

ABSTRACT OF
**THE STRATEGIC GUIDELINES
FOR CULTURAL TOURISM
AND EVENTS**
IN LJUBLJANA 2022-2027

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SERVICE PROVIDER:

The abstract was created based on a strategic document prepared for Ljubljana Tourism by the Nea Culpa Tourism Communications and Development Agency

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DESIGN: DBP Studio

June 2024

www.visitljubljana.com

CREATIVE LJUBLJANA 2027

For living – working – visiting



**Is Ljubljana the European capital
with the most creativity per square
metre?**

— It can be.

**Ljubljana outshines comparable European cities
with the quality and diversity of its cultural
offering.** We have already established ourselves as
a green, safe, smart, open tourist destination on the
international marketplace. Now it's time to build a
global reputation as a city of culture and creativity
by connecting the cultural, creative, and tourism
sectors.

**Culture characterises the way of life and every
visit to Ljubljana.** All of Ljubljana's main attractions,
Jože Plečnik's urban architectural masterpieces and
its cultural institutions are just
a few steps away.

In Ljubljana we have:

- creative power in the cultural and creative sectors,
excellent culture-art programmes,
- internationally renowned festival productions,
- Plečnik's masterful urban and architectural designs,
- spatial accessibility,
- interconnected cultural and creative communities...

... which all feed into the conditions necessary for
becoming a **global city of culture and leading
creative city destination**, as outlined by the
Strategy for Cultural Development in the City
of Ljubljana 2020–2023 (with guidelines up to
2027), and by the Strategy for the Development
of Ljubljana and the Ljubljana Region as a Tourism
Destination 2021–2027.



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Ana Desetnica, International
Street Theatre festival,
photographer: Andrej Tarfila



5-star experience Master Builder Plečnik,
photographer: Primož Bregar

Visitors at Summer Museum Night Ljubljana,
photographer: Dunja Wedam

In the first Strategic Guidelines for the Development and Marketing of Cultural Tourism in Ljubljana 2017-2021, we established a strong partnership network under the patronage of Ljubljana Tourism and of the Department of Culture of the City of Ljubljana. We've built strong bridges between public cultural institutions, non-governmental organisations (hereinafter: NGOs), tourism, and the tourism economy. We've listened to each other and found common points under which we can better work together. Tourism which emphasises superior cultural content is better quality tourism. With the promotional and marketing orientation of tourism, culture becomes more accessible.

In the upcoming strategic period, we are committing to joint actions and projects that will contribute to a better experience of Ljubljana for residents and visitors alike, as well as for international professionals in the culture, creativity and tourism sectors. In the Strategic Guidelines for Cultural Tourism and Events 2022-2027, in addition to key points of contact and synergies between public cultural institutions, NGOs, and the tourism sector, we dedicate special attention to events and festivals. **We are expanding the field of cultural tourism into the creative sector, where we see many opportunities for interconnection, innovation, and regeneration, and a new principle of tourism development based on local community welfare.**

STARTING POINTS



Analysis of tourist arrivals in Ljubljana in recent years reveals the consequences of the coronavirus disease pandemic. After the recorded three-quarter-decline in 2020, the following year showed that tourism is a responsive and flexible industry that can bounce back quickly after a crisis. In 2021 already, we recorded an increase in Ljubljana of more than 60% compared to 2020. During the period of reduced mobility, domestic visitors from all over Slovenia began to rediscover Ljubljana.

One of the new strategic period's main goals is an increase in the number of domestic visitors, motivated by a cultural experience on a short city trip.

According to data procured from the online platform Tripadvisor, most of the sights and activities chosen as points of interest by visitors and tourists in Ljubljana are the cultural and historical sights located in the inner city centre.

Comments under the largest 5 attractions in Ljubljana represent more than half of all comments on Tripadvisor. This means that culture, regardless of whether it is a primary tourism product for a leisurely city trip, or a supporting product, is a key piece of content in the experience of the city.

The Strategy for the Development of Ljubljana and the Ljubljana Region as a Tourism Destination states that tourism products such as culture, gastronomy, sports, and events play an important role in what Ljubljana has to offer overall in terms of tourism. The strategy points out that events need more proactive management and dedicated budget planning, international resonance, and tourism valorisation in order to generate overnight stays. According to the assessment of the destination strategy, the cultural sector needs experiential additions.



Kino Šiška, »living room«
of Šiška Cultural Quarter,
photographer: Boštjan Tadol





The destination strategy's matrix of development opportunities for key and supporting tourism products seem to show that the city trip, culture, and gastronomy categories can all still make gains in terms of sophistication and market appeal.

We estimate that the city trip product could be better segmented and more precisely marketed with the help of various cultural-tourist itineraries for target groups of urban or green explorers, families, foodies, and urban millennials.

Before the pandemic, Ljubljana entered a new investment cycle, with which the tourism sector committed itself to the development of content that will keep visitors in the city longer (4 days or 3 nights) and appeal to a more demanding audience.

In its analysis, the Strategy for the Development of Tourism in Ljubljana and the Ljubljana Region showed, among other things, a high concentration of points of interest that tourists recognise in the city centre. **Tourist movements in the city centre are condensed and fairly short.** The most frequent direction of movement for tourists in Ljubljana, according to research, runs between the old city centre and Ljubljana Castle. Other frequent spots are the City Museum, Ljubljana's various bridges, and Tivoli Park. There are no strategic tourist movements detected outside the city centre.

That is precisely why we need additional dispersion of the tourist offering, and more demand outside the city centre. Past strategic guidelines for cultural tourism have already identified and partially mapped strategic partnerships in the cultural quarters of Ljubljana.

These guidelines aim to continue this mission. And with this, we aim to take the movement present in the city centre and direct it to other parts of the city.

For the new strategic guidelines to be successful, we need active collaboration between the cultural and creative sectors and tourism, but also collaboration with education, social welfare, international cooperation, spatial planning, and environmental protection, as emphasised by the Strategy for Cultural Development in the City of Ljubljana 2020–2023 (with guidelines up to 2027).

The Strategy for Cultural Development in the City of Ljubljana 2020–2023 (with guidelines until 2027) emphasises that Ljubljana is home to a large number of professional cultural producers who organise thousands of top artistic and cultural events every year: 12 City of Ljubljana public cultural institutes and 18 national public cultural institutes, 56 NGOs in the field of culture, over 100 other NGOs and independent artists, and more than 100 amateur cultural societies.



The City of Ljubljana is the founder of many public institutions that operate at the intersection of culture and tourism:



Ljubljana Castle plans, designs, and markets a comprehensive range of cultural and tourist attractions in the area of the castle and the castle hill.



Ljubljana City Library provides library services and promotes the culture of reading.



The two public institutions in the field of visual arts are the Museum and Galleries of the City of Ljubljana (hereinafter: MGML) and the International Centre of Graphic Arts (hereinafter: MGLC) with the oldest biennial graphic arts event in the world. Kino Šiška Centre for Urban Culture (primarily the DobraVaga Gallery) and Ljubljana Castle also perform part of the visual arts programme.



Festival Ljubljana, one of the oldest European festivals, and the Kino Šiška Centre for Urban Culture operate in the field of musical arts.



Center Rog is developing a public production space for the 21st century; an international creative and social centre.



City Cinema Kinodvor organises more than 2,000 screenings and events annually at various venues.



The city cinema's miniplex project will also bring new opportunities.



For visitors with children, Ljubljana Zoo is also an interesting destination.



The three public institutions in the field of performing arts are the Ljubljana Puppet Theatre, the Ljubljana City Theatre, and the The Mladinsko Theatre



Pionirski dom – Centre for Youth Culture has a mission of working with children and young people.

National public cultural institutions that operate at the intersection of culture and tourism are:

Cankarjev dom cultural and congress centre, Slovenian National Theatre Drama Ljubljana, Slovenian National Theatre Opera and Ballet Ljubljana, Slovenian Philharmonic, National Gallery, Museum of modern art (MG + MSUM), National Museum of Slovenia, Slovenian Museum of Natural History, Slovene Ethnographic Museum, National Museum of Contemporary History of Slovenia, Museum of Architecture and Design, National and University Library, Slovenian Cinematheque, Slovenian Theatre Institute, and the Slovenian School Museum.

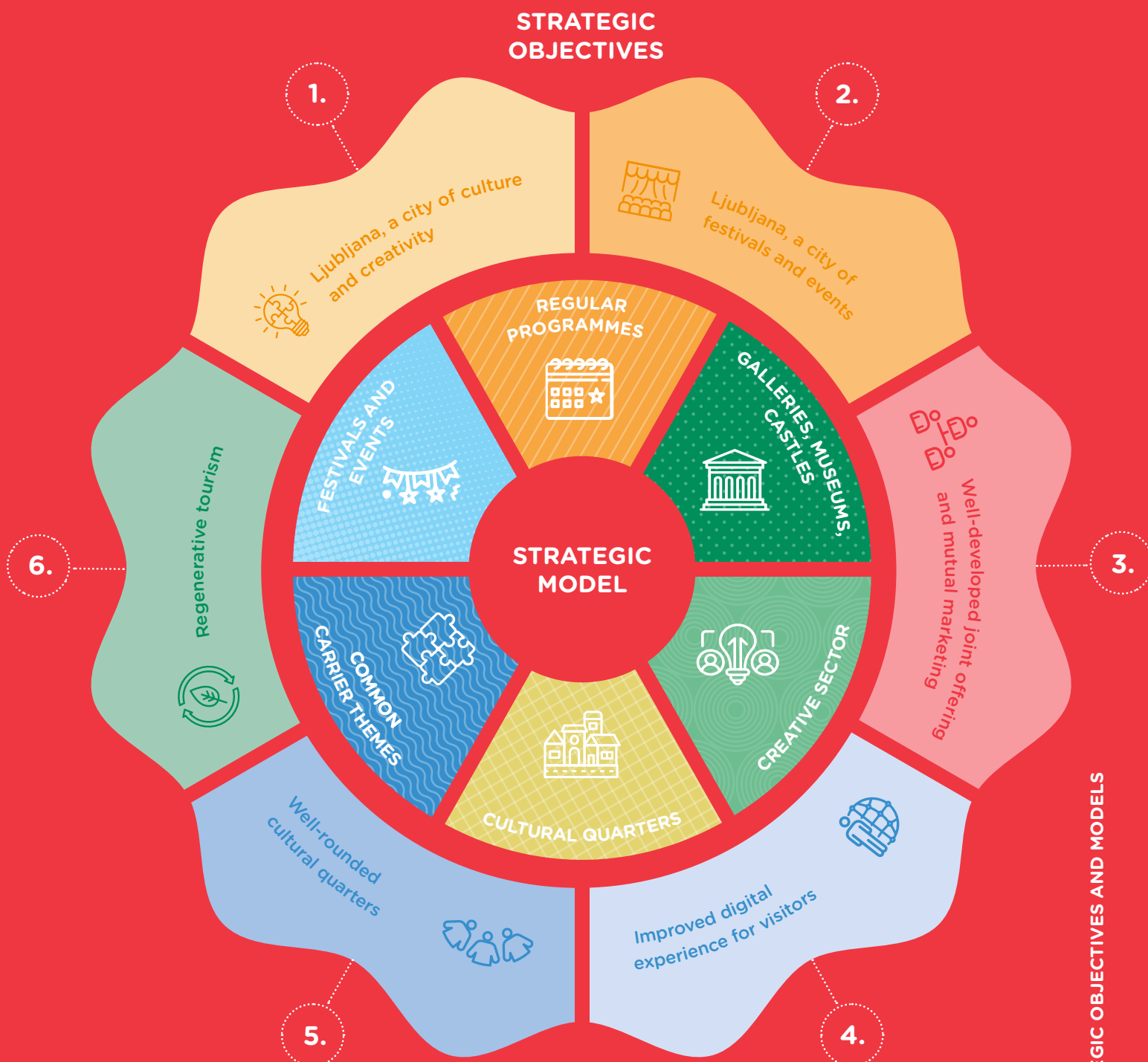


LJUBLJANA 2027 IS A GLOBALLY RECOGNISED CITY OF CULTURE AND CREATIVITY,

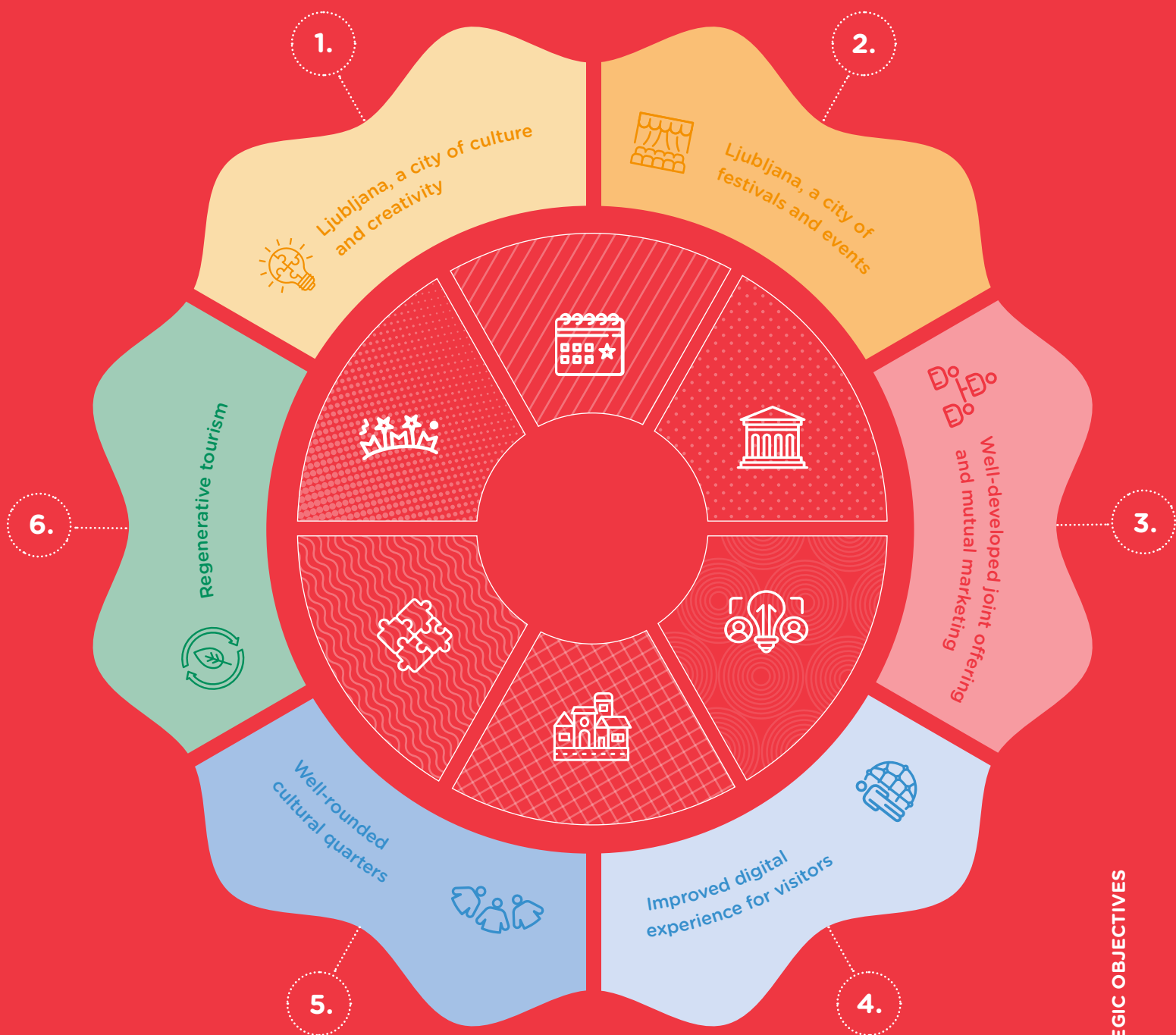
attractive FOR living,
FOR working, and FOR visiting by both
Slovenian and international guests.



STRATEGIC OBJECTIVES AND MODELS



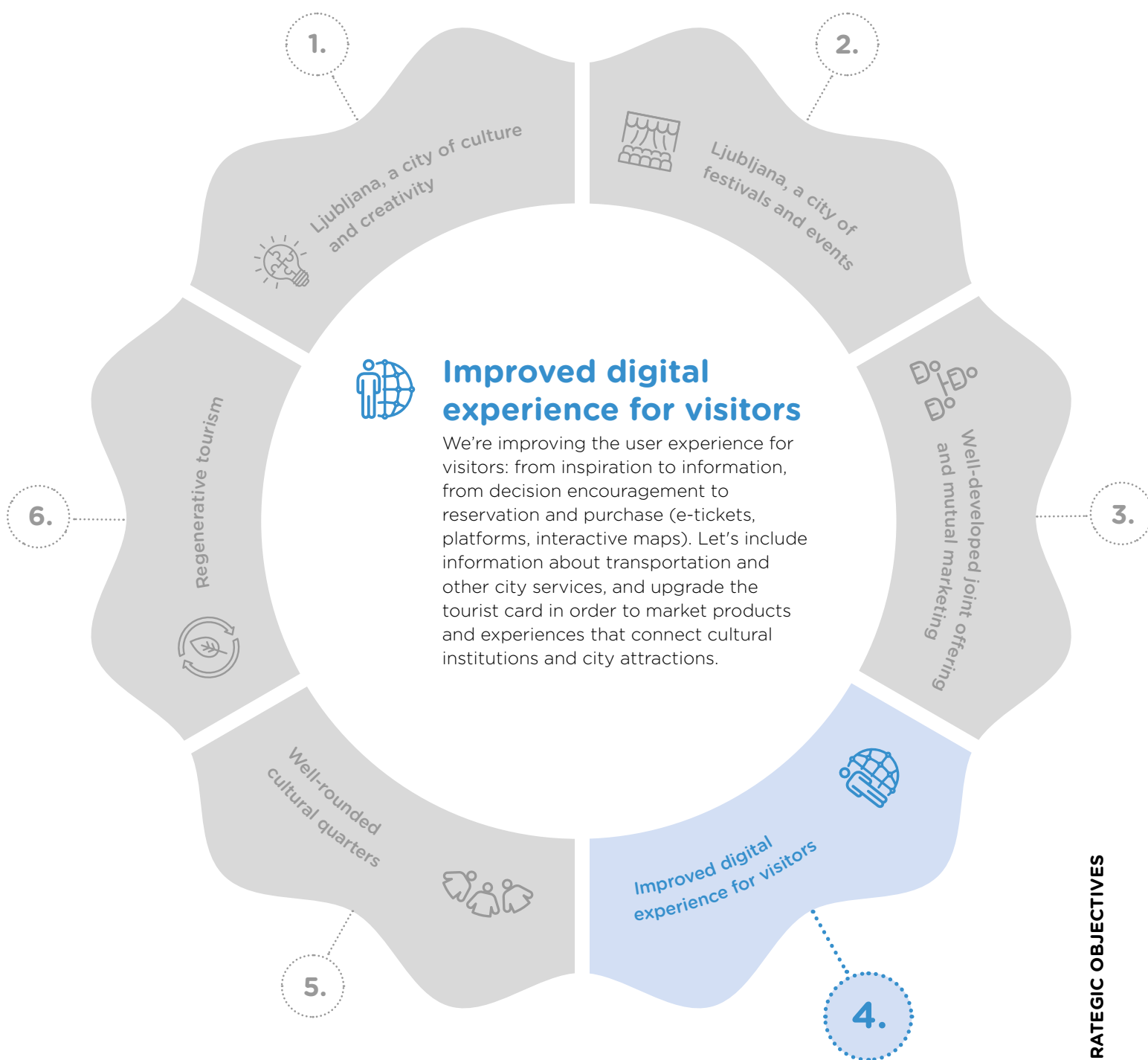
STRATEGIC OBJECTIVES

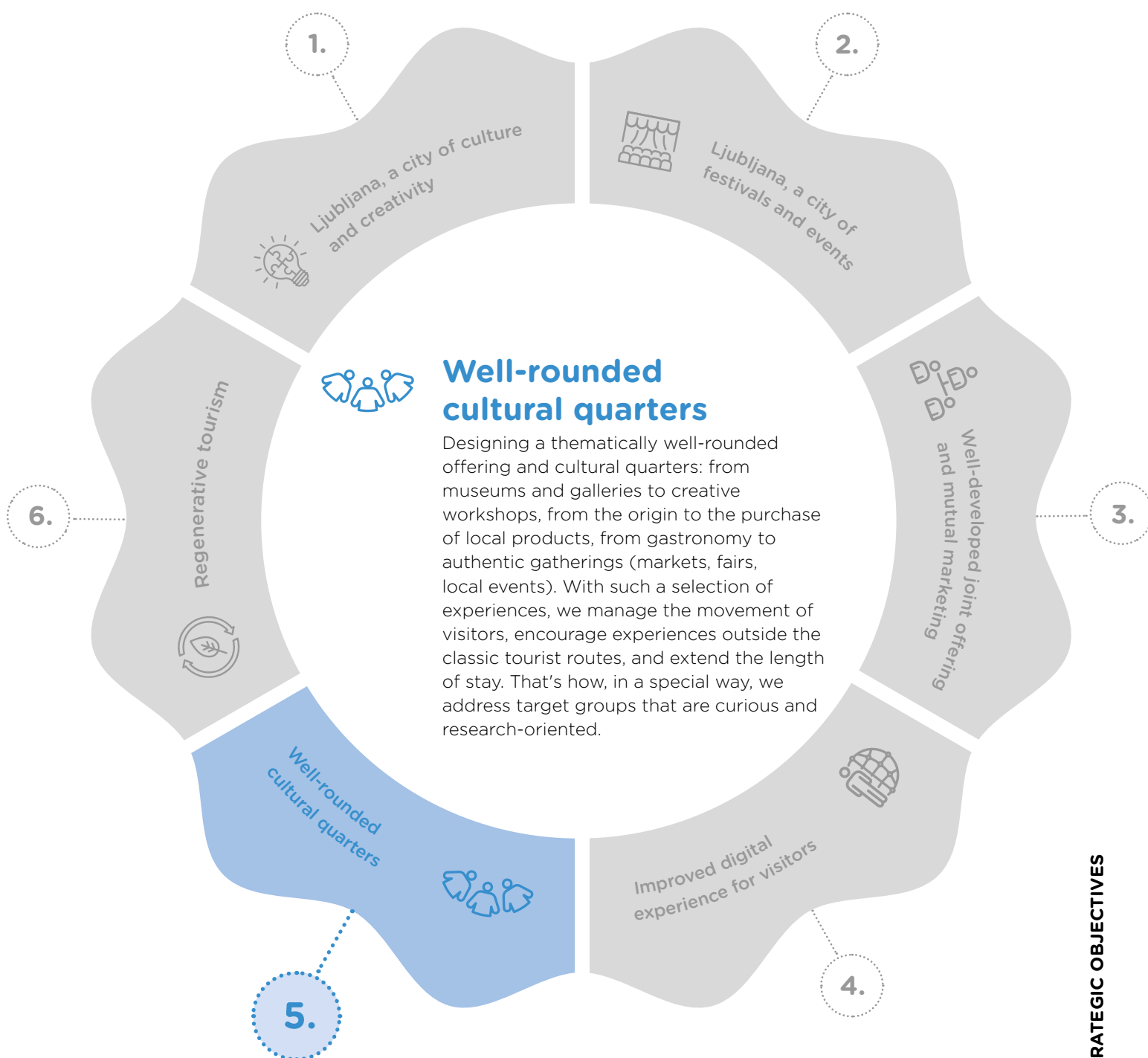












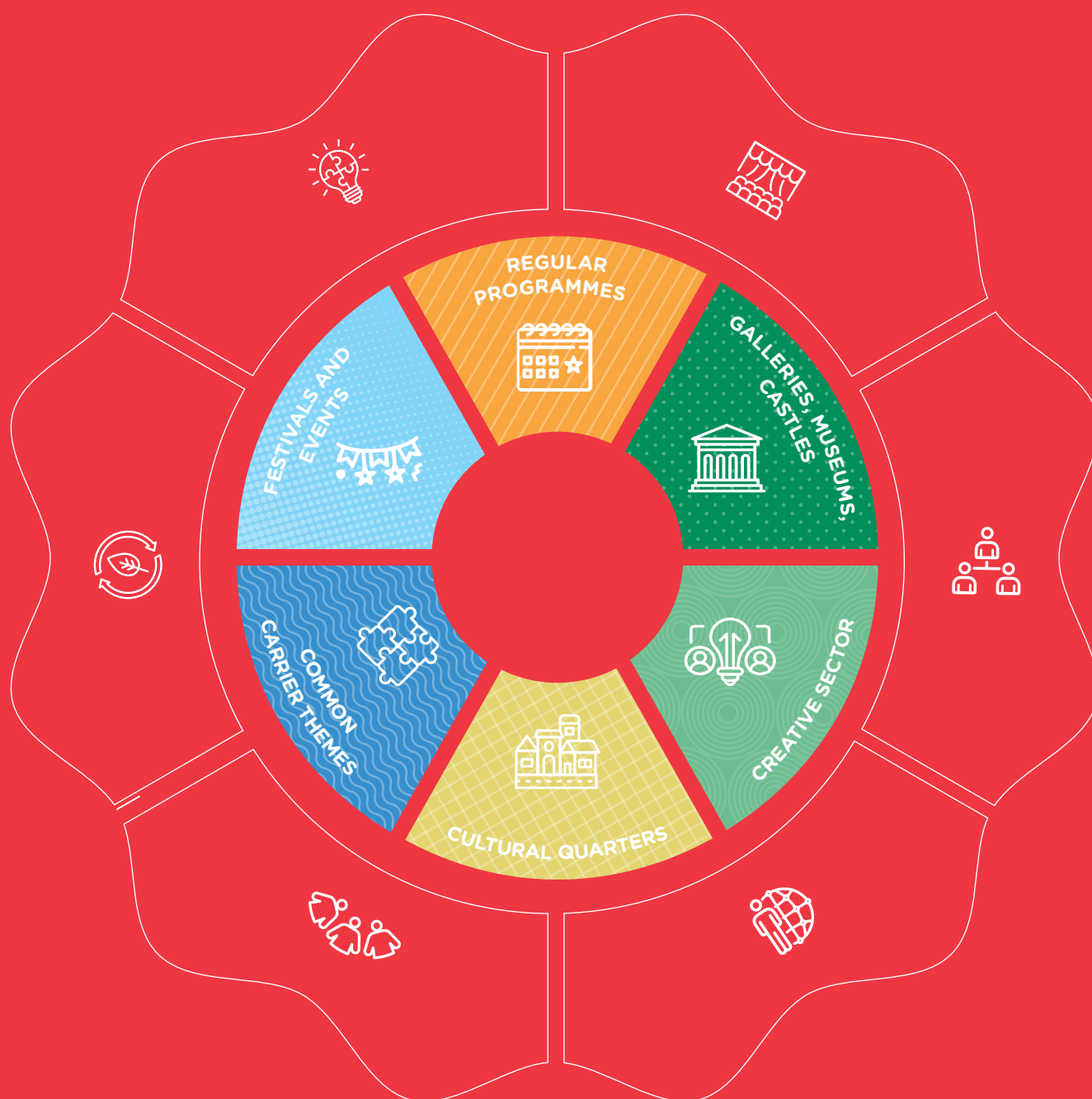


STRATEGIC MODEL

Living - creating - visiting



A city that unlocks its creative opportunities is a city in which people want to live and a city people want to visit. The strategic model for the development of cultural tourism and events highlights four areas, for which we have prepared measures and actions.





Festivals and events

City festivals and events that are available to both Slovenian and international visitors at certain times of the year.

1. WE CONNECT TOURISM WITH FESTIVAL AND EVENT PRODUCERS.

Cooperation through the Consortium of Carrier Festivals (connecting the cultural, creative, and gastronomy sectors). Connecting with sports event organisers through the Consortium of Sports. Encouraging cooperation with tourism industry stakeholders.

2. WE INTEGRATE FRAGMENTED EVENTS INTO EVENT PLATFORMS.

Planned integration of related content for key target groups into temporally and spatially connected wholes. This is built around an (existing) internationally recognised central

event, which is then joined by other events and various city stakeholders. Ljubljana Tourism participates as a producer or co-producer, or with marketing activities.

3. WE USE COMMUNICATION TO HIGHLIGHT FESTIVALS AND EVENTS AS LJUBLJANA'S ADVANTAGE AND SPECIALTY.

Expansion of annual calls to organise key events in the fields of culture, creativity, gastronomy, and sports. Formation of an editorial board for the selection of events and for the formation of an annual destination calendar of carrier events. Placement within the destination's editorial content and communication operations. Cooperation with specialised journalists, with greater emphasis on content marketing and good stories.



Regular programmes

Programmes at theatres, cinemas, cultural centres, and venues that appeal mainly to residents, Slovenian visitors, and nearby international markets.

- 1. WE ARE RAISING THE ATTRACTIVENESS OF LJUBLJANA**
to Slovenian visitors and visitors from nearby markets who are looking for a city trip and want to visit events at cultural institutions with regular event programmes. With better mutual marketing efforts (cross-marketing), we stand together to invite you to visit Ljubljana and experience its culture and creativity.
- 2. WE'RE CREATING A SELECTION OF REGULAR PROGRAMME HIGHLIGHTS AND DOING MUTUAL MARKETING.**

A selection of annual events and cycles as well as joint promotional activities. In the selection process, we encourage the promotion of

Slovenian culture, art, and creativity, not just attractive international guest appearances in Slovenia. An annual selection of some recognisable events and highlights from the annual production that are interesting to international guests. Business-to-Business (B2B) activities for organised visits from nearby markets (e.g. Trieste, Klagenfurt, Zagreb, potentially also: Rijeka, Gorizia, Graz).

- 3. WE PROVIDE INFORMATION ON THE PROGRAMMES TO ALL CITY VISITORS.**

Improving the accessibility and attractiveness of information on events in Ljubljana. Increasing the visibility of producers and venues among Ljubljana's visitors. Cooperation with tourism providers and strong internal information exchange.



Galleries, museums, castles

Regular access to the services and sights offered by museums, galleries, castles, and other city attractions.

1. WE ARE INCREASING THE NUMBER OF INDIVIDUAL VISITORS FROM SLOVENIA WITH AN EMPHASIS ON THE FAMILIES TARGET GROUP.

Increasing the attractiveness of Ljubljana for families from all over Slovenia with an interconnected range of experiences at museums and galleries with planned promotion efforts.

2. WE DESIGN EXPERIENCES TO ENCOURAGE INTERNATIONAL VISITORS.

Through mutual marketing, we encourage the movement of international visitors between museums and galleries. Joint promotional campaigns based on foreign visitor data obtained through systemic visit monitoring at the destination level.

3. WE CREATE ATTRACTIVE AND MODERN WEBSITES WITH PURCHASE OPTIONS FOR E-TICKETS AND EXPERIENCES.

Improved user experience for visitors: from inspiration to information, from decision encouragement to reservation and purchase (e-tickets, interactive maps).



Creative sector

Experience creative workshops, visit creativity centres, or buy products at fairs and in artists' studios.

1. WE PROMOTE LJUBLJANA AS A CITY OF CREATION AND CREATIVITY.

Establishing a partnership and raising the public profile of Ljubljana's creative sector through planned communication.

2. WE DELIVER ON THE PROMISE THROUGH GUEST EXPERIENCE.

Establishing a regularly accessible range of experiences, from shops and workshops to products, and including the creative sector in all destination products.



Cultural quarters

In Ljubljana, we want to invite curious and exploration-oriented guests to visit the city's cultural quarters. That's why we like to put an emphasis on urban, creative, and cultural experiences. We are creating a cohesive interconnected offering in special areas of the city, which enables visitors to have a holistic experience: from museums and galleries to creative workshops and events, from the origin to the purchase of local products, from gastronomy to authentic gatherings with local residents (markets, fairs, local events). By creating a well-rounded range of experiences, we manage visitor movement,

encourage experiences outside the classic tourist routes and best known attractions, and extend the length of stay.

1. DEVELOP AT LEAST THREE LINKED NEIGHBOURHOODS,

FOR WHICH WE IDENTIFY THE OFFER AND ALSO DEVELOP A PROPOSAL FOR ITINERARIES/WALKS.

2. WE ESTABLISH A SUBPAGE

FOR CULTURAL QUARTERS AND PROVIDE SUSTAINABLE PROMOTION.



Common carrier themes

PLEČNIK'S WORKS ON THE UNESCO NATURAL AND CULTURAL HERITAGE LIST

The inclusion of Plečnik's works on the UNESCO World Heritage List is a great comparative advantage in tourism because it can play an important role in a tourist's decision to travel to a destination. Following arrival, the accessibility of heritage sites and well-developed experiences is also very important. Ljubljana already offers many cultural and tourist products that enable visitors to discover the life and work of architect Jože Plečnik. In the new strategic period, the key focus will therefore be on the promotion of "Plečnik's Ljubljana". Contemporary artists and creators in architecture, design, and beyond can relate to this universal common theme, which is unique to Ljubljana, as Plečnik offers eternal inspiration and an example of regeneration in the city. He masterfully connected all the established architectural canons and gave them an innovative meaning in a new image of the city and the city centre as a whole, which is built exclusively with local materials and with local architectural typicalities.

LJUBLJANA IS A UNESCO CITY OF LITERATURE

The international network of UNESCO Cities of Literature connects cities committed to promoting the sustainable development of literature and reading culture. At the intersection of tourism and literature, language barriers often keep foreign visitors from enjoying a direct experience. Cooperation with Ljubljana Tourism takes place mainly in events on public areas and the innovative "Library under the Canopies" project. For the new strategic period, we have also identified opportunities for upgrading cooperation in the field of illustration and children's programmes (Fairytale Studio) and the idea of offering translated books by Slovenian authors in hotels and at other information points. As a central visitors' point, the birthplace of Valentin Vodnik will also get a more modern event space with a permanent outdoor stage, following planned renovations. The strong international network of other partner cities, part of the UNESCO Creative Cities Network in the field of literature, also has great potential for strengthening Ljubljana's position as a creative capital. Ljubljana also carries the title of "Reading-friendly municipality". International festivals (e.g. the Tinta Ljubljana Comic Book Festival) also help with raising the visibility of Ljubljana as a UNESCO City of Literature.

COMMUNICATION PLAN



The communication plan proposes concrete actions to position Ljubljana as an attractive city of culture and creativity, and as a city of festivals and events. To complement existing classic communication tools, we apply fresh content approaches for key target groups and new promotional models abroad. At the same time, we encourage cross-sector cooperation and joint opportunities for raising the global visibility of Ljubljana as a city of creativity and culture.

Visit Ljubljana for an exhibition, concert, show, or party at least once a year. Residents of Ljubljana and visitors from Slovenia and from nearby towns in neighbouring countries represent a regular visitor base, which needs to be carefully nurtured and maintained. The pandemic just showed how important it is to build a foundation based on residents, domestic visitors, and the nearest markets accessible by personal transport.

Experience creative Ljubljana and feel its vibrant pulse through all seasons. Leisure tourists on a city trip are an important category addressed by Ljubljana Tourism. In 2022, there was a noticeable decline in individual business meetings that partially moved online and stayed there. Therefore, it is important to look for new target groups in the leisure tourists category. Leisure tourist demand is highest from April to October, peaking between June and August. With planned and targeted promotion, we want to boost city trip products by encouraging the arrival of individual city and green explorers, families, foodies, and urban-minded millennials.

Seasonal trends in the number of overnight stays in Ljubljana and the number of visitors to museums and galleries are comparable, peaking during the high season between June and August. During this time, the ratio between domestic and foreign visitors in museums and galleries also changes in favour of foreign visitors, as does the ratio between business and leisure guests in the overnight segment in favour of leisure tourists.

At the peak of the season, we want to increase visits to festivals and events, as well as to museums, to galleries, to other cultural and creative centres, and to shops. With planned promotion, we also want to increase visits outside the main season.

Throughout the year, we want to increase attendance at cultural and artistic programmes, at festivals, at events, and at all types of creative content, among domestic and international guests.

That is why we recommend the formation of an editorial board (Ljubljana Tourism, City of Ljubljana - Department of Culture), which creates a selection of season-specific content, experiences, and events and provides joint communication and promotion through the channels of Ljubljana Tourism, of city marketing, and of programme/production partners in the cultural and creative sectors.

We plan to focus on addressing primary cultural tourists, professionals in the field of art and creativity, and selected journalists. We are building towards a leap from communication that everyone likes to communication with a more creative and daring edge.



Target groups

Culture and art, heritage, creativity, and events are magnets for visitors. With this kind of content, we go beyond a generic offering and bring the city to life, which is why we include it in all destination communication channels. We have set a plan for selected target groups for which we adjust the communication, tone, and content. When defining segments and markets, we relied on the Strategy for the Development of Ljubljana and the Ljubljana Region as a Tourism Destination 2021-2027.

DAILY VISITORS

- domestic visitors (residents of Ljubljana and Slovenia)
- nearby markets (Croatia, Italy, Austria)

segments:

- families with children
- adults without children (DINK - double income, no kids)
- couples without children

PRIMARY CULTURE TOURISTS

- nearby markets (Croatia, Italy, Austria)
- reliable markets (Germany)
- growing markets (United Kingdom, Spain, France, Scandinavia, cities with direct flight connections)

segments:

- adults without children (DINK)
- couples without children
- millennials

VISITORS ON A SHORT CITY TRIP

- nearby markets (Croatia, Italy, Austria)
- reliable markets (Germany)
- growing markets (United Kingdom, Spain, France, Belgium and the Netherlands, Scandinavia)

segments:

- adults without children (DINK - double income, no kids)
- couples without children
- families with children

PROFESSIONALS IN THE FIELDS OF ART AND CREATIVITY

- nearby markets (Croatia, Italy, Austria)
- study tours (coordination with partners in the fields of art and creativity)
- professionals in the field of culture and the creative sector, journalists (art, heritage, culture, creative sector)



Ljubljana Tourism