authorities and businesses are the key players that should collectively constitute developments in the new gastronomic brand in order to successfully convey a single and consistent message, and this can only be brought to fruition through a huge collective effort.



## 5.15

### Gastrofestival Madrid

*Madrid Destino*

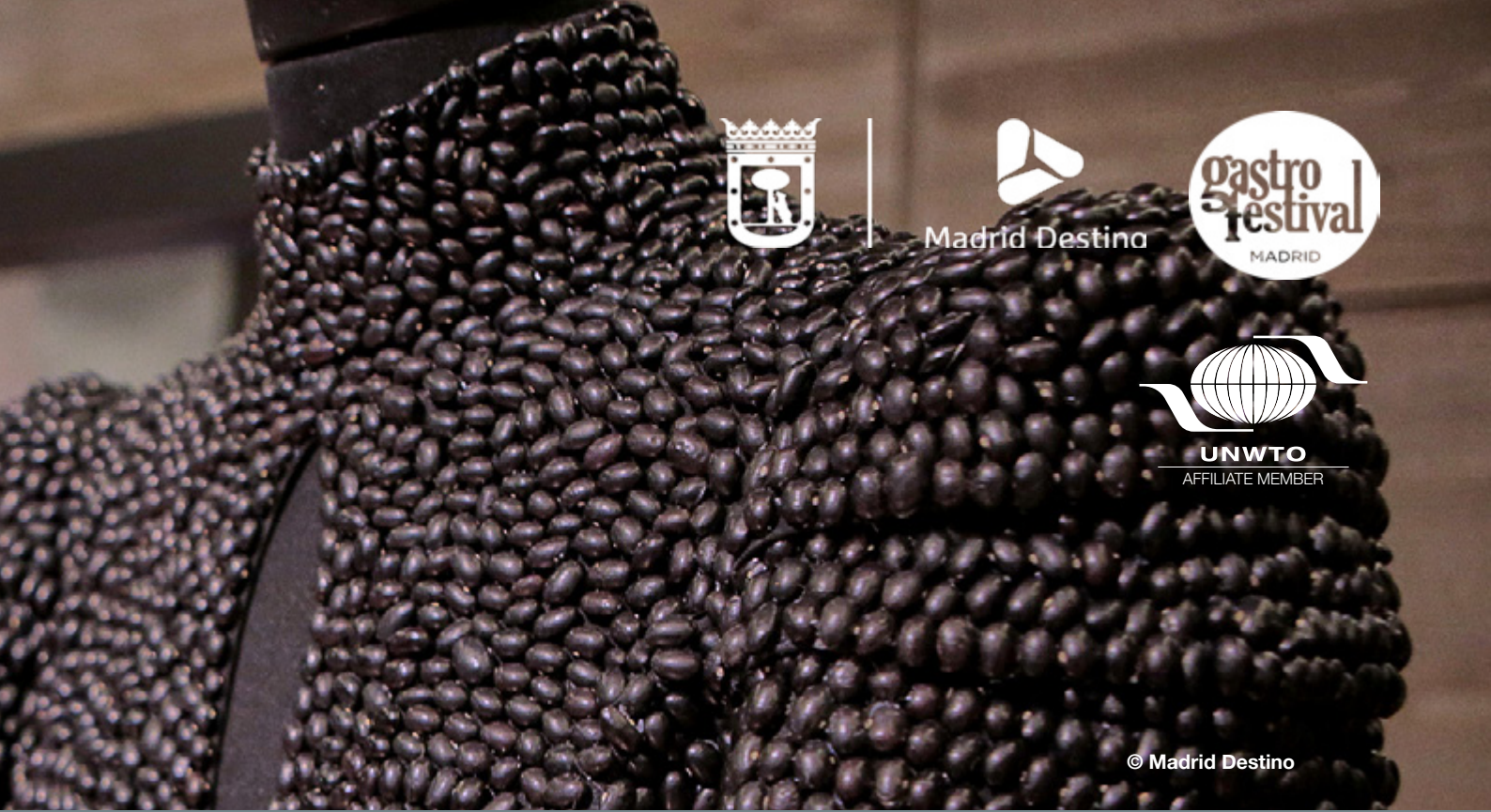
Restaurants, shops, museums and cultural centres across Madrid participate in this leading event that lasts 15 days, with art as one of its main guests. As an all-encompassing experience, this great festival of the senses invites everyone to enjoy all aspects of gastronomy: special menus, culinary routes and cooking workshops, to name a few.

What does a rock concert taste like? How about a page from a book? What were 19th century Madrid banquets like? And what about the kitchens at the Royal Palace? Every year, multiple questions are addressed in the event held by Gastrofestival, hosted by the city in the months of January and February for the past seven years. One of the festival's main aims has always been to take an original approach to gastronomy and combine it with different artistic disciplines. The festival is organized by Madrid City Council and Madrid Fusión, which organizes a leading international culinary summit featuring top chefs, also held in January.

*Madrid, good enough to eat.* This is the unconventional invitation Gastrofestival gives residents and visitors alike at

the beginning of each edition. All indulgences are allowed here. It includes special tours for the sweet-toothed, coffee lovers and expert wine tasters; various activities at the city's municipal markets and even film screenings revolving around the theme of food. Above all, there is never any lack of enthusiasm to show and discover, teach and learn, and travel with your taste buds. Organizers and the general public come together in their pursuit for further knowledge. Gastrofestival was not only created to showcase the city's culinary offerings, but to also make new places known, which are otherwise difficult to visit at other times of the year, thus helping overcome the problem of seasonality.

Gastrofestival lasts a fortnight. It gives you fifteen days to get out there and discover Madrid, going from restaurant to restaurant and enjoying the different offers included in each section of the programme. You can sample the *Cuisines of the World* that have gradually enriched the city over the years, or try something as typical as a tapa and a beer (*Degustatapas*) or even hearty dishes accompanied by the finest wines (*Spanish Cuisine*). Throughout Gastrofestival, a



Madrid Destino



© Madrid Destino

good number of renowned establishments enrich their usual offers by opening their kitchen doors to top international chefs. Specially priced menus as part of Dinner Four Hands by *Mastercard Priceless* add even more sparkle to a programme that welcomes the participation of wine shops, wineries, gourmet and homeware shops and culinary schools that features wine tastings, special discounts and workshops for children and adults.

However, it goes without saying that Gastrofestival's success resides in the effective participation of leading museums and cultural centres, making the programme particularly appealing. Going by the title *Gastroculture*, art galleries including the Prado, Thyssen-Bornemisza and Reina Sofia museums are putting on culinary tours to help visitors understand the century-old relationship between art and gastronomy. Still lifes, pictures that depict how tables were laid in the past, and portraits of distinguished chefs all form part of these guided tours, which sometimes end with distinct wine and food pairings. How about some ceviche at the National Museum of Anthropology? Or perhaps a

tea party at the Museum of Romanticism? You're right, everything is possible at Gastrofestival, including being able to enjoy the offers by *Gastrofashion*, a section in which designers and fashion brands offer gastronomic treats to their customers.

An edible *Garden of Delights*, concerts that blend cheese and jazz, blinded wine tastings, the list goes on. Imagination is the major theme in the *Sensory Experiences* section of Gastrofestival, an event open to everyone that gives the public a chance to discover the city and its diverse neighbourhoods in a completely unique way, or, better still, in the best way possible. It would be impossible to understand Madrid without the history that permeates its bars, restaurants and taverns, from the most popular and traditional ones to the newer ones that bring flavours and aromas from foreign lands. In these seven years, Gastrofestival has firmly established itself as a must-go event, as well as a cultural ode to the city's cosmopolitan and diverse character.

## 5.16

# Using Development Assistance Co-operation to Develop Wine Tourism in the Kakheti Province, Georgia

*Dr. Don Hawkins, George Washington University*

This brief case study describes how USAID, World Bank, government and the private sector worked together to catalyze wine tourism development in the Kakheti Province in Georgia. The process began with an analysis of the competitiveness of the Kakheti region as a wine tourism destination using a value chain competitiveness approach. In 2011, USAID's Economic Prosperity Initiative (EPI) selected wine tourism as one of 20 value chains in the Kakheti Region. EPI produced a Report on Wine Tourism Strategy Development which was authored by Tim Clarke, who is Chairman of Arblaster & Clarke Wine Tours. He stated that the wine culture of the Georgian people is the oldest in the world noting that some wine is still made in clay jars called Qvevri that are buried underground as they were in Neolithic times.

The EPI project convened stakeholders from the public and private sector to agree on a strategic vision to develop Kakheti's potential to become a four-season cultural heritage and wine tourism destination. However, underdeveloped infrastructure, poor customer service, limited knowledge of international wines within Georgia as well as low awareness of Georgian wine overseas and poor marketing all impeded the development of wine tourism in Georgia. To address these challenges and strengthen Georgia's wine tourism offerings,

EPI actively supported programmes to improve customer service and to enhance wine knowledge in Georgia.

EPI successfully partnered with the Wine & Spirit Education Trust (WSET), which is the world's leading provider of wine education, to support the continued growth of quality wine education in Georgia. EPI, in partnership with the Wine Club, organized courses targeted at front-line staff of hotels restaurants, wine shops and wine cellars operating in key tourism destinations throughout Georgia. EPI also supported the wine industry in delivering consistent messages reinforcing the desirability and depth of the Georgian wine product and the promotion of Georgian wine tour programmes.

Each year, Tbilisi hosts a wine festival supported by the Ministry of Economy and Sustainable Development of Georgia and the Georgian National Tourism Administration. The festival recognizes Georgian Wine Day which is celebrated across the country, including several Kakheti municipalities.

Recognizing that substantial funding was needed for regional development and to stimulate private sector investment, the Ministry of Infrastructure and Regional Development,



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Ministry of Economy and Sustainable Development, Georgian National Tourism Administration, and National Agency for Cultural Heritage Protection collaborated with the World Bank to identify investment needs and priorities. Subsequently, the government and the World Bank, under the Georgia Regional Development Program (RDP), commissioned a value chain analysis and formulated a Kakheti tourism development strategy for the Kakheti region. The strategy covered the period 2012-2014 and showcased the potential of wine tourism, cultural heritage and natural attractions as a means of catalyzing domestic and international tourism. The goal was to improve public infrastructure, stimulate job creation, increase economic activities, and further cross-sector linkages in order to increase tourism-related income to the region and generally support development of the tourism and hospitality sector through public-private initiatives.

Subsequently, the World Bank approved a USD 60 million IBRD loan with counterpart support from the government of USD 15 million (a total of USD 75 million) to finance infrastructure improvements and institutional development in order to regenerate historic towns, restore cultural heritage sites, attract private sector investments and create economic growth in local municipalities (Telavi,

Kvareli, Akhtala, Dartlo heritage village in Tusheti and other destinations along the most visited tourism trails). Innovative projects were formulated to stimulate urban regeneration, restore cultural heritage sites, facilitate public-private partnerships; design and map tour circuits including signage, and catalyze institutional development activities such as work force development, marketing and destination management. Public Private Investments (PPIs) included 11 wine producing factories (some including a boutique hotel and wine tasting facility) which benefitted from improved public infrastructure, especially access roads and clean water supply. The International Finance Corporation (IFC) also supported one wine factory through a line of credit that benefitted the grape producers, often reaching poor families. Historical buildings have been restored and water supply systems, sewage networks, roads/sidewalks and public parks have been rehabilitated. Entrepreneurs started new small businesses like bakeries, bed and breakfast inns, salons, cafes and restaurants. PPIs totaled USD 17 million; total direct and indirect investment exceeded the targeted USD 50 million through leveraging under the RDP PPI component. Table 5.3 on the following page outlines mid-term evaluation progress toward realizing targets set for key indicators. Targets for 7 of the 11 indicators have been met and are highlighted on the table.

**Table 5.3 Regional Development Project Indicators and Current Progress**

Ref	Indicator	Baseline	Mid-Evaluation Result (2015)	Target
1	Increased weighted average number of hours per day of piped water (hours)	8	14	24
2	Average vehicle operating cost due to improved urban roads	100	80	75
3	Increased volume of private sector investments (millions)	0	17	50
4	Hotel beds in circuit route areas	1,610	2,838	1,932
5	Piped household water connections that are benefiting from rehabilitation works under-taken by the project	0	4,258	500
6	Production/distribution of new maps based on geotourism database	0	19,499	10,000
7	Number of operating and established destinations management offices	0	0	3
8	Number of buildings restored in Telavi, Kvareli and Dartlo	0	217	150
9	Number of people in urban areas provided with access to all-season roads within a 500-meter range under the project	0	84,100	50,000
10	The number of private investment proposals approved	0	11	11
11	Increased number of visitor centers handed over and operational	0	1	N/A

**Source:** Evaluated by Tourism Development International (TDI) contracted by the Georgia Municipal Development Fund and the World Bank to conduct monitoring and evaluation activities

With these improvements, Kakheti has become a popular tourism destination in Georgia because of the appeal of its cultural heritage, natural resources, scenic landscape and wine/gastronomy attractions. A feature story about the project and a short film was produced by the World Bank for global dissemination.

Lessons learned from establishing wine tourism in the Kakheti region are as below:

- Development assistance agencies like the World Bank and USAID require evidence that their funded interventions produce tangible results. It is important to establish relevant baseline data at the early stage of project intervention for the indicators listed in Table 5.3 above as well as tourism enterprise and supply chain data (e.g. souvenir and handcraft shops, guest houses & restaurants), domestic/international visitor flows & spending patterns, employment, and attitudes of residents.
- Benchmarking of comparable wine tourism destinations helped to identify best practices and pitfalls to avoid. For example, it is important to develop events and festivals





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to promote participation from domestic and international visitors and stimulate international recognition. The First Qvevri Wine Symposium was held in 2011 (and repeated in 2013 and 2015) to highlight the Georgian traditional Qvevri wine making process recognized on the UNESCO Representative List of the World Intangible Cultural Heritage of Humanity. The 1st UNWTO Global Conference on Wine Tourism was held from 7 to 9 September 2016 in the Kakheti Wine Region.

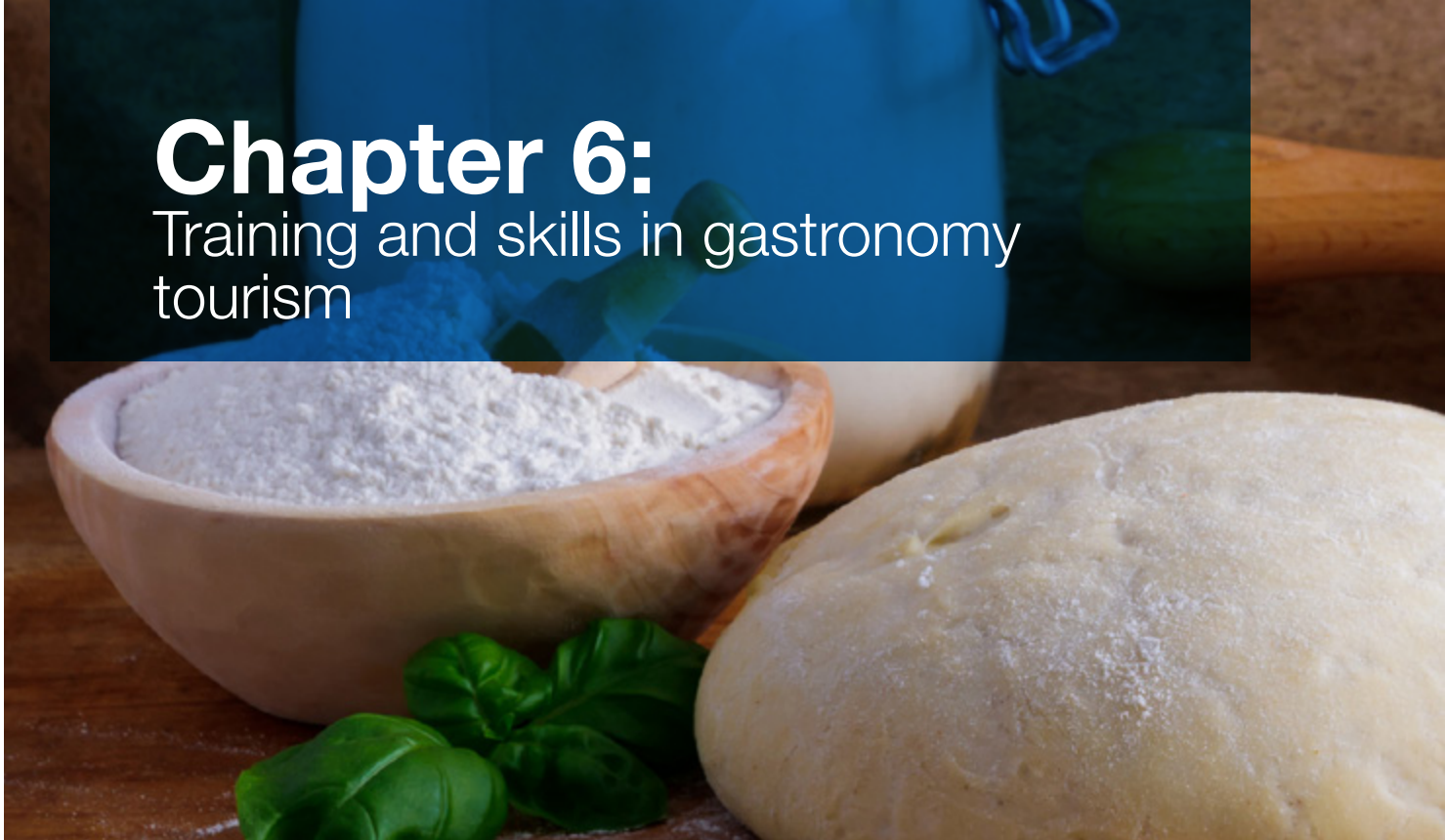
- Funding through development assistance procurement needs to be sequenced so that institutional development activities such as marketing, training and interpretation are in place before the completion of public works such as road improvements, rehabilitation of historic buildings and signage, e.g. some historic buildings were rehabilitated and opened for business before marketing and advertising programmes were initiated in Kakheti province.
- The use of tourist circuits, mapping and signage is essential to connect wineries and other attractions such as monasteries, churches, parks, scenic landscapes to enhance the overall visitor experience. During the planning stage of RDP, the Archbishop of Alaverdi

proposed labelling Alaverdi Monastery's successful complex of historical and cultural heritage sites, wine museum, qvevri wine making workshop, honey/cheese production and ecotourism activities as a "Golden Trail" of monasteries, churches and attractions from Tbilisi via the Ujarma Fortress, Shuamta's old and new monasteries, the Ikalto Qvevri School ending with the Alaverdi Monastery. The trail could be extended to other destinations such as Tusheti (east Caucasus Mountain) or along the Alazani Valley.

Based on the success of the RDP, the government of Georgia has continued to develop wine tourism destinations and circuits in the Imereti, Samtskhe-Javakheti, and Mtskheta-Mtianeti and other regions under the Georgia Regional Development Program with support from the World Bank. It can be concluded that collaborative efforts of development assistance agencies, government and the private sector can contribute to economic growth and local employment through the development of wine tourism attractions and circuits linked to cultural heritage and natural attractions.

# Chapter 6:

## Training and skills in gastronomy tourism



Proper management of gastronomy tourism should include a firm commitment to training, developing skills and research into improving the quality of gastronomy tourism. Training of a gastronomy tourism workforce should be multidisciplinary, flexible and evolutionary. Training and skills development should encourage creativity and entrepreneurship as well as incorporate the latest trends based on research that can be applied swiftly within the sector. Networking is also a key tool for learning and this can be enhanced through gastronomy fairs and forums. All this is especially important in the fostering of new talents for the future.

Beyond equipping a tourism workforce with the relevant skills, the education sector also has a responsibility in supporting and encouraging research on gastronomy. This entails not only food research but also research in demographics, consumer behaviour, cooking science and techniques.

Training is an important issue not only for chefs, but also for others across the value chain of gastronomy tourism such as farmers, tour operators, academic institutions, restaurant staff and so on. While creating awareness of a place's food heritage in the local community, it is also essential to provide information on local gastronomic culture to tourists, so that they can better appreciate the uniqueness of the local food.

A nation's culinary traditions offer rich insights into its culture, history, values and society. As such, the food of a place plays a pivotal role in the motivations and experiences of tourists to visit and explore. International tourism, and the inexorable trend of globalization that it represents, brings both challenges and opportunities to local food traditions.


For destinations with a progressive government, a collaborative spirit among stakeholders and a strong sense



of pride in the nation's culinary culture, gastronomy tourism brings about opportunities for creating linkages that strengthen economic and societal bonds and equity within the local society, as well as bring new audiences and influences that can inspire innovation within local food traditions.

UNWTO actively supports capacity building, knowledge transfer and the promotion of best practices in gastronomy tourism in different countries, in a way that prepares more localities to optimize the potential benefits of this type of tourism. The practical application of a product creation model, through its Gastronomy Network and Prototype Methodology, would be one potential aspect of such a programme. In this way, local cuisines in countries across the world can be enabled to flourish and gain widespread appreciation, while contributing to local pride and identity.

The art of storytelling, the creation of food narratives and the search for new and innovative angles to highlight the uniqueness of a destination have all emerged as important contributors to the success of the gastronomic destination. Demand for additional skills and the continuous improvement of current skills should always be considered by the key players of the tourism industry overall, particularly in emerging tourism trends such as gastronomy tourism. This chapter will explore the value chain of gastronomy tourism in order to better analyze the professional profiles and required skills for the development of this sector. In this regard, the training needs to target people from different sectors, namely the hospitality, travel (tour operators, travel agencies, tour guides) and public sectors, academic institutions (training in the field of cultural programmes with a special focus on gastronomy) and others.



## 6.1 INACAP

*Franklin Carpenter F., INACAP*

INACAP is an integrated system of Higher Education at the service of Chile, whose mission is to equip people with values and skills that enable them to develop as responsible citizens and autonomously and productively integrate into society. It also contributes to improving the competitiveness of the productive sectors of the country through the development of human capital and technological innovation.

True to its mission, INACAP is strongly committed to working for the rescue and appreciation of the natural and cultural heritage of Chile. This effort manifests itself in various forms through the institution's activities, particularly, through the activities led by the Hospitality, Tourism and Culinary Arts School, and through the augmentation, preservation and dissemination of Chilean cuisine.

We can see clear examples of this commitment in the curriculum of the Culinary Arts School. Aside from holding the TEDQUAL-UNWTO certification since 2014, the school also has been involved in the production of the award winning TV show *Recomiendo Chile*, and has also carried out a series of activities throughout the country in the 22 locations in which INACAP's Culinary Art programmes are taught. Undoubtedly, the strong commitment makes INACAP a benchmark of excellence in these areas.

Therefore, INACAP technicians and professionals are trained to be:

1. Competent, providing a real and concrete contribution in the various areas in which they work, aware of their surroundings, meticulously applying the techniques learned and committed to sustainability in their workplace and in their professional development.
2. Aware of the origin of each product and its potential, and able to contribute to the environment with perfect handling

of the basic and cutting edge techniques used, thus having the ability to value Chilean ingredients and recipes.

3. Able to identify, develop, disseminate and contribute in positioning local food culture in Chile and around the world through applied research.

40 years of training industry professionals has contributed to the experiences and knowledge acquired together with the community, which are both internal and external, unifying content and messages, as well as strengthening local expressions generated by INACAP and its stakeholders.

This opportunity has manifested itself in a programme based on initiatives led by the School of Hospitality, Tourism and Culinary Arts called **"RAICES: Transforming Chilean Cuisine to the World"**. This programme seeks to promote their work and commitment to the enhancement of the natural and cultural heritage of Chile, through its gastronomic activity, resulting in initiatives that promote sustainability, and are a result of the creativity of students and Gastronomy INACAP graduates.

### **Purposes of the RAICES – INACAP Programme:**

1. Place value in the identity and gastronomic heritage of the territories and regions of Chile.
2. Present trends and initiatives that impact the value chain and integration through food.
3. Provide new and innovative dining trends based on the experience and success stories of INACAP graduates, industry professionals and global exponents of gastronomy.
4. Encourage and promote the academic community and its collaboration with stakeholders incorporating innovation into



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production processes and existing and future developments of food in Chile and the rest of the world.

5. Share sustainable practices of gastronomic activity with all participants in the value chains.

#### **Pillars of the RAICES – INACAP Programme:**

The editorial line that supports the content and activities of RAICES is broad and diverse, subject to the institutional framework underlined in their mission, values and academic project associated with the Hospitality, Tourism and Culinary Arts School at INACAP. To achieve this, four pillars have been defined to establish and contextualize its goal of presenting the Chilean cuisine to the world. These four pillars are:

#### **Origin**

RAICES aims to discover and value Chile's heritage in terms of culture and culinary traditions as well as past and present expressions that have been incorporated through time. For this, a multidisciplinary approach has been taken to highlight the culinary identity of Chile, one that is embodied by the essence and existence of Chileans, by underlining the differences and similarities in the territories of the country and accounting for the changes and influences within each generation, making it necessary to identify, record and promote the feature that differentiates Chile, but also brings it closer to other cultures and nationalities.

#### **Experience**

INACAP turned 50 in 2016. During this time, its graduates have become successful and renowned professionals and an important part of the past, present and future of INACAP's Hospitality, Tourism and Culinary Arts School. In this sense,

teachers, alumni entrepreneurs from INACAP, as well as national and international guests from institutions with existing alliances all share their experiences of gastronomy from around the world, and how they have managed to accomplish their goals and transform them into personal and professional achievements. Within this pillar, the INACAP community, technical colleges, productive sector and the gastronomic community are all spectators of lectures, master cooking classes, seminars and panel discussions, travelling through Chile and motivating all of those that are interested in food and cooking and see it as an opportunity.

#### **Innovation**

RAICES is for everyone at INACAP who wants to learn about the current and future culinary environment in Chile, with the purpose of opening and bringing new opportunities for the culinary activity in the country. This work is achieved through INACAP's recently created Center for Gastronomic Innovation, and in collaboration with national and international experts who develop initiatives related to culinary innovation, technologies, best practices and new developments.

#### **Trends**

Food, in general, is experiencing a revolution. As a result, this pillar seeks to provide information on all the new and future developments that are taking place in Chile and the rest of the world in the area of food and culinary arts. RAICES is in the stage of R&D in food systems, models of gastronomic sustainability, progress and projections of the Food Service Industry, and gastronomic tourism, helping reveal and demonstrate its importance in the country's economic and social development.

Find more information about the initiative through – <http://www.inacap.cl/raices>

## 6.2

# Vocational training in Gastronomy: overview and challenges for the field of tourism in Mexico

Andrés López Ojeda , *Universidad Autónoma del Estado de México (UAEM)*

Public professional gastronomy education programmes in Mexico are relatively new. In 2000, the Autonomous University of the State of Mexico was the only institution to offer higher education of this type through the School of Tourism and Gastronomy, providing an option for low-resource young people being confronted by a prevalence of private educational programmes. Ever since, the gastronomy field has acquired a new relevance as never before, demonstrated by the fact that, currently, it generates 5.5 million direct and indirect jobs; it contributes 2% of the Gross Domestic Product (GDP) and 13% of Tourism GDP. Moreover, an increasing trend of gastronomy tourism has been identified, as well as a worldwide interest in Mexican gastronomy, backed up by the acknowledgement of traditional cuisine from Michoacán as Intangible World Heritage by UNESCO.

The aforementioned justified the recent federal government approval of the *2014-2018 Gastronomy Development Policy*, from which the following items must be highlighted: it places gastronomy as a development factor within the scope of tourism; it places traditional cuisines in the center; it trends towards the sustainable usage of local gastronomic heritage, incorporating innovation and quality, and it also encourages studies and inventories of the local cuisines, all of which demands the empowerment of training and professional education. To this respect, the national overview on gastronomy education introduces highlights and challenges:

1) On one hand, 394 (public and private) institutions that provide undergraduate studies can be accounted for; in contrast, only 9 offer graduate studies (see Table 6.1):

**Table 6.1 Outstanding data on vocational training in Gastronomy**

Undergraduate		
Enrollment	Degree Candidates	Graduate Students Enrollment
53,194	10,727	4,671
Graduate (speciality and master's degree)		
Enrollment	Degree Candidates	Graduate Students Enrollment
228	202	129

**Source:** Compiled by author from data of Asociación Nacional de Universidades e Instituciones de Educación Superior (ANUIES); 2014-2015 school year.

- 2) Most of the existing educational programmes are of technical level, with a prevalence of private schools, which focus on the acquisition of technical-management knowledge, leaving aside a specific demand for technical-sociocultural knowledge and the revaluation of their own gastronomies (52% of national tourism expresses an interest for the intangible heritage, specifically, for tasting regional and local cuisine);
- 3) Although there are graduate study programmes, there is no public institution that offers them, which reaffirms the existence of a gap in the access to gastronomic education and a deficit of a structure of high-level training that influences the sector's development; instead, human capital is basically formed on an operational level;



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4) The enrollment concentration is identified in a few states, with the State of Mexico in first place (12.77%), followed by Puebla (10.44%) and Distrito Federal (7.67%). In contrast, 13 states have a low or very low level of enrollment, which can potentially impact attention and service quality; especially if gastronomy is intended to be endorsed as a tourism development factor (8 out of 10 visitors spend money in food and beverages). With respect to this, the cases of Oaxaca and Michoacán must be highlighted, as these two states have widely acknowledged traditional cuisines, but they only have a medium level of enrollment.

In summary, for Mexico, tourism is of key importance since it represents 8.5% of GDP. However, we must leave behind the perception of gastronomy as a supplementary service and instead factor for new trends and demands, which implies working on education in order to legitimize, visualize and value the profession, both economically and socially (see Table 6.2).

**Table 6.2 Trends and challenges of training for the field of tourism gastronomy in Mexico**

Trends and challenges of training for the field of tourism gastronomy in Mexico		
Trend	Influence from the sociocultural and economic context	Education and training challenges
Heritage-oriented touristic gastronomy	Increasing cultural tourism; greater importance of local cuisines	Knowledge of local cuisine (history, techniques, skills)
Signature cuisine Entrepreneurship	High value of creativity and innovation Visibility for Mexican Chefs and restaurants	Creation of different or singular gastronomic services and products. Innovative and original techniques. Skills and knowledge for new enterprises (food trucks, gourmet cuisine)
Gastronomy aestheticization	Capitalism as an aesthetic manner of production and hyper-consumerism	Multidisciplinary knowledge to generate gastronomic experiences (scenarios, service, cutlery, etc.)
Healthy cuisine	Health issues derived from malnutrition, green economy	Disciplinary (nutrition) and functional food knowledge
Foodies	More demanding, informed and hedonistic consumers	Interdisciplinary knowledge to know the new consumers

**Source:** Compiled by author



## 6.3

# Capacity building for Peruvian Gastronomy

*Madeleine Burns Vidaurrázaga, CENFOTUR*

Peru is recognized around the world for its haute cuisine. The abundance of natural products along with the harmony of techniques and cultures has shaped mestizo-influenced gastronomy through the centuries.

Peru has become a gastronomic destination. This has been due to different factors, more notably, a country strategy that drove the diversification of the tourist supply, the merging of tourism and gastronomy, which is fundamental for success, and the key factor of training a human capital that is capable of making the Peruvian gastronomy sustainable.

The training of gastronomic professionals was conceived by the Peruvian State through the Tourism Training Center (*Centro de Formación en Turismo* – CENFOTUR), with an approach focused on sustainability, innovation and research. This meant encouraging the revaluing of ancestral techniques, the search for culinary identity and research surrounding traditional ingredients as well as the emerging elements of contemporary Peruvian gastronomy.

To help Peruvian gastronomy embrace the concept of sustainability, CENFOTUR implemented the First Degree

in Peruvian Cuisine more than a decade ago, in which future gastronomy professionals are taught to highlight the value of regional cuisines, to rescue Peruvian raw materials through research and continuous innovation, enabling the preservation of culinary traditions and to pass on all the richness that exists in Peruvian biodiversity. In addition, there is a focus on equipping professionals with entrepreneurial skills, so that they are capable of starting their own businesses and forging alliances with other professionals from all around the world.

There are certain competencies that a promoter of gastronomy tourism should have. According to CENFOTUR, this person must have the ability to interact with the actors linked to tourism and gastronomy, have a thorough knowledge of the tourism industry, be entrepreneurial, innovative and be familiar with marketing concepts. This person should have a holistic perspective, with a global vision for the sector and its various segments.

Taking this into account, future Peruvian gastronomy professionals not only learn the recipes by heart, but are also committed to the protection of the environment and are aware of the real importance of traditional input, developing





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their talent and creativity. They are entrepreneurs capable of facing the demands of the market. The task of Peruvian cooks is to make gastronomy sustainable and gastronomy tourism a real revitalizer of local economies.

Training in Peruvian cuisine is complemented by training in many other areas of the sector, such as kitchen assistants, waiters and workers. The system allows for work experience through the certification of labor competencies and is provided nation-wide, involving thousands of beneficiaries.

All these forms of professional training consider tourism a development sector and food a fundamental element. This is why there is a need to rely on professionals who are aware of the various dimensions of Peruvian cuisines, of historic and cultural phenomena and the potential of Peruvian biodiversity, and how these influence daily life.

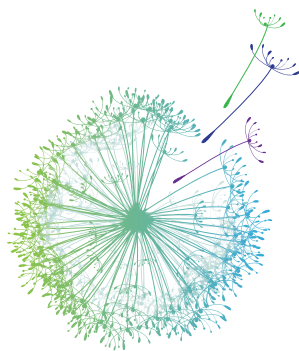
In Peru, we believe that the training of human capital for gastronomy should be carried out through an innovative educational system that prioritizes competencies, research and considers the needs and demands of the labor market and the tourism sector. This is an ongoing

challenge for the future, without stopping the hard work on the sustainability of traditional Peruvian goods and products.

Although the participation of the State and the enterprises was key in strengthening and positioning Peruvian gastronomy at the international level, the success was also a result of outstanding gastronomy professionals, who were able to communicate their knowledge in national and international spaces.

Gastronomy tourism is expanding rapidly in Peru. Both the public and the private companies have identified unique opportunities to distinguish Peru from other countries. This year, the list of “The Best 50 Restaurants in the World” included three Peruvian restaurants. The path has been paved and we are headed towards a gastronomy tourism product that is communicated through its history, geography, farmers, fishermen, landscapes, climate, fauna, flora, traditions and wisdoms; and this makes Peru commit, as a country, to the training of enterprising professionals and technicians who are capable of facing the demands of the market, with a persistent vision of preserving traditions in the future.

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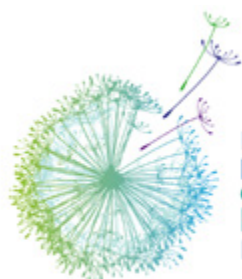
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For questions or to join the UNWTO Gastronomy Network please contact us at [unwtoam@unwto.org](mailto:unwtoam@unwto.org). Participation is open to UNWTO Member states, Associate Members and Affiliate Members.

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