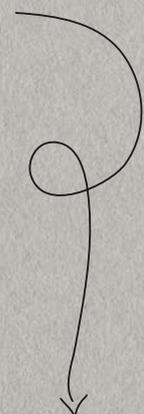


ÜBER MOR GEN

2030: THE FUTURE OF TOURISM



TOURISM DEVELOPMENT CONCEPT
LÜBECK
TRAVEMÜNDE
ABRIDGED VERSION

TOURISM DEVELOPMENT CONCEPT **LÜBECK** **TRAVEMÜNDE**

With the Tourism Development Concept Lübeck.Travemünde 2030 (Touristisches Entwicklungskonzept - TEK), we have drawn up a Tourism Vision for Lübeck and Travemünde and a clear concept for action together with the tourism sector, with the inclusion of our residents and the support of external expertise.

The Tourism Vision with its guiding principles defines the framework for future tourism development as well as the target corridor for 2030 and in some areas beyond. With this Tourism Vision, we are picking up on the important trends and developments of the future. These are primarily the challenges posed by climate change, the need to manage tourism in view of persistent growth in demand, the focus on increasing quality for greater value added and the need to take account of the interests of residents in holistic, sustainable tourism development. Overall, the focus is shifting from concentration on quantitative growth to integrated, value-adding destination management based on the broad acceptance of local residents and the industry. The dialogue-based, transparent process in preparing the TEK will continue to shape our actions in the field of tourism in the future. We thank all concerned for their valuable suggestions, critical thoughts and fresh ideas for the future of tourism in Lübeck and Travemünde and look forward to putting them into practice together.

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CONTENTS

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The present management version of the tourism development concept (TEK) as well as the
entire TEK (long version, German only) are available for download at dubistmirnemark.de.



Wir fördern Wirtschaft



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Schleswig-Holstein
Der rechte Norden

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TOURISM VISION
GUIDING PRINCIPLES
BRAND STRATEGY

6

Vision & Strategy 2030

20 Facts, figures, data

Overview of important
results of the analysis

The future: **30** Trends & Topics

What drives and
challenges us

38 Concept for action

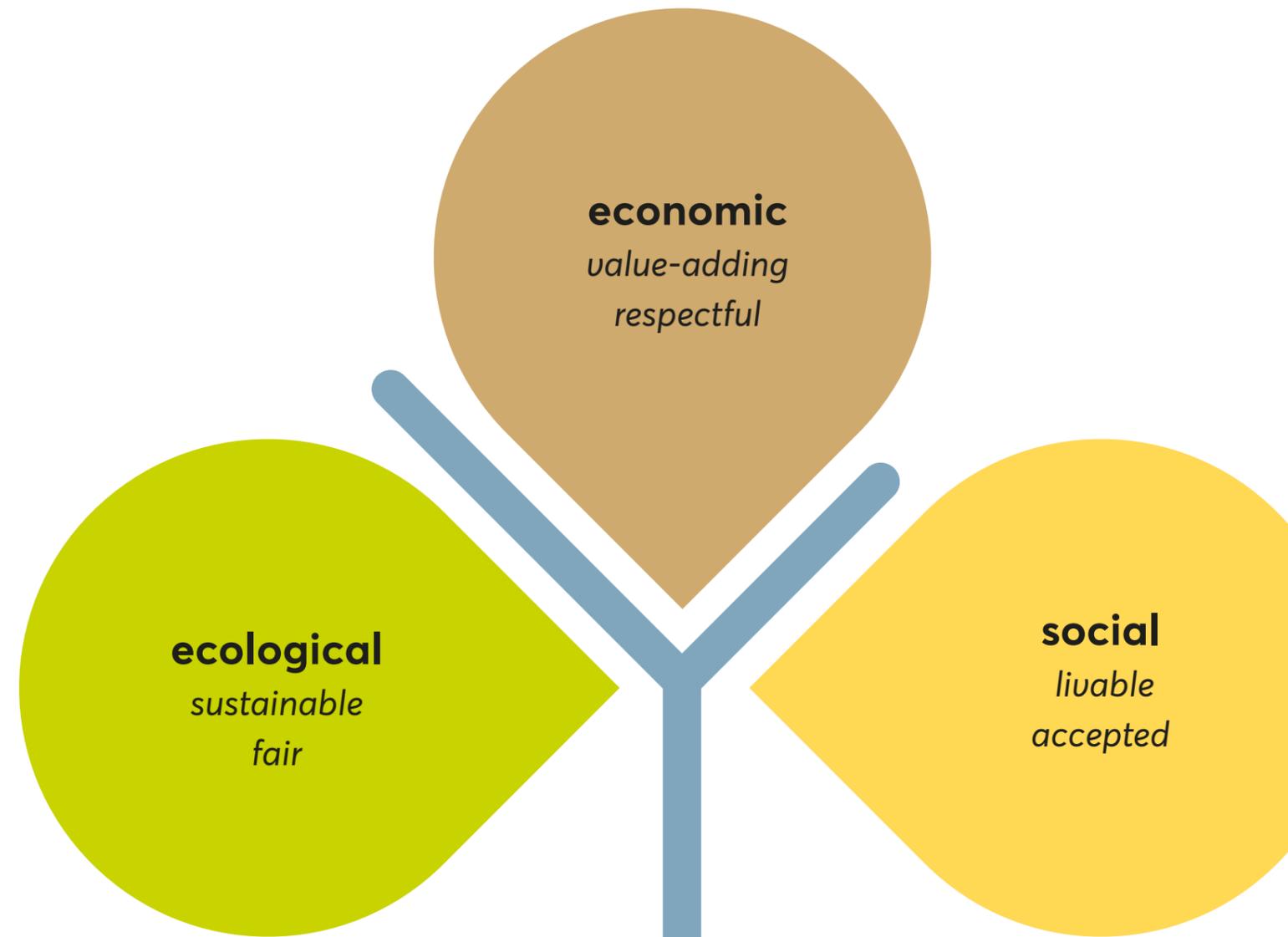
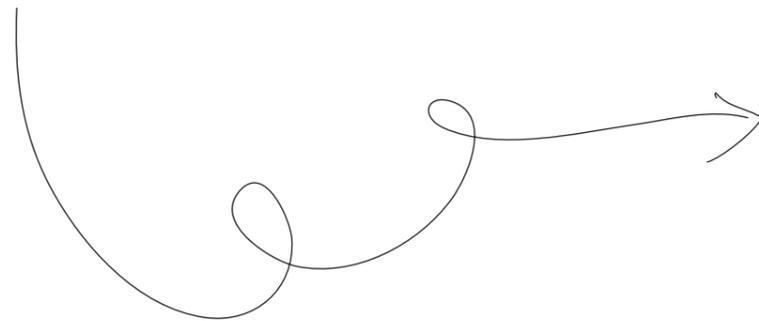
How we can achieve the **vision**

FAQs

76

TOURISM VISION 2030

climate-friendly travel destinations:
the **cultural city of Lübeck**
the **seaside resort of Travemünde** on
the Baltic Sea



VISION & STRATEGY

In 2030, our guests will experience Lübeck and Travemünde as two climate-friendly travel destinations, each with its own profile: Lübeck is the culture city and Travemünde the seaside resort on the Baltic Sea. The quality of life in Lübeck and Travemünde is equally high in both destinations. We treat each other and our natural resources with respect.

Vision & Strategy

GUIDING PRINCIPLES

The guiding principles of TEK 2030 give concrete form to important aspects of the Tourism Vision, and above all to how we intend to implement sustainable tourism development in detail. They formulate objectives by which we will be able to measure our progress in future.

Vision & Strategy: Guiding principles

ECONOMIC, VALUE-ADDING, RESPECTFUL

Increasing value added

Our target for the future is not necessarily to bring ever more guests to Lübeck and Travemünde (quantity) but to achieve higher value added per guest (quality).

Seasonal equalisation and increasing utilisation of capacity

We are striving to increase demand in segments such as meetings, conventions and event tourism (MICE) or short holidays in the off-season where we want to attract more guests outside the holiday seasons and during the week to improve occupancy rates in our existing hotel operations.

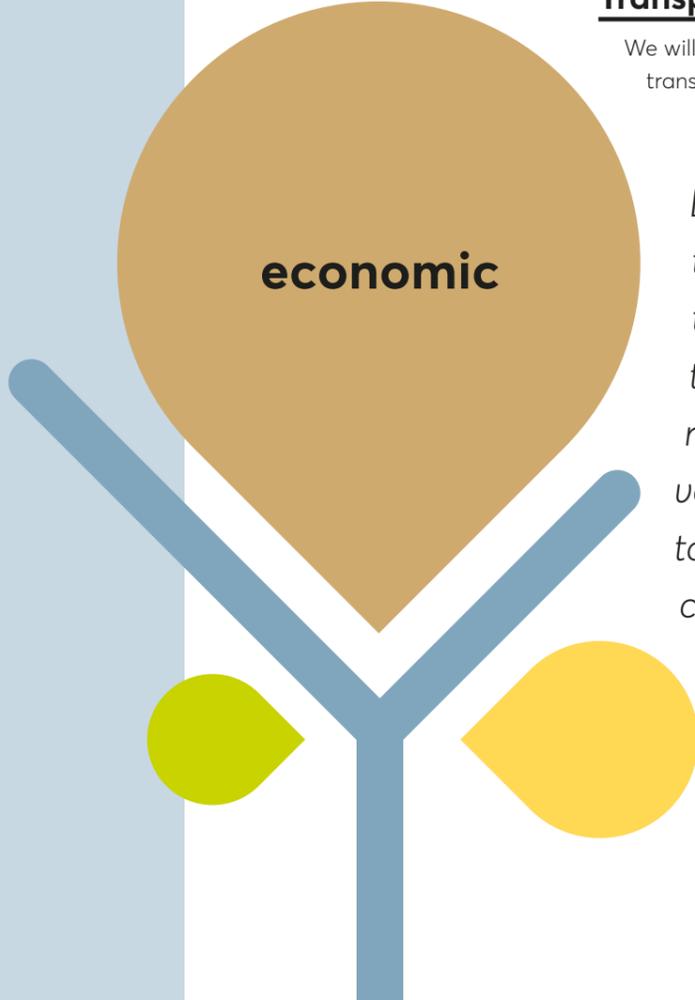
More efficient use of resources

By systematically aligning all our measures with our brand strategy, we will bundle our resources and use them efficiently. We will therefore focus in future on guests who fit our destinations and range of services and who offer our providers the prospect of higher value added.

Transparency & Respect

We will only succeed in this endeavour if we offer the right quality and work transparently and respectfully with all providers to achieve these aims.

Lübeck and Travemünde delight our guests and they enjoy coming back and recommending us to their friends. That means we will address the target markets that fit with us and target our resources. This will enable us to achieve higher value added per guest. Our growth will focus on tourism segments of importance to us where we can raise the utilisation of capacity and extend the season. We always work transparently and respectfully with each other.



economic

ECOLOGICAL, SUSTAINABLE, FAIR

Sustainable mobility

By reinforcing our expansion of sustainable mobility solutions, we will in future make even greater efforts to further reduce the environmental impact of tourism. Particularly by means of a broader range of intermodal offers, i.e. by combining different means of transport, we will be able to make internal mobility in Lübeck and Travemünde even more climate-friendly – for all in fact, residents and guests alike.

Green Meetings

In the meetings and events sector, too, the focus is increasingly on sustainability. In future, we will pay closer attention to the sensitive planning and organisation of events and steadily expand the "Green Meetings" segment.

Regional und fair

With the Fair Trade City of Lübeck, we can already build on a success story. In tourism, too, we would like to contribute more to this success and make our guests more aware of the value of regionality and fair trade and thus inspire them.

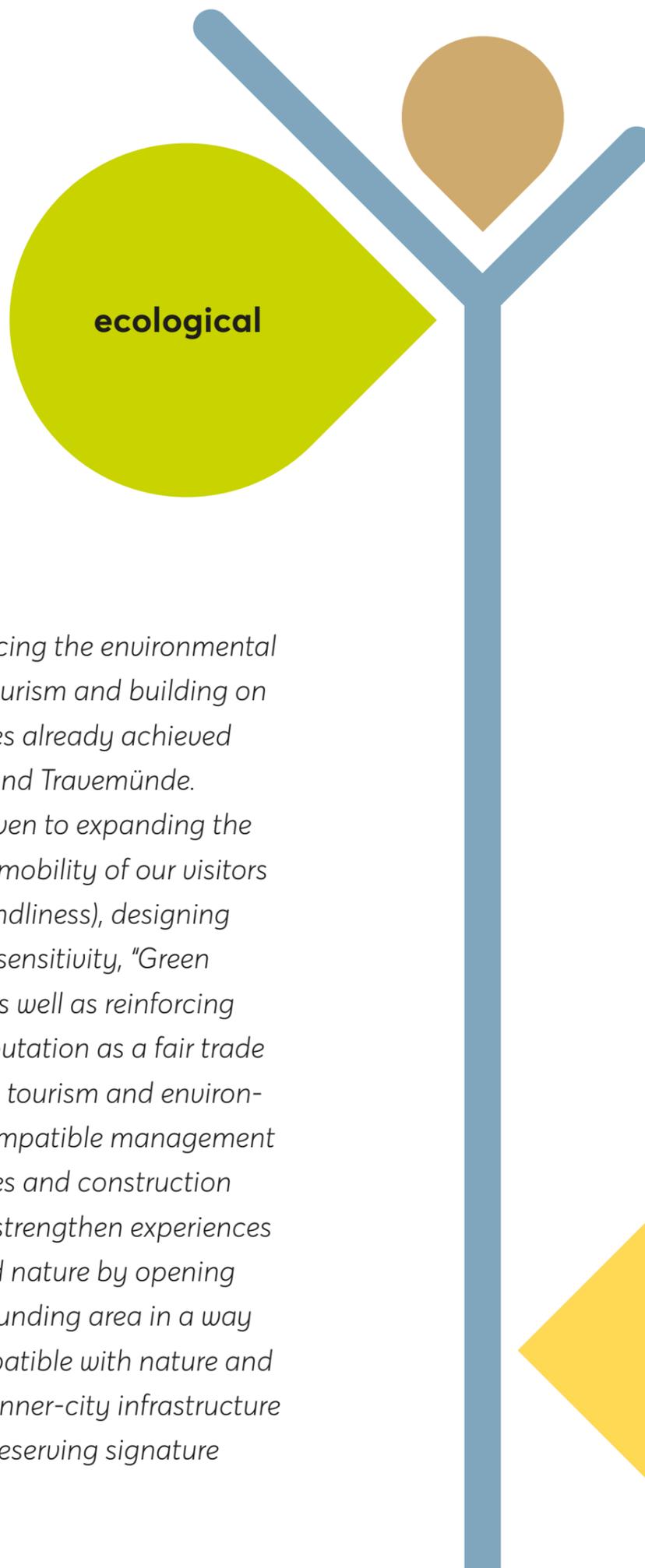
Water and the experience of nature

The natural world around Lübeck and Travemünde is a valuable treasure which we also want to make accessible to our guests. But in future, we would like to do so more responsibly. We can reinforce the experience of water and nature by opening up the immediate environment to the main tourist groups in a way that is compatible with nature.

Preservation and identity

The focus is not to be on developing tourism across the board but on specific areas with a developed infrastructure within the location, and on certain key axes. The preservation of signature elements such as the seafaring and resort tradition in Travemünde and the experience of water typical of Lübeck as a harbour town, not only help us to leave an individual, authentic impression on guests but also ensure that residents continue to identify positively with their specific environment.

We are reducing the environmental impact of tourism and building on the successes already achieved for Lübeck und Travemünde. Priority is given to expanding the sustainable mobility of our visitors (climate friendliness), designing events with sensitivity, "Green Meetings", as well as reinforcing Lübeck's reputation as a fair trade city through tourism and environmentally compatible management of companies and construction culture. We strengthen experiences of water and nature by opening up the surrounding area in a way that is compatible with nature and developing inner-city infrastructure as well as preserving signature elements.



SOCIAL, LIVABLE, ACCEPTED

In growing tourism, our focus is on the balance of needs between residents, business owners, employees and our visitors. Tourism is a central factor for the economy and the location and it relies on broad local acceptance.

Balance of needs

All the trends as well as past developments lead us to expect further growth in demand for Lübeck and Travemünde, and for that reason, we intend to keep an eye in future on the balance between the needs of all stakeholders and respond in good time to any potential wrong turnings. For example, this includes conflicts caused by too many visitors in specific areas, possible competition between residential use and the demands of tourism as well as challenges posed by traffic and mobility.

Acceptance of tourism

Above all, we want to continue to nurture residents' positive disposition towards tourism as an important foundation for the development of tourism and to that end, to maintain a continuous dialogue with them on tourist matters. Residents should benefit from the positive effects of tourism through enhanced quality of life and thus perceive the centrepiece of their lives as being a location especially worth living in.

Factor for economy and location

By strengthening tourism's impact across the board and links with other sectors of business such as retail and services but also industry, research and culture, we make tourism visible as a positive factor for the economy and the location. In this way, the development of tourism can rely on broad acceptance.



Vision & Strategy

BRAND STRATEGY

Values, themes and differentiation – this is what makes us unique. As part of the TEK, it is necessary at all times both to take account of different target market expectations in the form of lead products and to include values, principles and themes associated with the two brands of Lübeck and Travemünde (brand strategy for the Baltic Sea) as the operating framework. Listed below the two story lines of the brand strategy are described and target markets to go with them are identified.

Vision & Strategy: Brand strategy

LÜBECK, OUR CITY OF CULTURE

Lübeck is the city of culture on the Baltic Sea. A tangled system of alleys and courtyards, original merchants' houses, Painters' Corner on Obertrave (Upper Trave), the Holsten Gate as the city's emblem and the unique cityscape with its famous seven spires make this UNESCO World Heritage Site unmistakable. With its merchant traditions handed down, its lived-in monuments and its proximity to the Baltic Sea, this "Queen of the Hanseatic League" is a popular destination, bringing unforgettable moments to lovers of culture, history and the maritime way of life. Culture is a fixed element of our Old Town life in Lübeck. Visitors encounter it at all levels: from high culture via regionality and education to entertainment in the best sense of the word as well as combined with strolling, shopping, indulging, being active and on the go oneself at the heart of our Old Town ensemble, so unique in terms of its architectural culture. Culture is an indispensable component of any "real" stay in Lübeck!

Our value proposition for the Lübeck brand describes what visitors get from us and always experience – even without realising it: Lübeck is a Nordic beauty with style. As an original German harbour town, it offers a sense of security, reliability and openness. Visitors experience Lübeck as a happy, lively and relaxed destination. Lübeck is the city of culture on the Baltic Sea, combining culture, history and a maritime way of life as "Queen of the Hanseatic League".

Lübeck is an independent brand in cultural and city tourism.

There are very specific subject areas which exert special attraction. On the basis of this attraction, we are able to send our visitors clear messages and create (new) experiences and offers on the ground that fill them with the desire to visit Lübeck (again).

There are also additional aspects that distinguish us from our competitors among city destinations. For the Lübeck brand, these are the themes of Fair. Organic.Regional and MICE.

Water

Upper Trave/Painters' Corner as well as in future the waterfronts of the Lower Trave, with the northern Old Town and prospect of Lübeck.North.West, Travemünde, sail your own craft / SUP

Culture and events

HanseKulturFestival, but also the Christmas City of the North, Nordic Film Days, museum landscape, church events, theatre, marzipan

Construction culture and architecture

Old Town with Holsten Gate, alleys and courtyards, the UNESCO World Heritage site, the various epochs and tightly packed witnesses of architecture and construction culture

Vision & Strategy: Brand strategy

OUR SEASIDE RESORT OF TRAVEMÜNDE

Travemünde is the seaside resort on the Baltic Sea. With its good transport connections, generously proportioned layout and timeless seaside resort tradition, particularly in the form of expansive promenades and its historical town centre, it stands out from all other Baltic seaside towns in Schleswig-Holstein as well as the imperial spa towns of Mecklenburg Western Pomerania. Nowhere else on Germany's Baltic Sea coast can you experience "big ship watching", our firmly entrenched, local sailing tradition with the historical sailing ship "Passat" and "Travemünde Sailing Week", i.e. all things sailing, up close in such a concentrated space as on the Trave estuary – and you can do so on a relaxing visit to the beach or a stroll along the promenade.

Fundamentally, Travemünde will always be part of the Lübeck brand. However, as the seaside resort on the Baltic Sea, Travemünde will at the same time align closely with the brand content and brand strategy of the Baltic Sea in future.



New beach life

Promenade circuit with visual references, pier / here: Nordermole, with lighthouse, Old Town, nature experience of Priwall, BeachBay, Beach lounge & ship-watching (big ships, Passat)

Water Sports

SUP, sailing incl. Travemünde Sailing Week

Cycling

Ostsee.Sterne (Baltic Sea stars): Brodtener Uferweg, connection to Baltic Sea coastal cycle path, Priwall in the direction of Mecklenburg Western Pomerania, prospect of connection between Travemünde/Lübeck Old Town along the waterside

Cuisine

Fish rolls but also fair.organic.regional offerings

Wellness

Sea of lights, cultural moments in the resort

FAVOURITE VISITORS

Target markets or who we want to focus on. The consequence of this strategy is therefore two differently positioned destinations, each with associated target markets and very specific themes matching their profile. These target markets display different travel behaviours and thus have different needs and expectations of their destination. Fundamentally, of course, all guests and visitors will continue to be welcome. On a destination level, we want to design our active marketing efforts and future product development as defined by the brand strategy to be more specific and thus more effective, i.e. targeting a few target markets matching our profile. Because they provide greater value added in our businesses and institutions.

Lübeck's visitors: **City and cultural tourists**

As a general rule, the Hanseatic city of Lübeck aligns itself with the state tourism strategy SH 2025 and the segmentation of target markets defined there based on themes or travel behaviour. For urban areas, these are city tourists and culture vultures. However, we find in practice that this segmentation must be further refined for clear positioning and the creation and communication of products. Against this background, we work with target market segmentation based on values in the context of the Lübeck brand. According to this segmentation, our "favourite visitors" from Germany and abroad are so-called "liberal intellectuals" (cf. SINUS Institute).

Travemünde's visitors: **Seaside and recreational holidaymakers**

Tourists wishing to "slow down" are particularly relevant to Travemünde. They are complemented by the niche market of "nature tourists". We can align our offerings particularly well with their needs and expectations, inspiring them with authentic experiences.

*If you wish to know more, please go to:
dubistmirnemark.de (german only)*

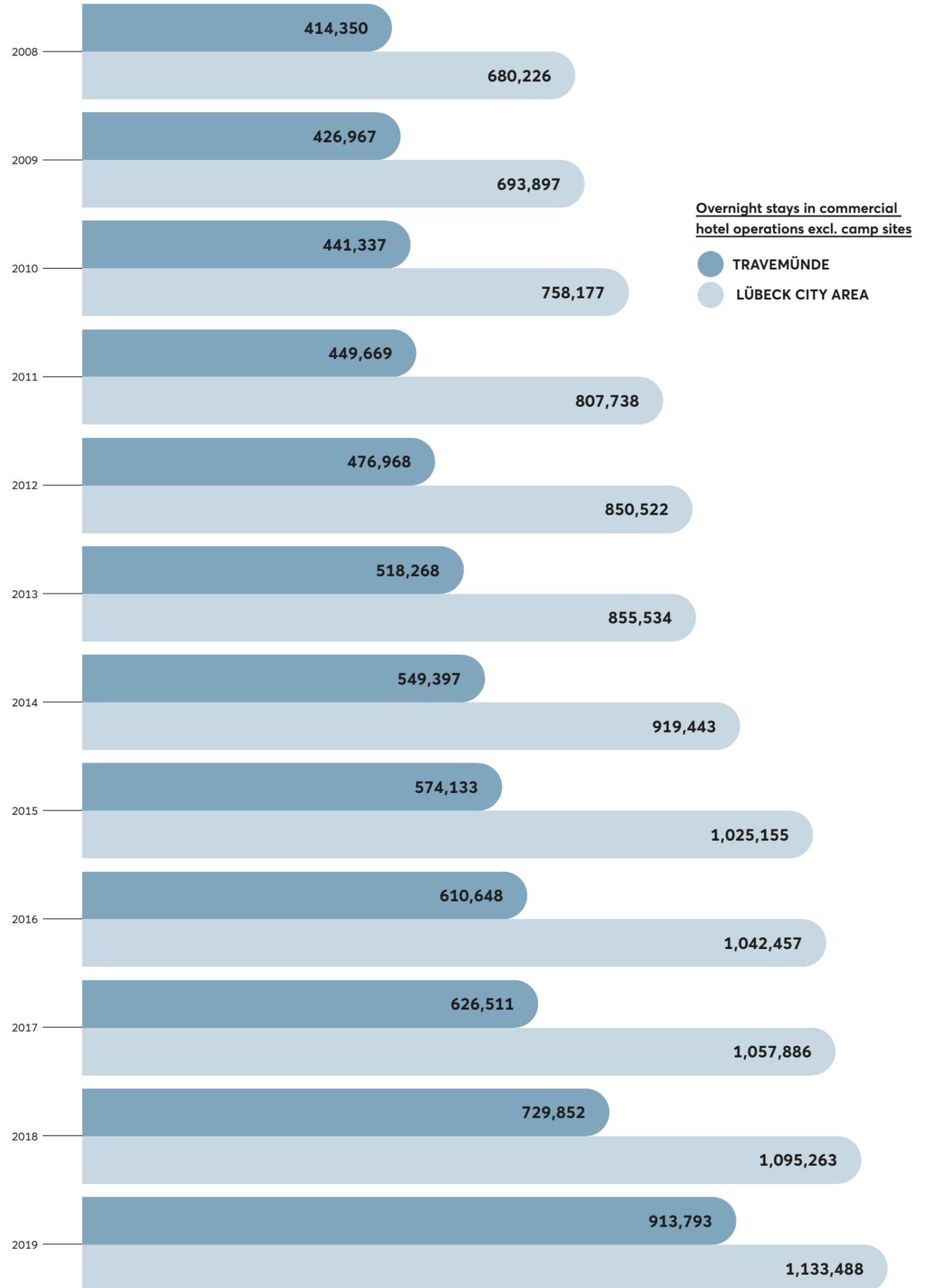


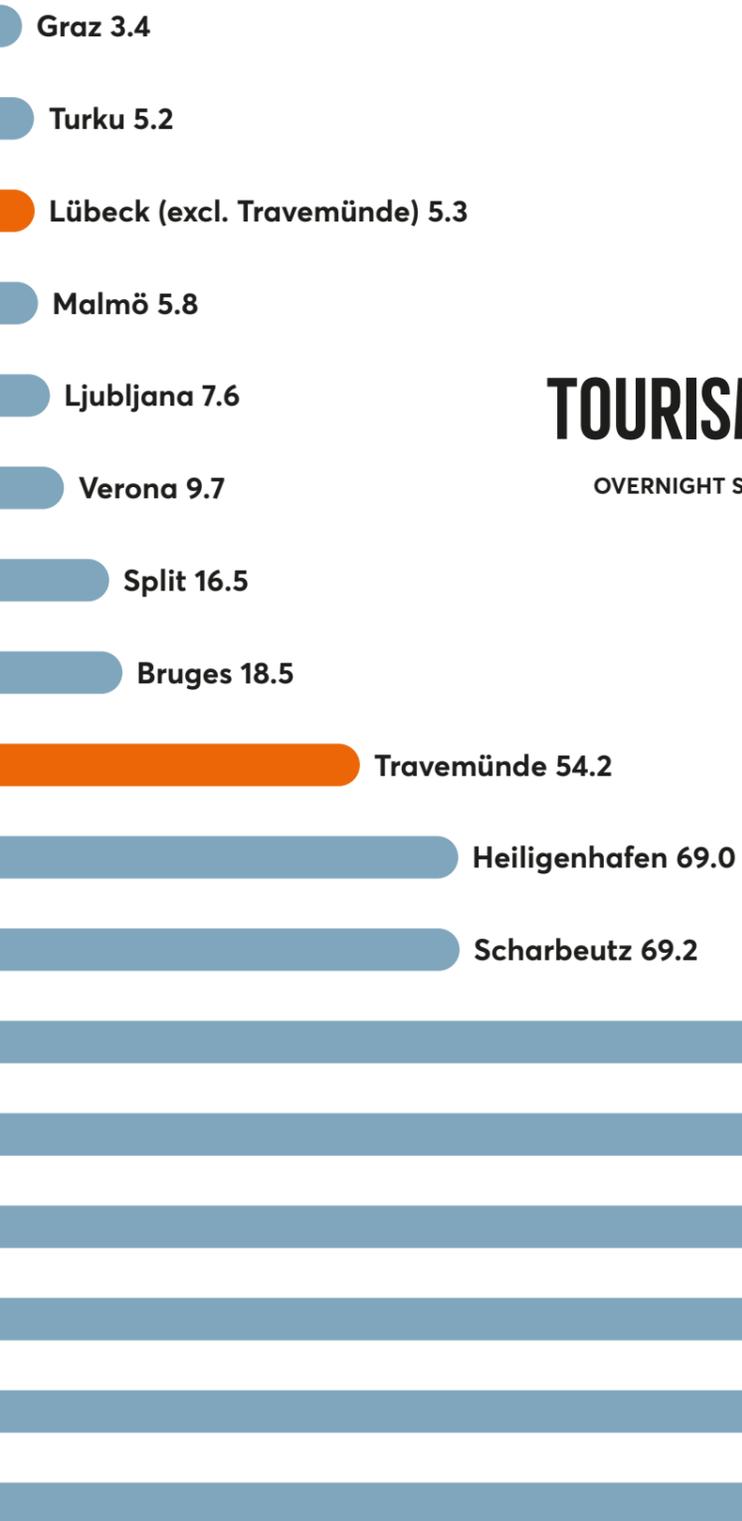
FACTS, FIGURES, DATA



Positive tourism development: Growth targets met so far

Lübeck Travemünde has met the quantitative targets for growth in bed capacity and overnight stays set in the Tourism Growth Strategy 2020+ and thus created a fundamentally favourable starting point with respect to its competitors. The 2 million mark defined for 2020 in the growth strategy had already been exceeded in 2019 with 2,047 million overnight stays in commercial hotel operations excl. camp sites (Bureau for Statistics North). Travemünde, in particular, with its dynamic expansion of the hotel trade, has made a disproportionately large contribution to this growth and in terms of overnight stays, it is creeping ever closer to the size of the core town. In 2019, Travemünde already accounted for 45% of overnight stays in commercial operations excluding camp sites. In 2008, this figure was only 38%. With a figure of 12,351, the number of registered beds rose by 67.9% in Lübeck and Travemünde between 2008 and 2019 (Bureau for Statistics North) which meant that the target set had almost been achieved by 2019.





TOURISM INTENSITY

OVERNIGHT STAYS PER RESIDENT IN 2018

Facts, figures, data

SUCCESSFUL INTERPLAY BETWEEN SUPPLY, DEMAND AND THE ACCEPTANCE OF TOURISM

In spite of the huge growth in supply, Lübeck.Travemünde is succeeding not only in maintaining its occupancy rates but even in increasing them by comparison with 2008/2009 and exceeding the targets it had set itself. The 45% occupancy rate target (Tourism Growth Strategy 2020+) was exceeded in 2019 with a figure of 47.7%.

It is particularly pleasing to note that guests' lengths of stay have increased and that there is a persistent trend towards a longer season which is giving not only the hotel sector but also all other tourist service areas such as restaurants, retail, leisure and cultural institutions and transport companies greater utilisation of capacity throughout the year and additional sales.

At the same time, the quantitative indicators give no sign of any limits to growth or capacity, at least for tourists staying overnight. In spite of impressive growth in overnight stays, Lübeck.Travemünde's growth is only around average by any domestic or international comparison. The so-called tourism intensity – a measure of the concentration of tourism and its effect on a municipality or region and its economy and social system – shows that performance has been solid and growth compatible and healthy. In other German seaside resorts such as St. Peter-Ording, there are significantly more holidaymakers per resident than in Travemünde. The core city of Lübeck also shows moderate figures by comparison with other coastal towns in Europe with a tourism intensity of 5.3 overnight stays per resident.

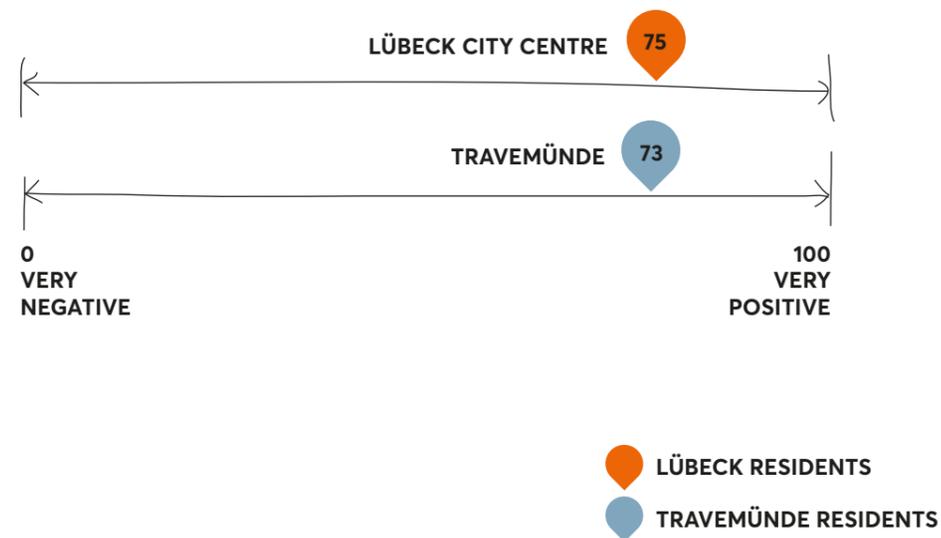
RESIDENTS' PERSPECTIVE

High participation among all surveyed: positive attitude towards tourism

As part of the TEK, a survey of residents' attitudes towards tourism was conducted in Lübeck and Travemünde. In addition, residents' attitudes towards tourism were recorded in 12 district events and integrated with the process. In view of persistent discussions regarding "too much tourism" in Germany and around the world, the positive results recorded with regard to attitudes towards tourism on the part of residents of Lübeck and Travemünde enable us to view the future with confidence. The high level of participation in the survey is a testament to their commitment and interest. With an average rating for tourism of 75 in Lübeck and 73 in Travemünde on a scale of 0 to 100, residents' judgements are extremely positive.

Tourism for me is ...

Online survey of residents (n=477)



In future, do even more to foster acceptance of tourism and hospitality among the population

The residents of both Lübeck and Travemünde are hospitable and generally do not feel that visitors disturb their everyday life. They are also basically proud of the fact that Lübeck.Travemünde is so attractive to visitors. However, somewhat fewer residents of Travemünde identify with Travemünde as an attractive holiday town, and again fewer of them see their needs catered to in the development of tourism than is the case in Lübeck. Greater efforts should therefore be made in the future to foster the acceptance of tourism and hospitality among the population, and it is important to involve and carry the residents of Lübeck and Travemünde with us. The consistent internal communication of the positive effects of tourism for the location and the general area of Lübeck.Travemünde is becoming increasingly important for integrated tourism development in view of the future challenges ahead – further growth in demand, climate change, digitisation, need for visitor management.

HOSPITABLE CONDUCT TOWARDS TOURISTS GOES WITHOUT SAYING FOR ME



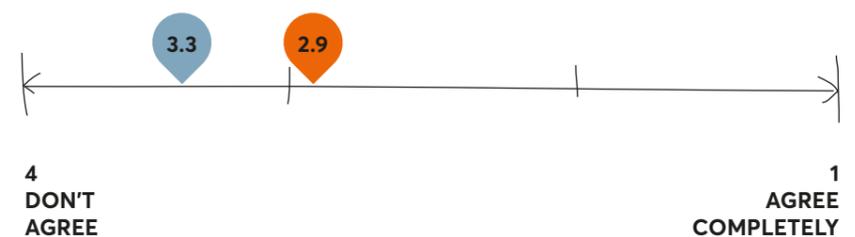
I AM PROUD OF THE FACT THAT LÜBECK CITY CENTRE / TRAVEMÜNDE IS SO ATTRACTIVE TO TOURISTS



I FEEL THAT TOURISTS IN LÜBECK CITY CENTRE / TRAVEMÜNDE DISTURB MY EVERYDAY LIFE



SUFFICIENT CONSIDERATION IS GIVEN TO RESIDENTS' CONCERNS IN THE TOURISM DEVELOPMENT CONCEPT FOR LÜBECK CITY CENTRE / TRAVEMÜNDE



PROSPECTS FOR THE TOURISM SECTOR

The tourism sector was included in the TEK process by means of an online survey, various discussions with experts and two industry forums. The discussions and results provide valuable indications for the future and the joint programme for action.

Tourism stakeholders are aware of what will be their most important assignments in the future

Among the top 10 topics regarding the future development of tourism, Lübeck's and Travemünde's tourism stakeholders assign the highest priority to implementing sustainable mobility, closely linked to finding a space-time solution to the problem of managing visitor flows (ranked 3rd) as a further important topic for the future. The stakeholders emphasise the need to prioritise the qualitative development of tourism in the future to meet visitors' requirements by attaching a high level of importance to quality management and a service-oriented approach (ranked 2nd). Besides the involvement of residents, stakeholders see a need for action in their own internal networking and in the area of internal marketing. Ensuring viable funding for tourism remains a vital, permanent task.

Top 7 Need for action in the further development of tourism in Lübeck and Travemünde

Online survey of stakeholders (n=210)

- 1 SUSTAINABLE MOBILITY
- 2 PROFILE, QUALITY GROWTH AND SERVICE
- 3 VISITOR MANAGEMENT
- 4 DIGITISATION
- 5 INTERNAL MARKETING AND NETWORKING
- 6 VIABLE FUNDING
- 7 INCLUSION OF RESIDENTS / ACCEPTANCE OF TOURISM

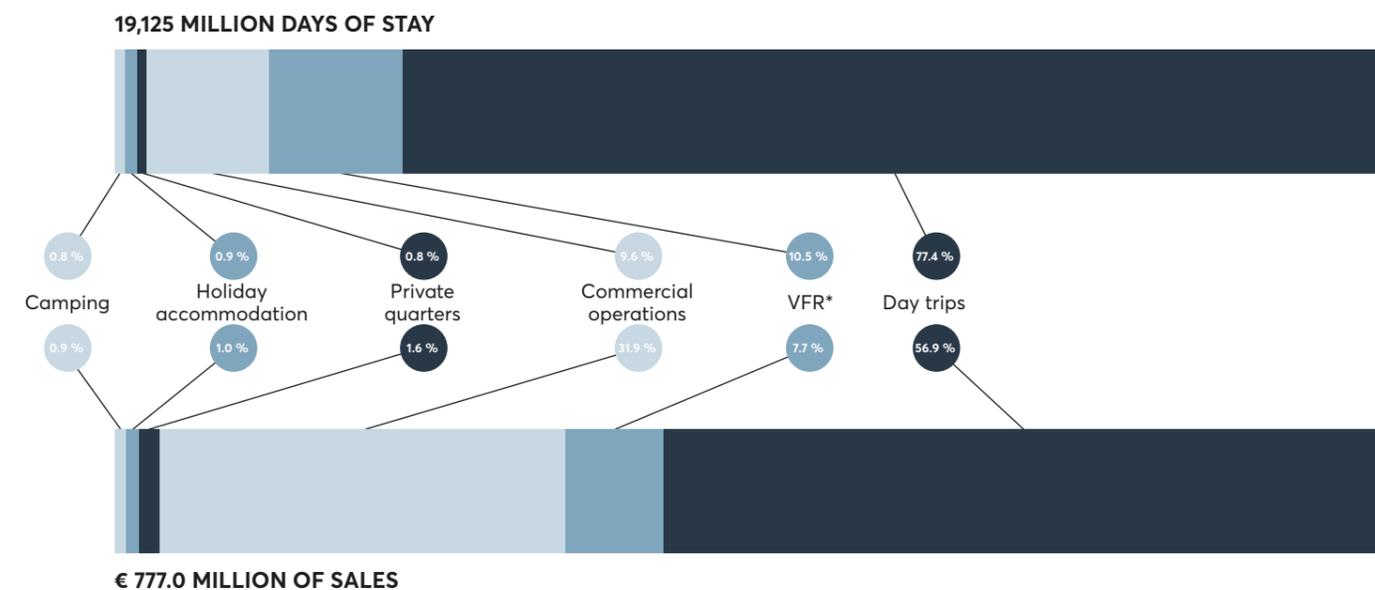
Conclusion from preceding TEK 2010: good level of goal attainment in some areas but discernible need for action remains

In substantive terms, too, further development in tourism is able to build on the success of the preceding TEK in 2010. On the plus side, we have the HanseKulturFestival, the city's profile as the Christmas City of the North, realisation of the Hansemuseum as well as the successful expansion of hotel capacity to meet market needs, above all in Travemünde, and the extensive design of the promenades. At the same time, however, the quality of the experience, focus on target markets and the necessary development of accompanying infrastructure were not able to keep pace everywhere with the growth in capacity in the hotel industry. The least progress was made on the former sphere of action "Networking Lübeck and Travemünde". This underlines for the future the fact that Lübeck and Travemünde represent separate destinations with different profiles and specifically motivated visitors that must be individually developed from a strategic viewpoint.

Economic power of tourism: upward trend

It's not just the supply and demand data that indicate a trend towards greater quality and value added. The latest Economic Factor Analysis 2018 for tourism in the Hanseatic city of Lübeck can substantiate that in figures. With gross tourism sales of 777 million euros and a notional 15,780 persons in full-time employment with average income thanks to tourism, the tourism economic factor again boosted its economic status by +10.2% by comparison with previous years (2015: 705 million euros). With a relative income contribution of 7.2%, the economic weight of tourism in the Hanseatic city of Lübeck equates roughly to that in comparable municipalities such as the UNESCO town of Bamberg (7.8%, 2017) or the Hanseatic city of Rostock with the seaside resort of Warnemünde (7.2%, 2020) and is impressive for a town of this size.

Meaning of tourism market segments

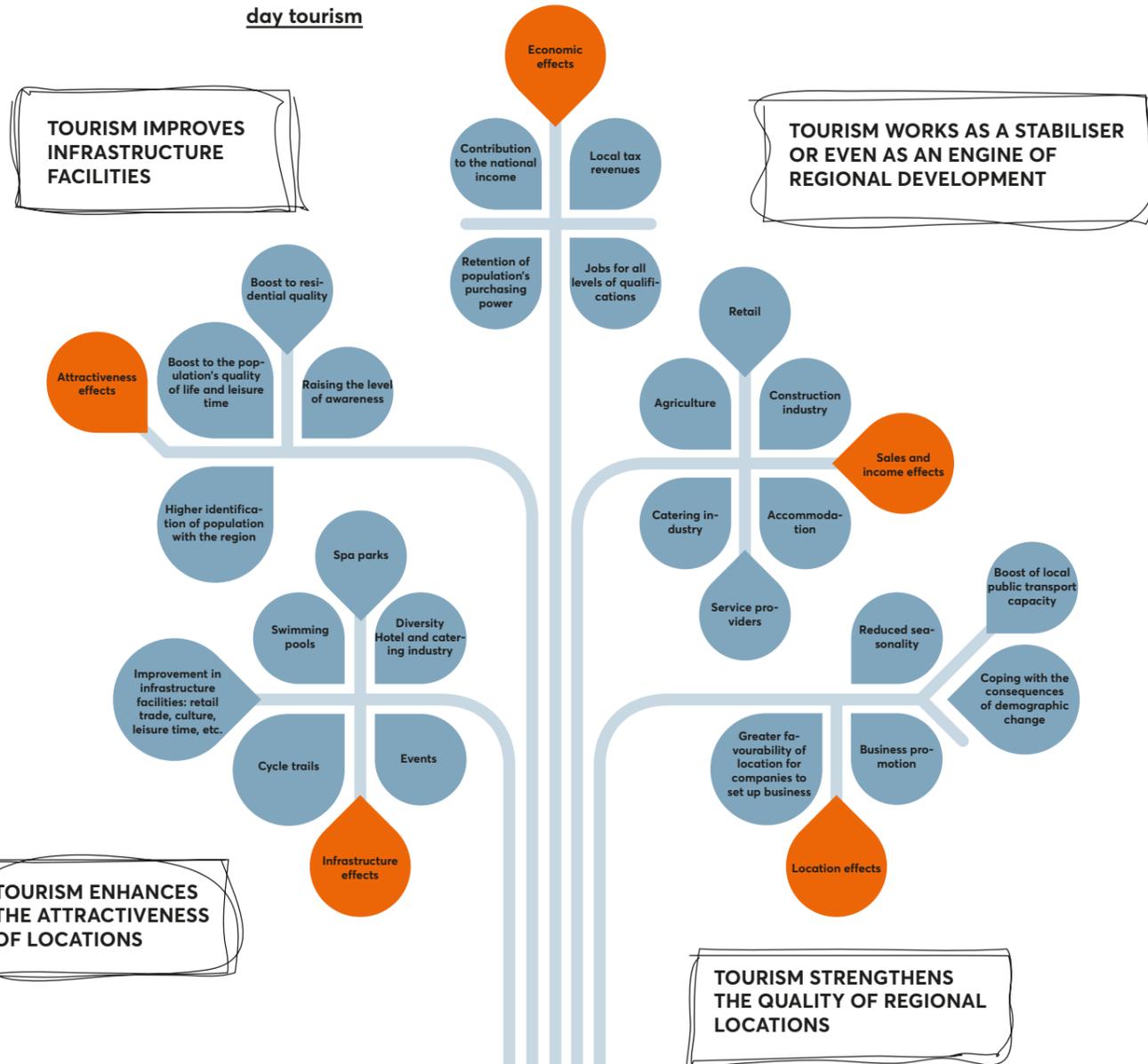


**"Visiting friends and relatives" as the key element of the trip.

TOURISM IS AN IMPORTANT BRANCH OF THE ECONOMY AND A GUARANTEE OF A HIGH QUALITY OF LIFE

Tourism not only generates turnover, value added and salaries but also exerts a positive influence on nearly every business sector and area of life in Lübeck and Travemünde. As it contributes to a noticeable improvement in infrastructure facilities not only for visitors but also for all residents, the quality of life and leisure also rises. The positive image of living and working where others take their holidays, promotes residents' identification with Lübeck and Travemünde in equal measure and also makes it easier for companies to settle there and attract skilled labour. As many companies act as suppliers to tourism providers, tourism stabilises the economic structure in the whole location as a result of this network of intermediate inputs.

High value added through overnight and day tourism



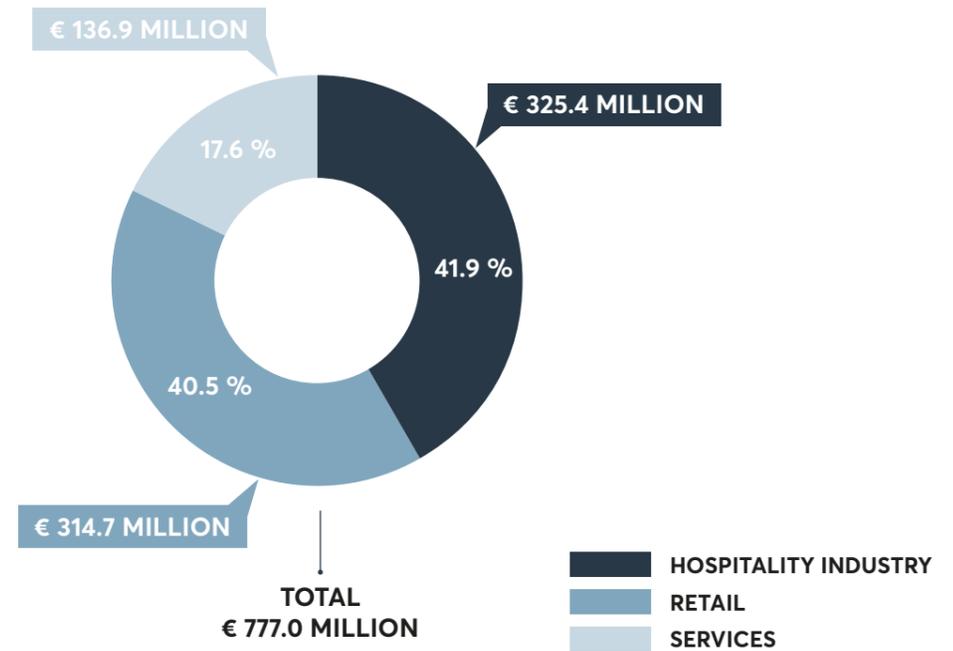
Day tourism as sales generator

Day tourism made the largest contribution to sales as every second euro spent in 2018 originated from visitors not staying overnight. And in day tourism, in particular, the growth in sales by comparison with 2015 was +8.8% which was double the growth in demand (only +4.2%) which indicates enhanced quality and a gain in value added in this segment. With an increase of +12.9%, gross sales in overnight stay tourism for the period from 2015 to 2018, however, only increased marginally more than overnight stays themselves (+12.8%).

Beneficiaries of tourism

According to the 2018 Economic Factor Analysis, not only the hospitality industry but also the retail trade benefit in almost equal measure from tourism, each with approx. 40% of the total volume, followed by the services sector with almost 18%. In the hospitality sector, it's naturally overnight guests who are the key revenue generators (66.5% of all sales generated by overnight guests). Day guests (incl. VFR) primarily benefit the retail trade (52.9% of daily trip turnover), followed by hospitality. Tourism-related services, in particular, were able to expand their gross sales by an above-average +19.4% compared with 2015. This includes local public transport, taxi companies and excursion ships as well as cultural event organisers, museums and leisure institutions, but also visits to the hairdresser.

Direct beneficiaries of tourism





What drives and challenges us

THE FUTURE

THE FUTURE: TRENDS AND TOPICS

TEK 2030 wants to prepare Lübeck and Travemünde as destinations for the challenges posed by important trends and enable them to make targeted use of the opportunities and potential of future social, technological and economic developments in tourism.



Core markets of city & coastal tourism

With their combination of city and coastal tourism, Lübeck and Travemünde service two crucial pillars in German tourism. Due to the pandemic, the trend towards city trips, incl. Lübeck therefore, has abated appreciably. Combined with the seaside resort of Travemünde, the entire destination can benefit from the domestic growth trend of coastal tourism and is therefore comparatively more resilient to a crisis. The challenge is to expand Lübeck's good opportunities for both high-quality and individual city tourism in targeted fashion with its historical and fragmented structures for cultural offerings, now that we are in the lengthy recovery phase.

Growth region of Hamburg

As part of the metropolitan region of Hamburg, the Hanseatic city of Lübeck has both opportunities and challenges. The Old Town and the resort are within day trip range for Hamburg's population and can be reached in an hour. The coronavirus has revealed the future need to manage the growing leisure-time demand in the metropolitan region for the Baltic Sea beaches and for Travemünde as well as the necessity of developing tourist mobility on a sustainable basis. On the other hand, the local retail trade, restaurants as well as cultural and leisure-time institutions are existentially dependent on the turnover generated by day tourism. Their products form the basis for the attractiveness of Lübeck and Travemünde as a holiday location as well as a place to live and do business. Shaping day tourism to be compatible and to add value is thus becoming a central assignment of the future.

Viable MICE market

The meetings and events market is suffering enormous financial shortfalls in 2020/21 bordering on complete standstill at times with uncertain prospects going forward. Trends that were already apparent before the pandemic such as the digitisation of hybrid or purely virtual event formats or a growing focus on experiences are playing an ever more important role. Lübeck and Travemünde are certainly setting themselves apart in a positive sense from their competitors through their individuality and sustainability. Qualitative offers far from major mass events and the linking of meetings with cultural programmes or days by the seaside offer participants a secure meeting and at the same time genuine experiences. The sustainable event management practised (LTM) with certified meeting organisers (MUK) is already positioning Lübeck-Travemünde as forward-looking and successful.

Challenge of climate change

Current climate studies credit the seaside resort of Travemünde with clear growth opportunities as a coastal destination – based on a significant increase in so-called bathing days and on extending the season on the Baltic Sea coast. On the other hand, there are risks of extreme weather situations such as heatwaves, hurricanes, downpours, etc. which could have an extremely negative impact on tourist companies and operations at the destination as a whole. By preparing a climate adaptation concept (2019), setting up a climate protection management, the Climate Pro Lübeck initiative and Lübeck's Climate Award, the Hanseatic city of Lübeck has the general foundations and structures to cope with any potential consequences of climate change although they still have to be broken down with specific reference to tourism.

Mega trend of sustainability, overtourism and visitor management

In the wake of climate change as well as due to health and security aspects, passengers and companies will increasingly (have to) engage with the environmental impact of travel. The sustainability of offers is therefore becoming an ever stronger determinant of the future viability of destinations. This also includes social factors such as in particular the local population with its acceptance of tourism or fair working conditions for tourism employees. Even before the coronavirus, the buzzword of overtourism was already giving rise to an increasingly critical view of the growth prospects of German and international tourism destinations (Barcelona, Amsterdam) and segments (e.g. cruises, airbnb, etc.) which are predominantly dominated by quantitative factors. The pandemic also shifted the focus to the specific need to manage visitors locally. Lübeck. Travemünde is thus facing the challenge of continuing to credibly reconcile the needs and interests of visitors and residents as a success factor for the integrated development of tourism. Not least, the results of the residents survey clearly demonstrated that residents of Lübeck and Travemünde continue to be positively disposed towards tourism and such signs of overload as prevail in many other tourist destinations are not visible in Lübeck.Travemünde. In addition, the task is also to lend the best possible support to the providers of tourism services in its sustainable focus. Attractive and at the same time hygienically safe mobility solutions must in future win (back) people's trust in the safety of public transport to enable us to continue on the path towards sustainable, climate-neutral mobility.



The drivers of digitisation and Open Data

As an interdisciplinary topic, digitisation is driving all tourist sectors and touches all areas of the customer journey. The challenge for destinations and their providers consists in attracting the attention of their own visitor groups in an appropriate context, addressing them in good time, making them aware of the right offers and managing them sustainably within the destination and supporting them throughout the entire process. Tourist processes always have to be mapped digitally – whether it's for visitor management, contactless services on registration, payments, bookings, consulting or innovative business models – in order to reach visitors and provide the best possible support to the town's own staff, internal business processes and interconnections with business partners. That concerns all tourism stakeholders. An "open exchange of data" between all parties at a destination is particularly important.

Effects of coronavirus and TEK 2030

As with nearly every destination, the coronavirus pandemic is also hitting Lübeck.Travemünde hard. Besides its drastic economic effects, the pandemic is realigning tourism trends and developments: Some are being reinforced while others are fading and new ones added.

In 2020, Germany was "substitute" destination No. 1, and states with their share of mountains or coastline, in particular, and thus also Lübeck.Travemünde have been the beneficiaries. The dualism between a desire for travel and caution still continues, and booking flexibility, safety, quality and hygiene standards will also (help to) shape travel behaviours in the future. Various holiday segments are enjoying a re-weighting, also in the search for means of transport and forms of travel that are safe from the pandemic such as a cycling holiday or travelling by caravan.

Regardless of the pandemic, the demand for Lübeck.Travemünde from abroad had already been growing at a below-average pace in the past. Focussing marketing resources primarily on the domestic market therefore still seems appropriate in post-coronavirus times. Nevertheless, the growth in demand from abroad and in the market must continue to be monitored, e.g. to intervene with adjustments such as to attract Scandinavian day guests and persuade those passing through the region to stay longer or take a cycling holiday. Overall, it is hard to make a firm estimate of people's travel behaviour in the coming years. The crisis has engendered changes and will bring further changes in the near future – this must be followed attentively in order to identify consistent, emerging trends at an early stage.

However, at the same time, the coronavirus pandemic has made it clear that a strategic framework and focus for all those involved in tourism is of enormous importance and represents significant orientation, especially in times of crisis. For example, in spite of the short-term changes to the travel market, TEK 2030 confirms the correct path to the joint future of Lübeck.Travemünde tourism.



How we can achieve the vision

CONCEPT FOR ACTION

Concept for action

THESE ARE OUR 4 SPHERES OF ACTION AND 15 KEY MEASURES FOR DESTINATION MANAGEMENT

Brand management and communication

- 1 Brand management and product development
- 2 Tourism In dialogue
- 3 Green meetings, MICE management
- 4 Qualitative hotel development concept

1

2

Quality of products and experience

Staging experiences Old Town

- 5 Pop-up urban culture
- 6 Water experience Old Town
- 7 Water Tourism development

Development of products and infrastructure Seaside resort

- 8 Nordermole experience
- 9 Ostsee.Stern
- 10 Future of Travemünde Sailing Week
- 11 Priwall nature experience
- 12 Seaside resort culture

3

Tourism management

- 13 Lübeck, Travemünde Mobile
- 14 Lübeck, Travemünde climate-friendly
- 15 Digitisation and control offensive

4

Concept for action

FOUR SPHERES OF ACTION

The first outlines of possible measures to be implemented have already become clear in many places in the above analysis, trends and the Tourism Vision for Lübeck.Travemünde. Our focus in future will be on four spheres of action in order to achieve Tourism Vision 2030 and successfully implement the brand strategy for Lübeck and Travemünde.

The selection and definition of these spheres of action are based, in particular, on the results of analysing and evaluating the development of tourism hitherto since TEK 2010.

Sphere of action 1: Brand management and communication

Brand management and communication secures the overarching significance of the brand strategy for developing tourism including in all other spheres of action and all key measures. The focus is thus on the central, overarching significance of the brand strategy – both for developing the infrastructure and products and for marketing. The brand management and communication sphere of action controls all future tourist activities and measures as defined by the brand strategy and is thus crucial for the success of TEK 2030.

Spheres of action 2 + 3: Quality of products and experience

Spheres of action 2 and 3 focus on the quality of the products in the urban area and Travemünde, with priority given to staging for Lübeck's Old Town and developing the infrastructure and products for the seaside resort. With two location-specific, separate spheres of action, we are supporting the development as two destinations with different profiles.

Of primary importance for the Old Town is the staging which means creating authentic settings for Lübeck's high-profile themes for visitors and creating quality stays with appropriate experiences. In Travemünde, by contrast, the focus is more heavily on developing the infrastructure and products which have to be further adapted to fit the growth in beds that has already taken place. The quality of the location and the products are to be developed and brought to life, tailor-made for their respective target markets and in keeping with the brand.

Sphere of action 4: Tourism management

This overarching sphere of action reflects the recognition that in future tourism will only be able to grow successfully with intelligent tourism management aligned with sustainable goals. Because in view of the probability of a further rise in overnight stays and visitors, the challenge of tourism management will play a major role. Mobility, digitisation and climate change represent important themes and angles of attack for this sphere of action, combined with the fact that they can only be credibly implemented on a city-wide basis.

Concept for action

FIFTEEN KEY MEASURES

This is how we are going to specifically shape the development of tourism until 2030. Our 15 key measures will help us in the coming 10 years to define a clear focus in the four important spheres of action of brand management and communication, staging experiences in the Old Town, developing products and infrastructure in the seaside resort and developing tourism.

The key measures are crucial for the successful implementation of TEK 2030. Because they make a definitive contribution towards achieving all the goals set out in the Tourism Vision and brand strategy. In most cases, these constitute implementation processes for the period from 2021 to 2025 lasting several years as well as ongoing tasks until 2030 such as specifically, brand management or control measures.

The key measures are defined with responsibilities and the main work steps. Not all the key measures are fundamentally new but they require a different way of working, change in the case of alliances and additional resources for complementary activities.

For example, LTM has been operating strategic marketing for the success model of the Lübeck brand for a long time and it supported the Baltic Sea strategy for Travemünde with its brand development. With TEK 2030, the brand strategy will now be set up as a complete roll-out of the brand with as many stakeholders as possible in Lübeck and Travemünde – with many consequences for the events required and intensive communication work in the next decade. LTM's internal marketing already practised in places to nurture awareness of tourism and hospitality will occupy a prominent place in the sphere of action of brand management and communication with the key measure "Tourism in dialogue" and thus firmly embedded as a task of the future, further developed, professionalised and consolidated.



Sphere of action: Brand management and communication

BRAND MANAGEMENT AND PRODUCT DEVELOPMENT

Brand management and product development comprise the roll-out of the brand strategy for greater dynamism in our existing networks but also new networks for innovative product ideas! The two destinations of Lübeck and Travemünde lead to separate directions of development with their different strategies, brand values and principles. Here we create guidance for the tourism economy and take urban society with us.

What and who we need:

- Providers of tourism services (sensitisation)
- Brand workshops and industry forums for product development
- Brand-compliant management of other key measures
- Strategic brand partnerships
- Overarching knowledge management and communication across sectors and disciplines

What we take account of:

- Brand strategy process for the Baltic Sea
- Planning for further key measures
- Interaction with location marketing
- Activities of our networks – from local to international

Partners:

- Town administration departments with connections to tourism
- Providers of tourism services and residents
- Wirtschaftsförderung zu Lübeck GmbH/location marketing
- Stadtwerke Lübeck GmbH
- Tourism networks

Lead:

- LTM in collaboration with Kurbetrieb Travemünde





Sphere of action: Brand management and communication

TOURISM IN DIALOGUE

Tourism in dialogue places the focus on maintaining the acceptance of tourism in our urban community and shifts LTM's tasks even more systematically and with greater emphasis than before towards "working internally". To improve the quality of life in Lübeck and Travemünde, we want to take the needs of residents even more systematically into consideration when developing tourist products and promote an appreciative view of the successes achieved as well as bolster pride and identification.

What and who we need:

- Information to and surveys of residents (monitoring), communication, public relations work
- Campaigns, workshops, events
- Cross-disciplinary collaboration with urban development, properties & economic development, transport planning / municipal utilities, culture
- Ongoing committee work with Supervisory Board, Senate, committees, local council
- Crisis communication planning

Partners:

- Residents
- Hanseatic city of Lübeck: Specialist Departments 4 and 5
- Providers of tourism services
- Associations
- Federations
- Educational institutions

Related planning:

- LÜBECK:überMorgen, urban participation processes

Lead:

- LTM in collaboration with Kurbetrieb Travemünde



Sphere of action: Brand management and communication

"GREEN MEETINGS" – MICE MANAGEMENT

Here we combine the dynamic changes in the meetings & events market with the synergies of key measure 14 "Lübeck.Travemünde. climate-friendly" and greater state activities in MICE marketing (MICE: Meetings, Incentives, Congresses, Events/Exhibitions) for Lübeck.Travemünde as a viable MICE destination.

What and who we need:

- For this, we will expand the personnel and budgetary resources at LTM and intensify collaboration with our (trans)regional MICE networks.
- Green meeting offensive, coordinated with sustainability and climate protection management
- Preparation & implementation of a MICE concept of action

Partners:

- Local tourism business: conference hotels, restaurants, event service providers, event venues and organisers
- business clusters, research institutions, universities
- (Cultural) institutions
- MICE networks: TA.SH (Schleswig-Holstein Convention Bureau), Hamburg Convention Bureau/Metropolitan Region of Hamburg, German Convention Bureau (GCB)

Related planning:

- among others, study entitled "Regional economic effects of the Music and Congress Centre Lübeck" (tourismus plan B GmbH, 2017)

Lead:

- LTM together with LübeckKongress e.V.



Sphere of action: Brand management and communication

QUALITATIVE HOTEL DEVELOPMENT CONCEPT

According to TEK, additional overnight stays are to be achieved predominantly by further boosting occupancy rates and growing in the off-season. Nevertheless, additional hotel capacity can be created in future to a limited extent on private land. What is important from a tourism vision perspective is that these projects follow the concept of the brand strategy and fit perfectly with and complement the existing accommodation portfolio. To guide private investments towards this goal, a hotel development concept will be drawn up that provides the responsible municipal departments and economic development bodies with lines of argumentation, quantitative benchmarks and substantive concepts for hotel planning. Investors thus receive clear guidance.

Partners:

- Investors
- Landowners
- Hotel industry

Lead:

- Hanseatic city of Lübeck / Specialist Department 5: Planning and Building
- Economic Development Office
- LTM





**Sphere of action: Quality of products and experience:
Staging experiences in the Old Town**

POP-UP URBAN CULTURE

... develops tailor-made products in compliance with the brand in the experiential space of Lübeck's Old Town With the targeted placement of pop-up events in special, architecturally or culturally attractive or hidden locations and spaces as well as at times that extend the season, we want to help Lübeck's fragmented retail trade and service sector and creative artists acquire additional tourist value added.

What and who we need:

- Identification of appropriate locations
- Creation of an innovative, sustainable event infrastructure
- Feasibility study

Partners:

- Hanseatic city of Lübeck / Specialist Department 4: Culture Office
- Cultural institutions and players
- Foundations
- Hanseatic city of Lübeck / Specialist Department 3: Special use, public order and transport
- Economic Development Office Lübeck (vacancy management)
- Associations: Lübeck Management e.V. and others, if applicable

Lead:

- LTM



**Sphere of action: Quality of products and experience:
Staging experiences in the Old Town**

WATER EXPERIENCE OLD TOWN

... focuses on enhancing and staging experiences of the waters in Lübeck's Old Town near the banks of the Lower Trave between Holsten Gate and the European Hansemuseum. Looking ahead, we would also like to raise the profile of the banks in the adjoining transitional areas or the entire area of North West Lübeck with its maritime flair and harbour character, and equally further develop them in a (climate)-sensitive fashion – without, however, encroaching on or commercialising the characteristic waterfront areas. According to the city centre framework plan, priority is still to be given to residential requirements in sensitive urban areas with the alley houses and courtyards so typical of Lübeck. Accordingly, we also want to enhance the quality of life at Painters' Corner with easily accessible greening measures and additional opportunities to sit and linger as part of the "Dual City Centre Development".

What and who we need:

- Resumption and updating of the results of the competition "Western outskirts of Old Town, conversion of Upper and Lower Trave"
- Putting implementation management into practice and stakeholder workshop
- Collation of existing concept contents and ideas, and commissioning of a supporting technical office

What we take account of:

- Ongoing urban development support with federal and state funds
- Competition result of "National Urban Development Projects" Conversion of western outskirts of Old Town Lübeck "On the Lower Trave" from the Holsten Gate to Drehbrückenplatz"
- Planning of project communities on the northern Wallhalbinsel peninsula
- City centre framework plan
- Port development plan

Partners:

- KWL and Wirtschaftsförderung zu Lübeck
- Lübeck Port Authority (LPA)
- Lübecker Hafengesellschaft (LHG)
- Hanseatic city of Lübeck / Specialist Department 3: Environment, safety, public order
- Business owners
- Owners in the reference area

Lead:

- Hanseatic city of Lübeck/ Specialist Department 5 in collaboration with LTM





**Sphere of action: Quality of products and experience:
Staging experiences in the Old Town**

DEVELOPMENT OF WATER TOURISM

... integrates both locations in the Old Town and connecting axes with the surrounding area and in particular the water-related linkage between Lübeck and Travemünde with potential stops and connections with the River Wakenitz and the Elbe-Lübeck Canal with potential for development from a water tourism perspective. A specific development concept could review locations for possible use – where is catering, accommodation or living on the water sensible and possible – and identify starting points for water tourism offers full of adventure and adapted to the countryside (district of Schlutup as potential area): For example, use of house boats in conjunction with redesigning and upgrading the adjoining areas near the water.

Partners:

- Hanseatic city of Lübeck / Specialist Department 3: Environment, safety, public order
- Tourism service providers
- Residents
- Associations

Lead:

- Hanseatic city of Lübeck / Specialist Department 5 in collaboration with Lübeck Port Authority and LTM



Sphere of action

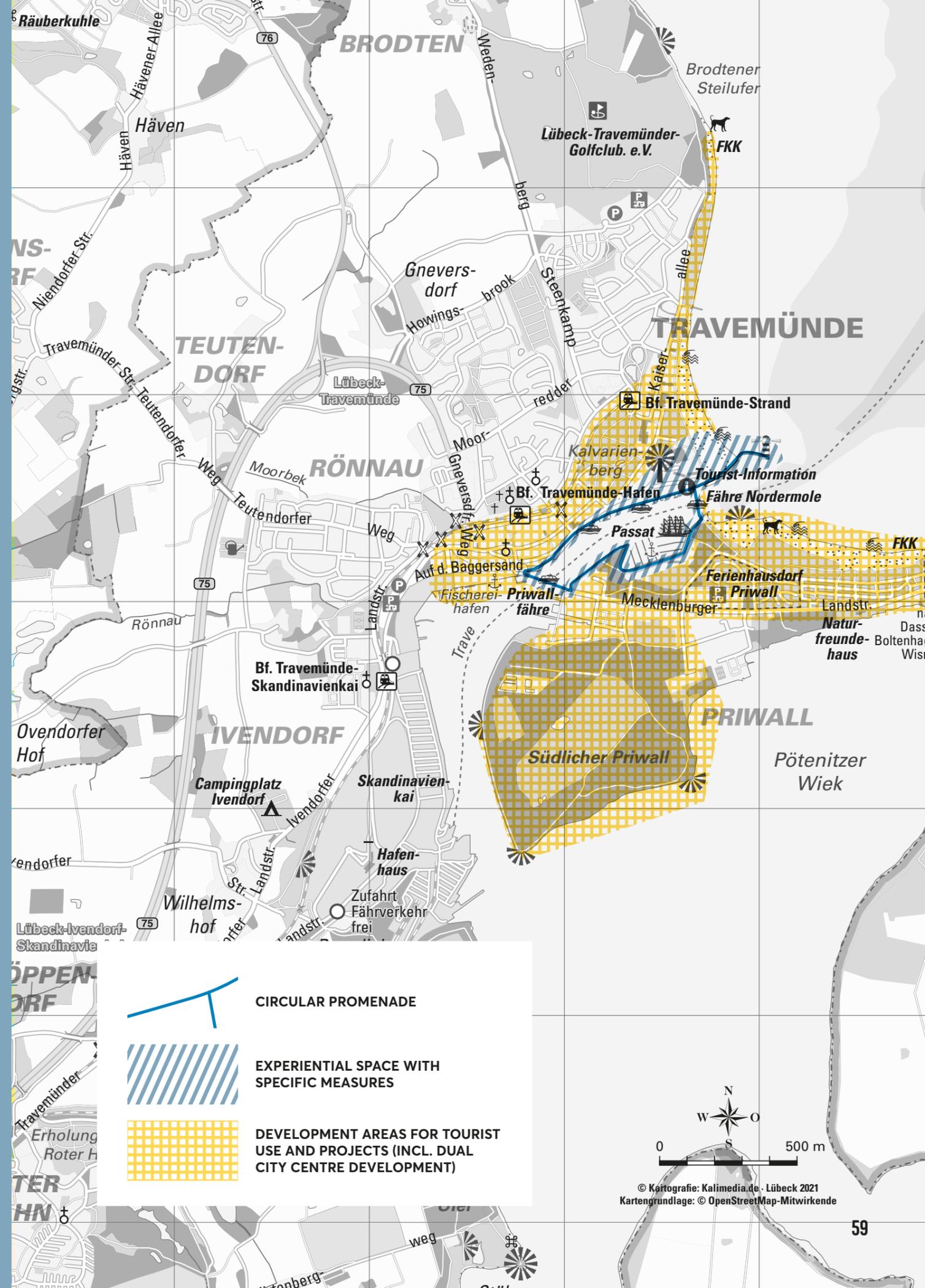
QUALITY OF PRODUCTS AND EXPERIENCE: DEVELOPMENT OF PRODUCTS AND INFRASTRUCTURE AT SEASIDE RESORT

For the next few years, TEK 2030 is placing its geographical focus deliberately on the undisputed main attractions: Lübeck's Old Town and the seaside resort of Travemünde as well as its water-based connecting axis: the River Trave. Tourism in Lübeck.Travemünde will only continue to grow successfully and add value if these two tourist "power centres" function well and are organised for future viability.

The circular promenade as Travemünde's tourist experiential space

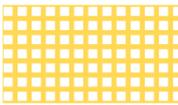
In Travemünde, the **experiential space** comprises the **circular promenade**, i.e. the interconnected paths and promenades on both sides of the Trave between the two ferry connections to **Priwall** including **Nordermole**.

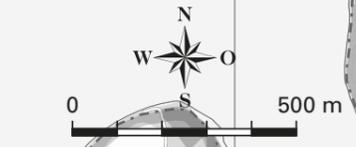
Only with a continuous design and an attractive, barrier-free connection of both bank promenades where all guests can move freely, will everybody benefit in equal measure: providers from what all Travemünde's visitors spend, visitors from the breadth of products on offer in Travemünde and residents from having an **integrated living space**. **Further development spaces** with **potential tourist areas** directly adjoin the circular promenade. Connecting measures or projects – even extending beyond 2030 – should be pursued as actively as possible, including the upgrading of natural areas and open spaces for tourist purposes as defined by the **"Dual City Centre Development"**. We have to adapt the infrastructure of paths, control systems and experiential offers in these areas to meet the growth in demand and in beds already achieved and still to be expected.



 CIRCULAR PROMENADE

 EXPERIENTIAL SPACE WITH SPECIFIC MEASURES

 DEVELOPMENT AREAS FOR TOURIST USE AND PROJECTS (INCL. DUAL CITY CENTRE DEVELOPMENT)



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**Sphere of action: Quality of products and experience:
Development of products and infrastructure at seaside resort**

THE NORDERMOLE EXPERIENCE

... is intended to form a counterweight to the Beach Bay or Priwall development on the Trave estuary. The design of or conversion to a so-called "slow down pier" has seen the creation of a range of services tailored to fit the location and the target market intended to win over visitors, above all with natural materials, a calming design idiom, seating arrangements and vantage points.

Added to this is coherent integration with the entire site, in other words successful connection with the nearby promenades and beaches, the local services and mobility infrastructure as an extension of the new Trave promenade up to the Priwall ferry. We will continue to keep the Trave meadows free of any development, although landscaping measures to upgrade the area for visitors and residents are conceivable.

What we take account of:

- Specifications under water and shipping regulations
- Ideas competition "Redesign of the Trave Promenade"
- Brand strategy process for the Baltic Sea

Partners:

- Hanseatic city of Lübeck / Specialist Department 3, Specialist Department 5
- Service providers
- Residents

Lead:

- Kurbetrieb Travemünde in collaboration with LTM



**Sphere of action: Quality of products and experience:
Development of products and infrastructure at seaside resort**

OSTSEE.STERN

... a Baltic Sea lead product specific to Travemünde is being created here that will reinforce the visibility and profile of Travemünde on the Baltic Sea. We are expanding the experiential space of our visitors by connecting the resort to the Baltic Sea coast and neighbouring coastal towns by means of attractive cycle tours. By offering climate-friendly alternatives to excursions by car, we are at the same time also reducing emissions, thereby promoting sustainability. Priority is given to routes leading to the adjoining nature adventure areas of Priwall and also towards Mecklenburg Western Pomerania and along the steep coast of Brodten towards Timmendorfer Strand.

What we take account of:

- Travemünde mobility concept
- 4th Regional public transport plan
- Municipal utilities with IoT, car park management
- Infrastructure/ bicycle traffic planning MV
- Brand strategy process for the Baltic Sea

What and who we need:

- Network for cycle tourism
- Cycle tourism infrastructure and adventure concept
- Cycle tourism offensive with services and product combinations
- Integration with mobility solutions

Partners:

- Hanseatic city of Lübeck / Specialist Department 3
- local clubs and associations
- Networks: Ostsee Holstein Tourismus e.V., Lübeck Bay Tourism Agency, Federation of Mecklenburg Baltic Sea resorts
- ADFC (General German Bicycle Club)

Lead:

- Kurbetrieb Travemünde in collaboration with Hanseatic city of Lübeck / Specialist Department 5: Traffic and cycle path planning, LTM



**Sphere of action: Quality of products and experience:
Development of products and infrastructure at seaside
resort**

FUTURE OF TRAVEMÜNDE SAILING WEEK

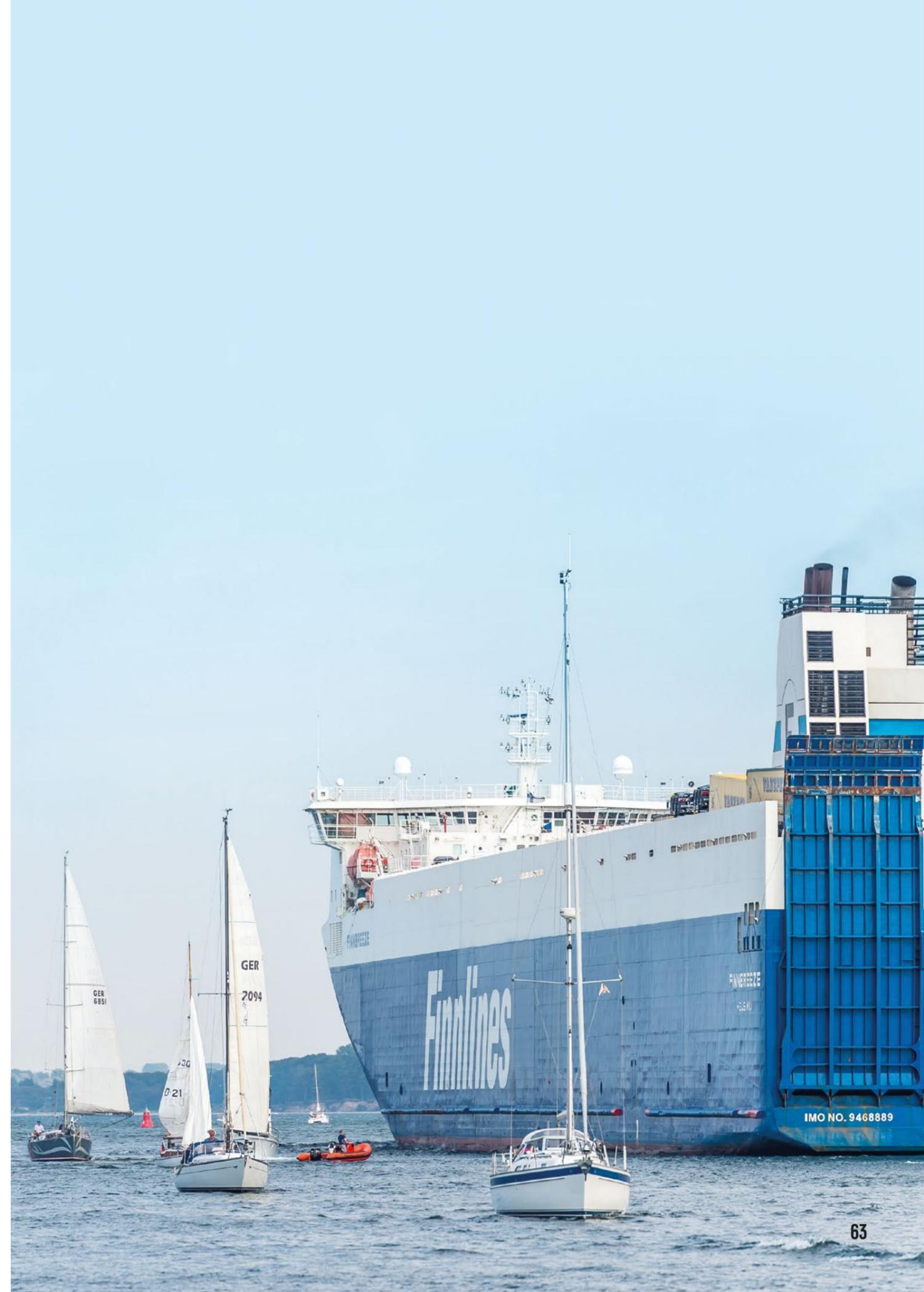
... offers the potential to strengthen Travemünde's profile as THE seaside resort on the Baltic Sea provided the event is refined in compliance with the brand. The focus is on increasing quality with the state programme. For a limited time, we are creating "the largest beach lounge" on the Baltic Sea, principally for people wishing to slow down, with a design to match the target market, and at the same time, we are defusing conflicts between overnight guests, day visitors and residents.

Partners:

- Event organisers (state programme)

Lead:

- Lübeck Yacht Club (organiser) in collaboration with the Hanseatic city of Lübeck / Specialist Department 4: Culture and Sport, LTM, Kurbetrieb Travemünde





**Sphere of action: Quality of products and experience:
Development of products and infrastructure at seaside
resort**

PRIWALL NATURE EXPERIENCE

... wishes to offer Travemünde's visitors a customised nature experience with a proactively prepared offer of guidance, attractively styled trail connections and well communicated recommendations on behaviour. For us, it's important to work with stakeholders who have already been involved for years such as the Priwall Nature Workshop, the Countryside Trust and the Baltic Sea Station as well as to dovetail with the key measure Ostsee.Stern. Furthermore, a common product line, the brand-compliant communication strategy, furnishing and guidance systems that match the countryside, have recognition value and create identity all represent important building blocks for a visitor guidance and nature experience concept.

Partners:

- Local service providers, associations and initiatives
- Hanseatic city of Lübeck / Specialist Department 5

Lead:

- Kurbetrieb Travemünde in collaboration with LTM and the Hanseatic city of Lübeck / Specialist Department 3: Nature conservation, recreational planning





**Sphere of action: Quality of products and experience:
Development of products and infrastructure at seaside resort**

SEASIDE RESORT CULTURE

... reinvents Travemünde's resort tradition with an event concept based on Lübeck's pop-up concept. In doing so, we reinforce the seaside resort as an attractive place to live and connect the cultural needs of residents and guests. To us, it's important to guarantee climate-friendly, sensitive event planning, environmentally compatible arrivals and departures as well as regional value added in culinary terms with fair, regional sourcing.

Partners:

- Local service providers
- Cultural institutions and stakeholders
- Hanseatic city of Lübeck / Specialist Department 4
- Networks: Ostsee Holstein Tourismus e.V., Lübeck Bay Tourism Agency

Lead:

- LTM with Kurbetrieb Travemünde





Sphere of action: Tourism management

LÜBECK TRAVEMÜNDE MOBILE

... is putting together step by step a convincing offer for sustainable tourist mobility to enable Lübeck and Travemünde to be credibly positioned as climate-friendly travel destinations. For that reason we are supporting expansion and improvements to quality in the local public transport network to meet the needs of guests as well as intermodal links with other forms of mobility such as cycling and ship transport. Residents are also the beneficiaries either through innovative mobility solutions to reduce the impact on the environment as well as noise pollution or through less individual motorised traffic as a whole. To be successful, we are planning to introduce tourist mobility management to implement the concept.

What we take account of:

- 4th Regional public transport plan
- Travemünde mobility concept
- Car park management

Partners:

- Stadtverkehr Lübeck/LVG
- KWL
- Service providers
- DB Regio and NAH.SH
- Hanseatic city of Lübeck / Specialist Department 3
- LTM

Lead:

- Hanseatic city of Lübeck / Specialist Department 5



Sphere of action: Tourism management

LÜBECK TRAVEMÜNDE CLIMATE-FRIENDLY

... breaks down the Hanseatic city of Lübeck's climate protection and sustainability management specifically into tourism and the tourism vision of two climate-friendly travel destinations, Lübeck and Travemünde, until 2030. The key measure goes beyond reducing greenhouse gases, targeting the general minimisation of tourism's environmental impact – by designing events sensitively, "Green Meetings", reinforcing Lübeck's reputation as a fair trade city, supporting environmentally compatible management of companies and construction culture both in the public sphere and in private, tourism-related circles. In addition, the topic of sustainable ferry travel (incl. shore-side power) is especially important for Travemünde.

What we take account of:

- Climate protection master plan
- Adjustment for climate change – timetable for Schleswig-Holstein, 2nd Edition 2017
- Tourism cluster SH to partners

Partners:

- Tourism stakeholders in the Hanseatic city of Lübeck, associations, federations

Lead:

- LTM in collaboration with Hanseatic city of Lübeck / Specialist Department 3, Climate protection control body





Sphere of action: Tourism management

DIGITISATION AND CONTROL OFFENSIVE

... creating a "content architecture" that files all the necessary data for guests and residents in a uniform "language" and makes them publicly accessible (open data). A so-called knowledge graph structures this flood of tourist information to form an intelligent knowledge database from which interested parties can receive all up-to-date information on mobility and services such as car park availability or the booking status of roofed wicker beach chairs in good time and have it transmitted to them without any obstacles. Besides this open data hub, we are banking on guest registration which in future will be contactless and fully digitised with a further sub-project, "360 Degrees.Lübeck.Travemünde Digital". The focus is also on the topic of visitor management and information in Lübeck's and Travemünde's destination management.

What we take account of:

- Digital strategy of the Hanseatic city of Lübeck
- Open data strategies from LTM, OHT and TA.SH

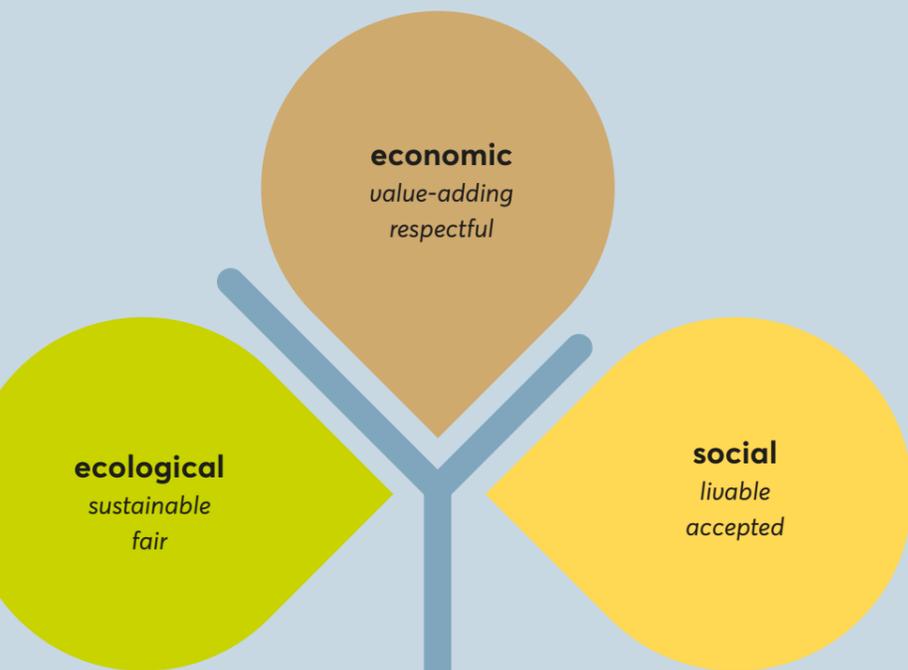
Partners:

- Service providers
- Lübeck Bay Tourism Agency, Ostsee Card GmbH
- Networks: Ostsee Holstein Tourismus e.V., Schleswig-Holstein Tourism Agency (TA.SH), German National Tourist Board (DZT)

Lead:

- LTM and Kurbetrieb Travemünde in collaboration with the Hanseatic city of Lübeck's digitisation management

CONCEPT FOR ACTION AT A GLANCE



SPHERES OF ACTION

KEY MEASURES

GUIDELINES AND BRAND STRATEGY

		economic					social			ecological				
		Brand values and principles, topics	Lead products and target market fit	Increasing value added	More efficient allocation of resources	Occupancy rate and season extension	Transparency and respect	Balance of needs	Acceptance of tourism	Factor for economy and location	Sustainable mobility, climate friendliness	Sensitive event design, Green Meetings	Fair trade and regional	Experiencing water and nature in the surrounding area
Brand management and communication	Brand management and product development	✓	✓	✓	✓		✓		✓					✓
	Tourism in dialogue	✓					✓	✓	✓					✓
	"Green meetings" – MICE management	✓	✓			✓			✓	✓	✓	✓		
	Qualitative hotel development concept		✓				✓		✓	✓	✓			✓
Quality of products and experience (staging experiences Old Town)	Pop-up urban culture	✓	✓	✓	✓	✓		✓	✓		✓	✓		✓
	Water experience in the Old Town	✓	✓	✓	✓			✓					✓	✓
	Development of water tourism	✓		✓					✓	✓			✓	
Quality of products and experience (development of products and infrastructure at seaside resort)	The Nordermole experience	✓	✓	✓	✓	✓				✓			✓	✓
	Ostsee.Stern	✓	✓	✓	✓	✓			✓	✓			✓	✓
	Future of Travemünde Sailing Week	✓	✓		✓		✓	✓		✓	✓			✓
	Priwall nature experience		✓			✓		✓		✓			✓	✓
	Seaside resort culture	✓		✓		✓		✓			✓			✓
Tourism management	Lübeck Travemünde mobile			✓			✓	✓	✓		✓	✓		
	Lübeck Travemünde climate-friendly			✓			✓	✓	✓		✓	✓	✓	
	Digitisation and control offensive		✓	✓	✓	✓	✓	✓	✓		✓	✓		

FAQS

What happens to the growth targets for Lübeck and Travemünde?

- Together with the industry, we have met the growth targets in Strategy 2020+ and are proud of our good competitive position which we have thus been able to achieve for Lübeck and Travemünde.
- We are now shifting the focus to the supporting infrastructure, product quality and the additional services in catering, retail, culture and leisure which have not kept pace with accommodation capacity.
- This also means for us that there will be no more additional beds in public areas beyond the current planning status.
- Competitive destinations are also improving, i.e. we need an even greater emphasis on raising our level of quality than in the past and must redouble our efforts to achieve it.
- So in future, it's not a question of raising the number of guests but achieving higher value added per guest. According to the Economic Factor Analysis from 2015 to 2018, we have already succeeded in initiating this trend. Turnover with both overnight stays and day visitors grew by a higher percentage than the figures for demand.

Do we already have too much tourism?

- Both Travemünde and Lübeck show healthy, average growth by comparison with other European and regional destinations.
- In terms of tourist intensity – i.e. the ratio between residents and visitors staying overnight – Lübeck and Travemünde are significantly below comparable cities and other coastal towns in spite of their impressive growth.
- Seasonality in overnight stays and occupancy rates in our hotel operations are growing in a positive direction. We would like to further reinforce this trend towards overnight stays outside the summer season and better occupancy rates with existing capacity by developing appropriate offers.
- We are responding proactively to these consistent growth trends by creating a separate sphere of action, Tourism Management, in TEK 2030. The trend towards taking domestic holidays, growing leisure traffic and local recreation in the metropolitan region and increased demand for the German coasts as a result of climate change will lead to further demand pressure for Lübeck and Travemünde.
- We see a need for management primarily in the traditional group segment and in day tourism. In future, we will neither conduct separate product development for nor actively advertise to cruise groups from Hamburg or Kiel, bus groups from surrounding areas and further afield or the growing number of day tourists. Further supportive measures will include rules for the maximum size of tour groups in the Old Town, regulations in the Leisure Ordinance for outdoor catering or reusability requirements for events.
- We will also deliberately refrain from developing new, volume-based tourist segments such as sea and river cruises.





Do the same development goals apply to Lübeck and Travemünde? How will we deal in future with the differences between the two destinations of Lübeck and Travemünde?

- With the new brand strategy, we will in future market Lübeck and Travemünde as two destinations, thereby explicitly reflecting the differences in their positioning and target markets.
- Lübeck is the city of culture on the Baltic Sea. A tangled system of alleys and courtyards, original merchants' houses, Painters' Corner on the Upper Trave, the Holsten Gate as the city's emblem and the unique cityscape with its famous seven spires make this UNESCO World Heritage Site unmistakable. With its merchant traditions handed down, its lived-in monuments and its proximity to the Baltic Sea, this "Queen of the Hanseatic League" is a popular destination, bringing unforgettable moments to lovers of culture, history and the maritime way of life. Culture is a fixed element of our Old Town life in Lübeck. Visitors encounter it at all levels: from high culture via regionality and education to entertainment in the best sense of the word as well as combined with strolling, shopping, indulging, being active and on the go oneself at the heart of our Old Town ensemble, so unique in terms of its architectural culture. Culture is an indispensable component of any "real" stay in Lübeck!
- Travemünde is the seaside resort on the Baltic Sea. With its good transport connections, generously proportioned layout and timeless seaside resort tradition, particularly in the form of expansive promenades and its historical resort centre, it stands out from all other Baltic seaside towns in Schleswig-Holstein as well as the imperial spa towns of Mecklenburg Western Pomerania or Warnemünde, for example. Nowhere else on Germany's Baltic Sea coast can you experience "big ship watching", our firmly entrenched, local sailing tradition with the four-masted barque Passat and "Travemünde Sailing Week", i.e. all things sailing, up close in such a concentrated space as on the Trave estuary – and you can do so on a relaxing visit to the beach or a stroll along the promenade.
- Lübeck is an independent brand in cultural and city tourism and it pursues its own brand strategy. Travemünde will benefit twofold in future: On the one hand, it will always be part of the Lübeck brand as it occupies an important place for visitors to Lübeck when it comes to experiencing adventures on the water. On the other hand, as the seaside resort on the Baltic Sea, Travemünde will at the same time align closely with the brand content and brand strategy of the Baltic Sea as this is where it can play particularly well to its strengths in terms of themes and target markets.

How is tourism being developed equally in all areas of Lübeck and Travemünde?

- One important approach in TEK 2030 is to use a deliberate, spatial focus to intertwine the development of town and tourism in such a way that tourist development aspects can be integrated within urban planning, in other words taken into account from the outset and subsequently implemented.
- To ensure that the centrepiece of the tourism offer, the power centre, functions well both in Lübeck and in Travemünde, we are focussing our efforts in each case on a clearly outlined operating framework for tourism development.
- The experiential spaces already heavily frequented today are the ones in which specific development momentum arising from TEK 2030 is to be injected with the aid of our so-called key measures.
- In Travemünde, this applies to the so-called circular promenade, i.e. the interconnected paths and promenades on both sides of the Trave between the two ferry connections to Priwall, the passenger ferry and the car ferry. Here, services must be easily accessible to visitors on either bank and for a sufficient period during the day and into the evening.
- In Lübeck, they comprise all areas of the Old Town earmarked in the city centre framework plan for the development of retail, catering and cultural offerings as well as, in particular, the banks along the Lower Trave. Especially in the Old Town, the experiential space is opposite areas where priority is given to residential aspects mainly comprising many historical courtyards and alleys.
- Adjoining them are so-called development spaces in which as yet unspecified tourist measures or projects are still to be actively pursued. This also includes upgrading areas of nature and open spaces for tourist purposes in the spirit of the "Dual City Centre Development", explicitly without building on them.

Where and how will our needs as resident of Lübeck and Travemünde be taken into account in the development of tourism in future?

- TEK 2030 takes the balance between the needs of visitors and residents very seriously and formulates it as a guideline in the Tourism Vision, "livable & accepted". In the process, we would like to meet our visitors' desire for authentic holiday experiences without permanently compromising the town's quality for residents as the focus of where they live, work and lead their lives.
- Where people live and lead their lives continues to enjoy high status for us, and for that reason, we are resolutely opposed to the conversion of residential areas, above all in alleys and courtyards to holiday apartments as well as to the expansion of online rental services (e.g. airbnb).
- With a separate key measure, "Tourism in dialogue", we are further expanding our communication with residents on the subject of tourism.
- We pay particular attention to residents as a target market when designing tourist services. Increasing the quality of tourist services is intended to raise the quality of life for residents.
- Regular surveys of residents show us any movements in the acceptance of tourism and hospitality in Lübeck and Travemünde.

What types of guests and visitors will come here in future?

- Fundamentally, of course, all guests will continue to be welcome.
- On a destination level, we want to design our active marketing efforts and future product development as defined by the brand strategy to be more specific and thus more effective, i.e. targeting a few target markets matching our profile. Because they provide greater value added in our businesses.
- For the cultural city of Lübeck, we focus on the milieu of the liberal intellectuals, and for Travemünde, the seaside resort on the Baltic Sea, on people looking to slow down as well as nature tourists. We can align our offerings particularly well with their needs and expectations, inspiring them with authentic experiences of Lübeck and Travemünde.
- As a result, other milieus and types of visitors with similar values will feel attracted by these offerings for our so-called lead milieus.
- Regardless of target market definitions, individual providers at a destination level will naturally continue to pursue their own way of reaching their target market tailored to their service and the profile of their company. The closer providers align their operation with the brand strategy, the more they will benefit, however, from Lübeck.Travemünde's destination marketing.

What about the global growth market of foreign countries?

- Due to marketing activities to date, the high level of attractiveness of the UNESCO World Heritage site of Lübeck and the increasingly close connection with Scandinavia (Fehmarn Belt link), a growing number of foreign-language guests will visit us in future.
- We want to continue working with our providers on the corresponding quality of the products and services on behalf of our visitors – knowledge of foreign languages, cashless payments, etc.
- We will only conduct active marketing in the foreign source markets in collaboration with others – as marketing work abroad ties up valuable resources.
- We see potential for niche growth in services for holidaymakers from abroad which prolong their stay.

FAQS



FAQS

How can we develop meetings, events and congress tourism?

- The MICE market (Meetings, Incentives, Congresses & Events) enables Lübeck and Travemünde to offset the typical weekly and seasonal structures of holiday tourism and offers further, as yet untapped potential.
- By developing offers outside the main season and during the week, we are improving the occupancy rates in our hotel operations and creating additional potential for value added for catering, retail and tourist-related services.
- An attractive meetings and events package also strengthens our standing as a location of science and business and turns congress and seminar participants into regular visitors who will recommend us to others as they appreciate our hospitality.
- With the key measure "Green Meetings" MICE management, we would like in future to drive the expansion of environmentally-friendly meetings and events to support Lübeck's and Travemünde's profile as climate-friendly travel destinations.

How do we respond to the important challenges of climate change, sustainability and mobility?

- We are actively taking on the challenges of climate change by positioning Lübeck and Travemünde in the Tourism Vision as two climate-friendly travel destinations.
- However, this tourism positioning can only credibly succeed in conjunction with a sustainable transport turnaround in the whole town, climate-friendliness and sustainability. Tourism for its part wants to make a contribution.
- That is the reason why we have dedicated two key measures in TEK 2030 to climate-friendliness and sustainability on the one hand, and mobility on the other.
- We want to reduce environmental impacts caused by tourism as far as possible and in the process, we are building on the successes already achieved such as the fair trade city of Lübeck, the sensitive shaping of events already practised or climate adaptation management and much more besides.
- The greatest challenge with climate protection means shaping our guests' arrivals and departures as well as their local mobility to be sustainable as tourism-related passenger transport is responsible for three quarters of all tourism-induced greenhouse gases.
- We aim to implement tourism projects, particularly the key measures, in a climate-compatible, sustainable fashion.

What consequences will the digitisation of tourism have on the development of our tourism?

- We will only enjoy permanent success if we think digitally and map our visitor-related processes and activities in digital form.
- The management of mobility streams will no longer work in future solely with static signposts. Already the majority of visitors navigate by smartphone and digital navigation systems.
- In the future, we will have to "meet" guests online on the internet before they arrive and give them the information they need for arriving by train as well as local mobility offers.
- With our key measure "Management and digitisation offensive", we are planning a digital registration form for entering into digital communication with our guests and an open data hub that collates all the relevant data sources from the temperature of the water, via renting roofed wicker beach chairs to the availability of car parks, reports of tailbacks and public transport alternatives – for a relaxing, climate-friendly Lübeck. Travemünde.Experience!
- With regard to more digitally challenged guests, we will manage the transition from analogue to digital in a gradual, customised fashion.





wir liebesbriefe

WITHOUT YOU, IT WOULD BE NOTHING MORE THAN A POSTCARD.

... 2 industry forums, 12 district events, 1 industry survey and 1 residents survey, ongoing work on the Supervisory and Advisory Boards of LTM, over 20 discussions with experts and numerous meetings of the steering group culminate in a unanimous resolution of the parliament to implement TEK 2030 from 2021 onwards.

And because all this can only be the beginning for a common ÜBERMORGEN, we would like to continue working in concert with you on all aspects, and we mean you. And you. And also with you. The We in this case is Lübeck. It's easier if we all row in the same direction. Drop in, we'll be there and we're looking forward to it!

GEMEINSAM
HEUTE IM
ÜBERMORGEN

UBER MOR GEN

2030

2040 in view

paid off

all green!

almost there

keep things moving

all clean

fellow contributors found

embrace

keep going

opening

new world

stay cool

on the go

milestone!

hooray

have a rethink

be courageous

try it out

get started

HANSESTADT
LÜBECK

SEEBAD
TRAVEMÜNDE