

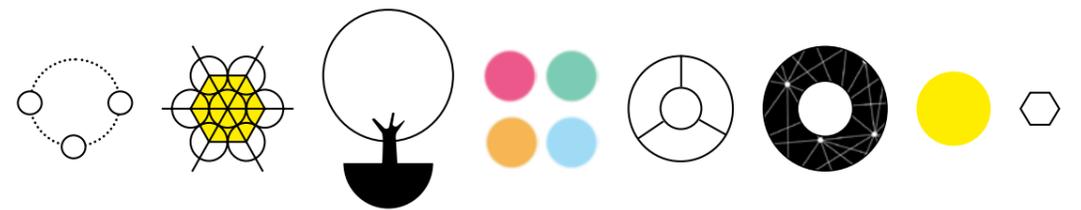


Flanders
State of the Art



Flora et Labora

Flora et Labora





Dear reader, dear traveller

I probably don't need to tell you that as a society we face some enormous challenges. The cry for change is louder today than ever before. The collective awareness of necessary reform is growing. Has the corona crisis spurred this awareness? Absolutely. Has it triggered the many changes that are imminent? Far from it. The crisis undoubtedly accelerated everything, but the urgency of transformation was there long before March 2020. So too with regard to tourism. For us as an agency, therefore, the recent crisis is only the confirmation of what we have known for a long time: we need to overhaul tourism, which too often still swears by the traditional revenue model. Back in 2018, we already decided to change course and embark on the journey to tomorrow. We cordially invite you to join us on this journey.

Initially our final destination was a bit vague but fortunately that didn't stop us. On the contrary. Fuelled by curiosity, excitement and pride, we set to work. The first step was to map out an itinerary in which we wanted to solve some important questions: with whom do we want to undertake this trip, how do we want to travel and where are we going? The first leg of the journey started under the name

of Tourism Transforms. We set out on a journey through our region. We listened to many partners, the sector itself, and visitors to hear what drives and motivates them. We also regularly questioned ourselves, as is often done before embarking on an adventure. What is the role of tourism in the future? Where do we want to go with the agency VISITFLANDERS? The first conclusions and suggestions were put down in a memorandum that our minister endorsed in the policy paper 2019-2024. Our travel guide or framework for thinking was born: Travel to Tomorrow.

We want to let places flourish throughout Flanders for residents, entrepreneurs and visitors. Tourism will become a means and no longer the goal in itself. Travel to Tomorrow goes beyond 'tourism'. The next stage was to put this ambitious vision into practice. The entire agency joined forces and, with a large group of motivated colleagues, we set to work in a co-creative manner to put flesh on the bones of the policy document.

Nine working groups set to work for two months, partly in the not so obvious circumstances of the lockdown. Each group started from an ideal. We started with a number of concrete questions such as: How will we manage the balance between resident, visitor, entrepreneur and place during

development? What does this all mean for our promotion? With brain power, lively discussions and many open conversations, these plans of action were elaborated into comprehensive, ambitious, inspiring action plans. This document is a summary of the thought processes of these nine working groups. It serves as the basis for crafting and developing concrete action plans for this legislature. It is the guide to plan our journey. It also illustrates our commitment as an agency towards the Minister, but especially towards society, our tourism partners in particular and, of course, our future visitors.

With this document as a result, we are kicking off the implementation of our new vision. Our journey to tomorrow has now truly begun.

April 2021

Peter De Wilde
CEO VISITFLANDERS

FOREWORD
PETER
DE WILDE p. 4

①
VISION AND
STRATEGY p. 9

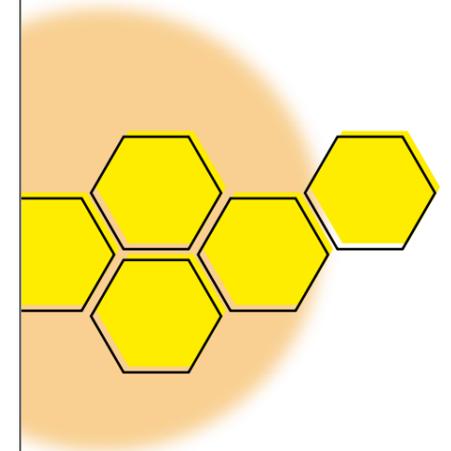


②
OUR
WORK
IN PRACTICE p. 15

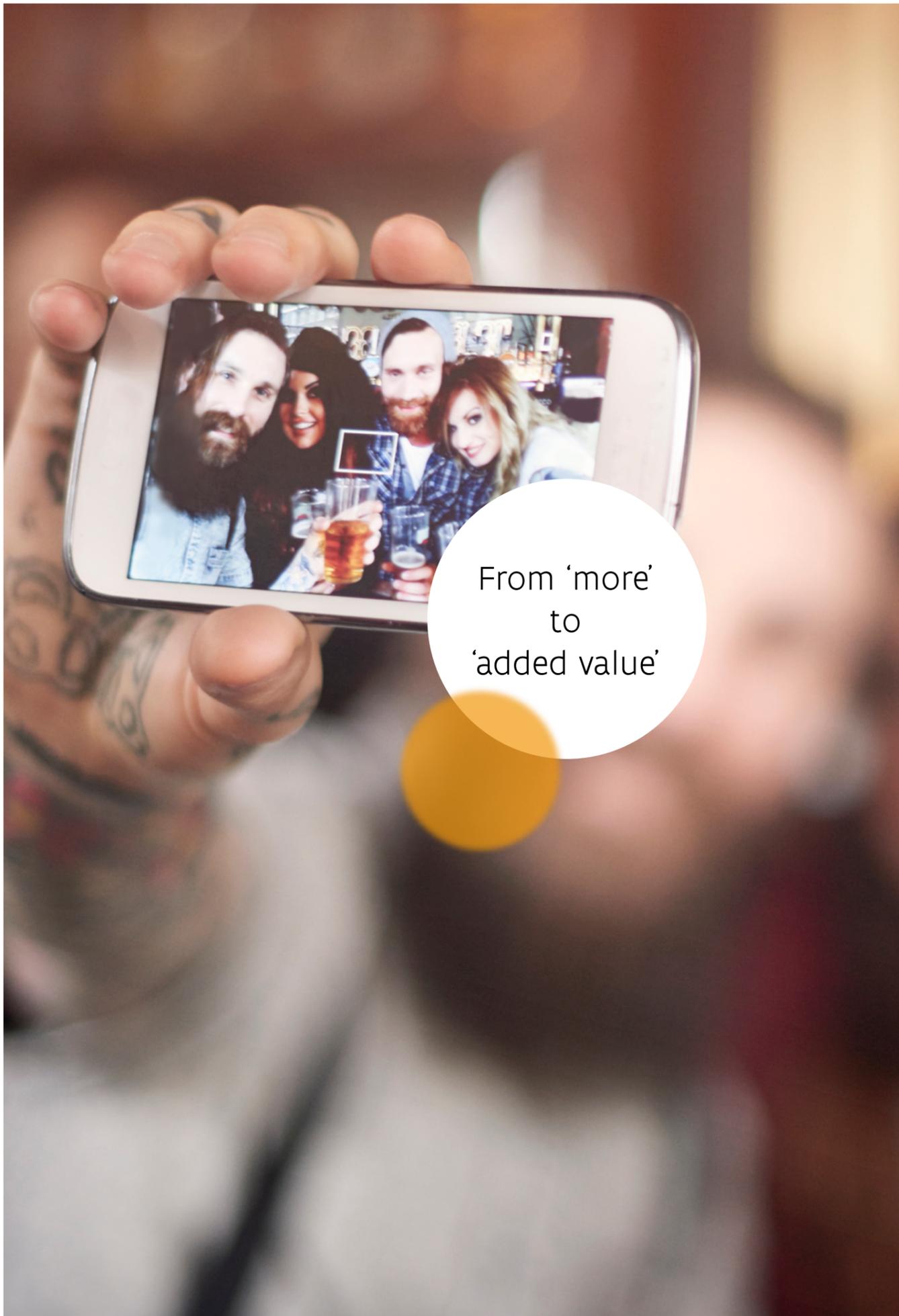
③
SIX
THEMES p. 24



④
CRITICAL
SUCCESS
FACTORS p. 50



⑤
OUR
TAILOR-MADE
ORGANISATION p. 52



From 'more'
to
'added value'

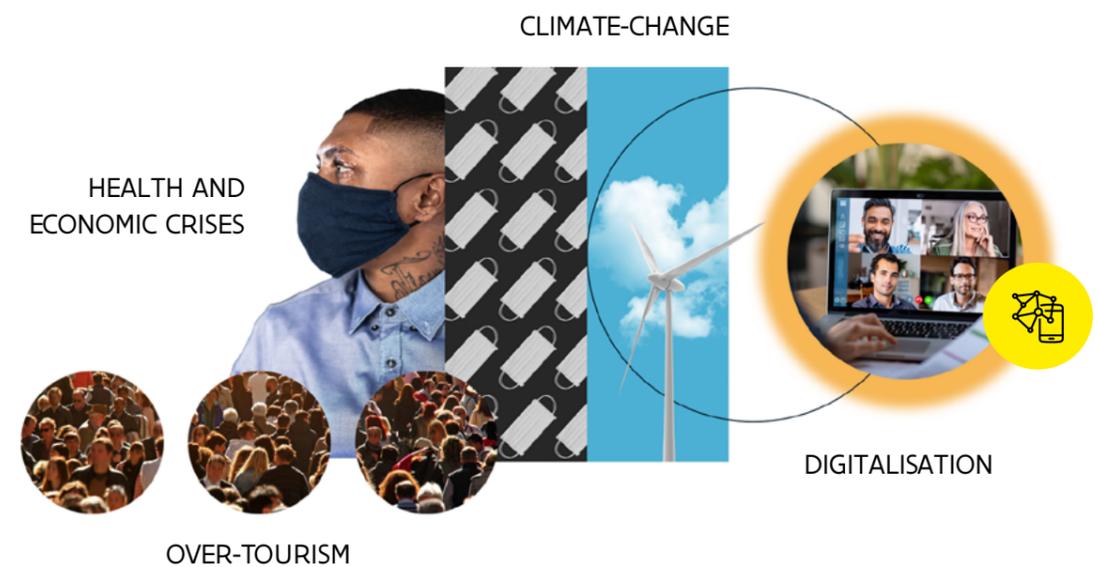
1

VISION AND STRATEGY

FROM 'MORE' TO 'ADDED VALUE'

OUR VISION AND STRATEGY FOR THE TOURISM OF THE FUTURE

Our current tourism model is under pressure. We are confronted with over-tourism, climate-change, health and economic crises. Digitalisation, reinforced by the coronavirus crisis, is on the rise. As an agency, we wish to work with our employees and partners to form part of the solution in developing **future-proof** tourism.



VISION

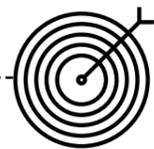
The role of tourism in the future: helping Flanders to flourish

Over the coming years, we will fully support tourism by changing the economic story from 'more' to 'added value', and from profit on investments to social returns on investments.

Our vision encompasses this idea:

We want to strengthen the role of tourism as a positive force, ensuring Flanders can thrive as an innovative, inspiring and qualitative travel destination, for the benefit of its inhabitants, entrepreneurs and visitors.

Tourism is no longer an end in itself, it is a **means** for creating added value for all those involved in a place. If we succeed, Flanders will flourish, just like the crown of a healthy tree.

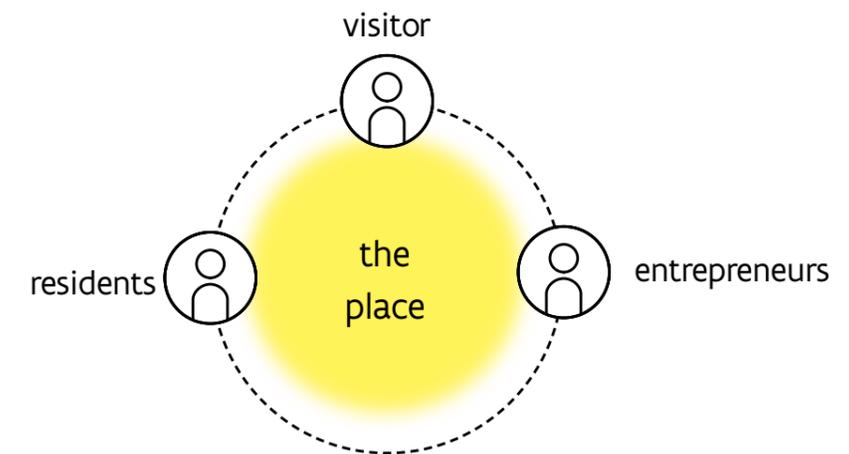


Our goal is therefore to become a **flourishing destination**. 'Travel to Tomorrow' therefore provides a framework for the next ten years. It sets out the role that tourism will play in the future and the direction in which we are heading as an agency.



STRATEGY

Balance between added value for residents, visitors, entrepreneurs and the place itself



As an agency, we must strengthen the positive power of tourism in order to create or maintain balance and ensure Flanders flourishes. Just like the robust tree trunk, which holds everything together and makes connections. We want to reconcile the needs of the destination with the demands of the visitor, so that a balance is created. In our strategy, we have defined **five strategic core principles**. Just like the sap flows around a tree, they will nourish our vision, the crown of the tree.

Five strategic core principles



1 Creating added value for all stakeholders while maintaining balance

Finding the right balance between economic benefits and the positive social impact of tourism projects provides benefits for **everyone**: visitors, residents, businesses and the place.



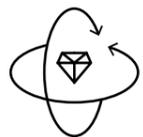
2 Making connections between people, places and activities within a unique story

We connect visitors, businesses and residents by creating unique stories and high-impact experiences that focus on six themes which, in turn, connect into the DNA of Flanders and connect visitors to the place via shared passions and interests.



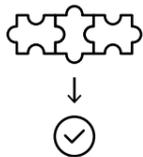
3 Participation

VISITFLANDERS is a network connector which unites and inspires all stakeholders and facilitates thought processes.



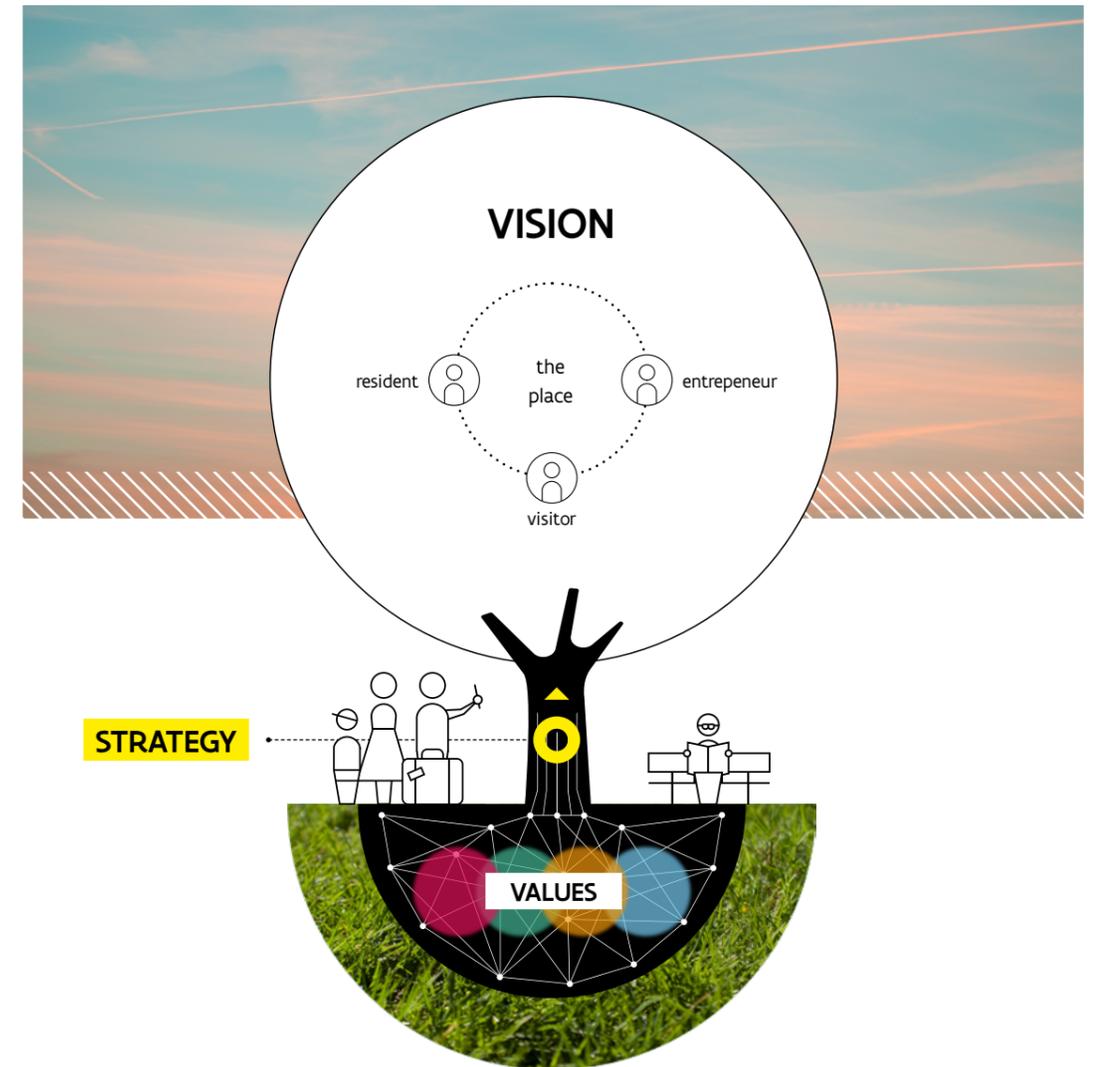
4 Quality with room for innovation and creativity

We will do all we can to provide quality experiences with respect to the travel destination. We choose innovation by means of experiments and creativity.



5 Strategy and knowledge-driven methods

Our strategy forms the starting point and is the abiding principle for each project. We share best practices with one another and accumulate expertise.



Four core values

Our values are our roots, which offer a robust and stable anchor. They reflect what the agency stands for. They offer us a guiding principle with respect to how we respond to our partners, customers and stakeholders. But, they also spell out how we deal with one another as colleagues.



PASSION



RESPECT



CONNECTION

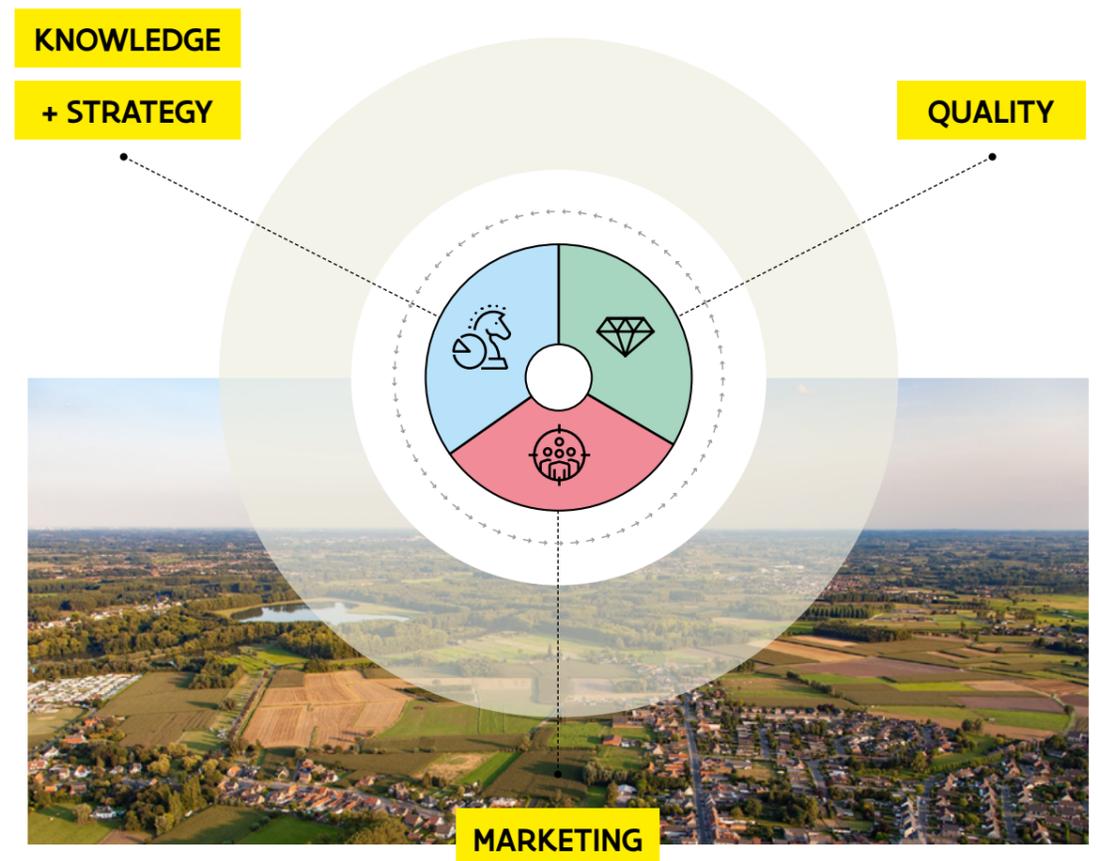


OPENNESS

FROM COMMITMENT TO PUTTING IT INTO PRACTICE

The new strategy broadens our view and makes it more complex.
This also determines our way of working

IN ALL OUR PROJECTS
WE WILL WORK WITH THREE COMPONENTS:



FAQ

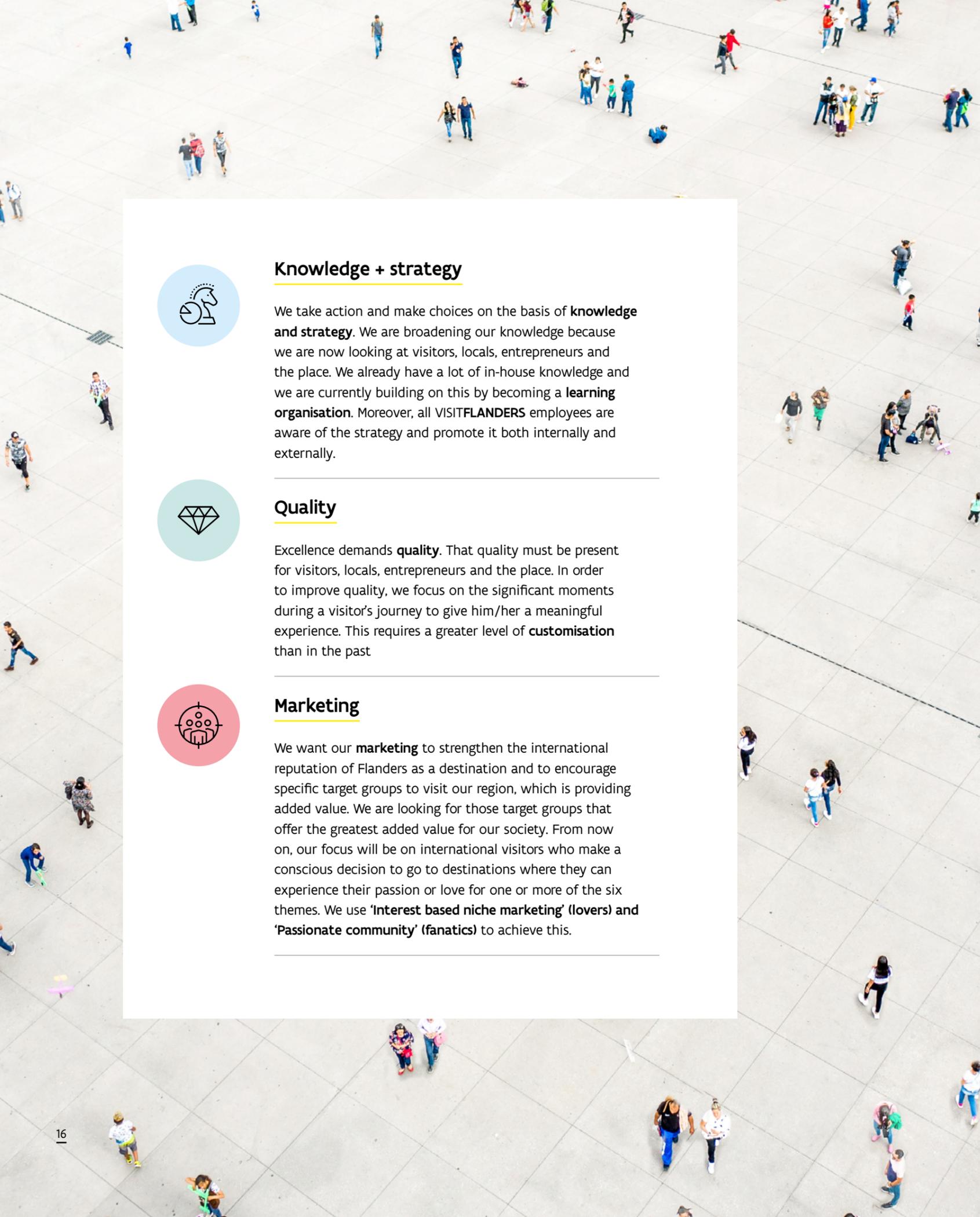
?

What is the difference between our 'Travel to Tomorrow' vision, 'Flora et Labora' and 'Flourishing Destinations'?

'Travel to Tomorrow' is our vision for the future and describes our objective. More specifically, to strengthen the positive power of tourism so that Flanders can flourish as an innovative, inspiring and qualitative travel destination for the benefit of the place, its inhabitants, entrepreneurs and visitors.

Travel to Tomorrow is the framework for the flourishing destination that was developed in a co-creative process with all stakeholders. It also represents the path we want to take together towards sustainable, future-proof tourism. This framework is shared with many partners within the sector.

'Flora et Labora' starts off from this conceptual framework and the tourism policy memorandum, and describes how we will achieve the goal of **flourishing destinations**. More specifically, the document describes how we intend to develop tourism sustainably based on the chosen themes.



Knowledge + strategy

We take action and make choices on the basis of **knowledge and strategy**. We are broadening our knowledge because we are now looking at visitors, locals, entrepreneurs and the place. We already have a lot of in-house knowledge and we are currently building on this by becoming a **learning organisation**. Moreover, all VISITFLANDERS employees are aware of the strategy and promote it both internally and externally.



Quality

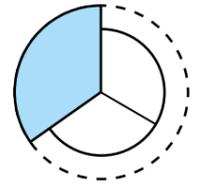
Excellence demands **quality**. That quality must be present for visitors, locals, entrepreneurs and the place. In order to improve quality, we focus on the significant moments during a visitor's journey to give him/her a meaningful experience. This requires a greater level of **customisation** than in the past



Marketing

We want our **marketing** to strengthen the international reputation of Flanders as a destination and to encourage specific target groups to visit our region, which is providing added value. We are looking for those target groups that offer the greatest added value for our society. From now on, our focus will be on international visitors who make a conscious decision to go to destinations where they can experience their passion or love for one or more of the six themes. We use '**Interest based niche marketing**' (lovers) and '**Passionate community**' (fanatics) to achieve this.

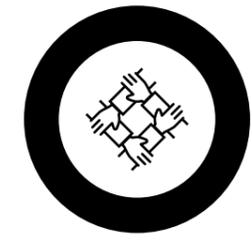
1 KNOWLEDGE + STRATEGY



Our strategy will enable the right projects and decisions to be made

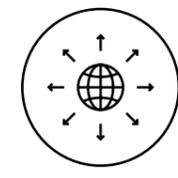
Our **strategy** allows us to make the right decisions and clearly define what we want to achieve. We are also placing a greater focus on instruments that measure whether we are successfully implementing our strategy. Finally, we all engage in dialogue with all stakeholders to ensure that our projects have a strong added value in social terms.

All VISITFLANDERS staff members **know about the strategy and promote it both internally and externally**. We also inspire others with our story by:



POLICY ALIGNMENT

We collaborate with colleagues from other policy areas to achieve our goals.



THE 'TRAVEL TO TOMORROW ACADEMY'

The Travel to Tomorrow Academy' is where we inspire and motivate people at home and abroad to contribute to thriving destinations.

A knowledge-driven agency and sector

It is important that we underpin our actions and initiatives with **knowledge** in order to ensure the success of our strategy. We have already built up a lot of knowledge and some great collaborations with our partners. Our next step is now to become a **learning organisation**. In more specific terms, that means always being curious and wanting to learn: ask questions, dare to make mistakes, dare to doubt, question things and experiment.



VISITFLANDERS IS HUGEY KNOWLEDGE-DRIVEN

tourist knowledge network

We also want the tourism sector to become more knowledge-driven. Together with our partners, we are therefore establishing a **tourist knowledge network**. Everyone can access a knowledge platform and ask their questions.

Flemish Tourism Policy

Our approach to the **Flemish Tourism Policy 2019-2024** is driven by knowledge. We rely on knowledge when we make policy choices and we monitor policy goals by measuring and reporting on the basis of KPI's.

knowledge-driven operations

We follow principles that strengthen the **knowledge-driven operations of VISITFLANDERS**. This is reflected in the creation of a knowledge culture, by employees taking responsibility and by open leadership and employee support.

knowledge cycle and knowledge levels

We work on the basis of a **knowledge cycle and knowledge levels for strategy, projects, processes and actions**.

2 QUALITY



Flanders as a high-quality destination

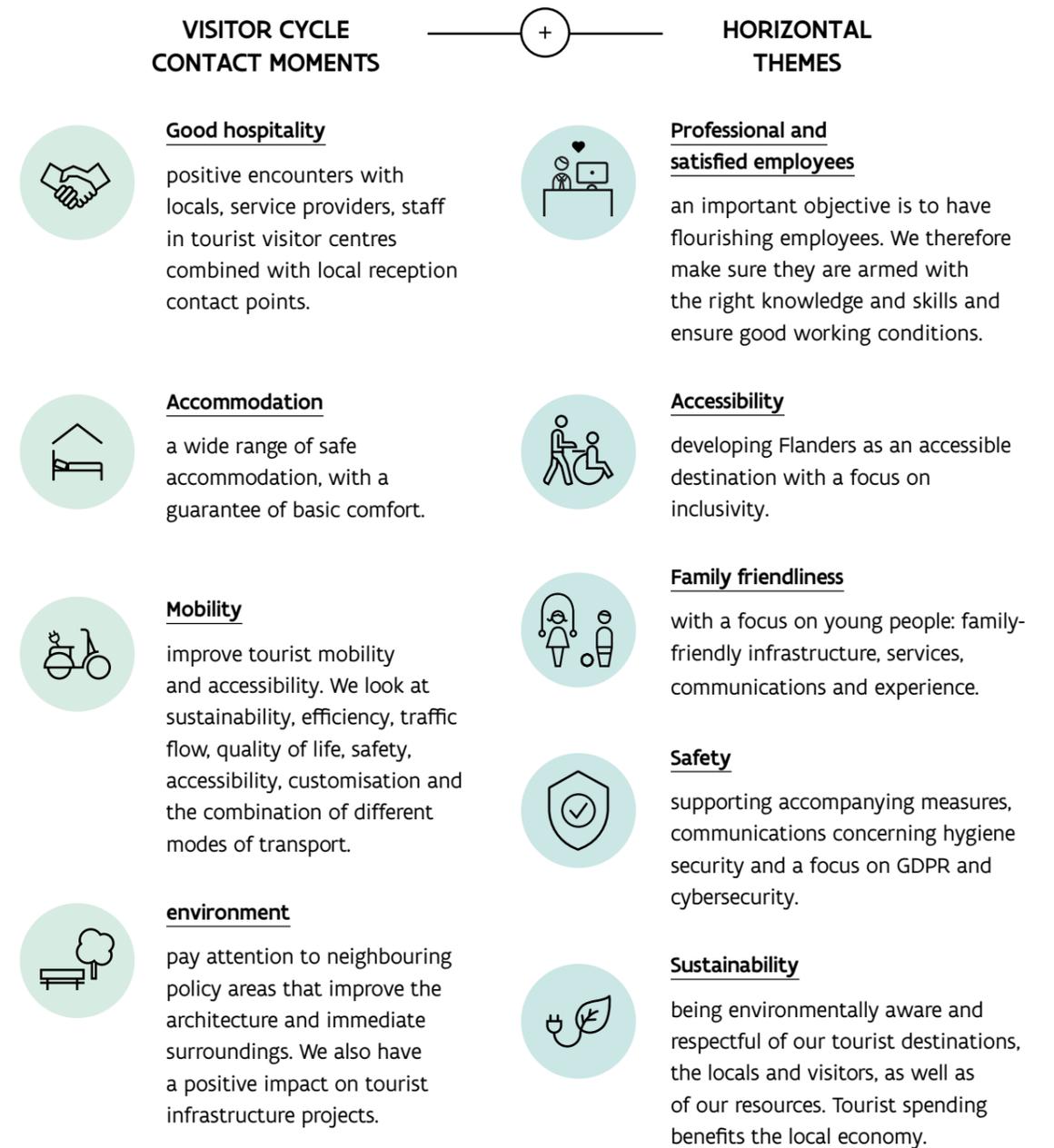
We want to develop Flanders as a high-quality destination so that holidaymakers and conference participants spontaneously associate Flanders with quality, which they then experience during their visit.

We guarantee quality in all relevant aspects of the visitor cycle, i.e. during various appropriate moments when a visitor comes into contact with an organisation or service.

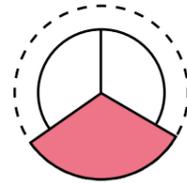
The focus is on achieving a good basic level of quality within the 6 themes and carrying out our statutory tasks.

Focus on a number of subjects and contact moments within the visitor cycle

We selected a number of contact moments from the visitor cycle and combined them with horizontal themes.



3 MARKETING



Our marketing will be in line with our vision of 'Travel to Tomorrow', which focuses on tourism that offers added value to all stakeholders.

Our goal is to strengthen the international reputation of Flanders as a **sustainable, inclusive and hospitable destination** where our themes can be experienced. In doing so, we encourage specific target groups to visit, which adds value to our destinations. We draw on our marketing expertise to support **EventFlanders** with events that can serve as leverage for our themes. With **BrandFlanders**, we continue to build together on an internationally strong brand policy.

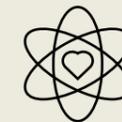
Branding of the Flanders brand

In recent years, we have invested heavily in the implementation of the Flemish brand policy. We will consistently apply the brand positioning in the marketing campaigns that we launch to promote our themes or storylines



Target groups

We focus on international visitors who make a conscious decision to choose destinations where they can experience their love and passion for one or more of the themes/storylines. We can distinguish two types of visitors:



FANATICS:

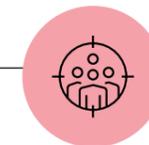
people who are so passionate about one specific theme or storyline that they intentionally travel to a particular destination to experience their passion.

Fanatics belong to a passion group. It consists of the **heart** (creators in one place), the **professionals** and the fanatics.



LOVERS:

people who prefer one or more themes. They choose their destination in order to experience their preference, but other factors also influence their decision.

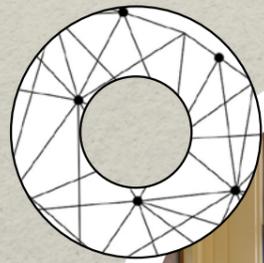


Target group approach

We will approach both lovers and fanatics with a tailor-made approach.

Market tools

In addition to our expertise, we have a **wide range of marketing tools** at our disposal to work with our target groups (heart – professionals – fanatics – lovers). We also set up partnerships with **public and private partners who take on the role of ambassadors** in respect of a theme, storyline or the Flanders brand.



FAQ



Which resources and tools are we using?

VISITFLANDERS has various tools at its disposal to pursue the objective of a flourishing destination and to achieve the balance of added value for residents, visitors, entrepreneurs and the place. Our employees are, of course, our organisation's most important tool. Their expertise, commitment and drive will enable us to achieve our objectives.

We have divided our other tools into four large categories. The existing tools will be reviewed in the light of our new strategy and adapted where necessary:

- **participatory tools**, which are currently being set up as part of our strategy (picking projects and thematic networks);
- **quality tools**, encompassing both the decrees and the advice;
- **financial tools**, all actions with which we support the sector financially;
- and finally the **promotion**, primarily conducted abroad by VISITFLANDERS.

What will change for our partners? And what does our new way of working mean for them?

Together with these partners and all those involved, we want to build a flourishing network of relationships within a tourism project. Many of these partners are new or given more importance in our plans of action.

We are highly committed to **participatory processes** in which it is essential that we are **transparent** in respect of all partners involved. After all, we believe that our goals will be highly successful through cooperation and participation. We therefore have to manage our relationship network with great care.

- When VISITFLANDERS enters into partnerships, the **commitments must be clear and feasible**.
- Participatory processes are new and require a **heightened sensitivity with regard to all partners** involved.

Who are our partners?

In Flanders and Brussels these are:

- Policy makers
- Organisations and companies
- Anyone who can help us achieve our goal of becoming a flourishing destination

Abroad these are:

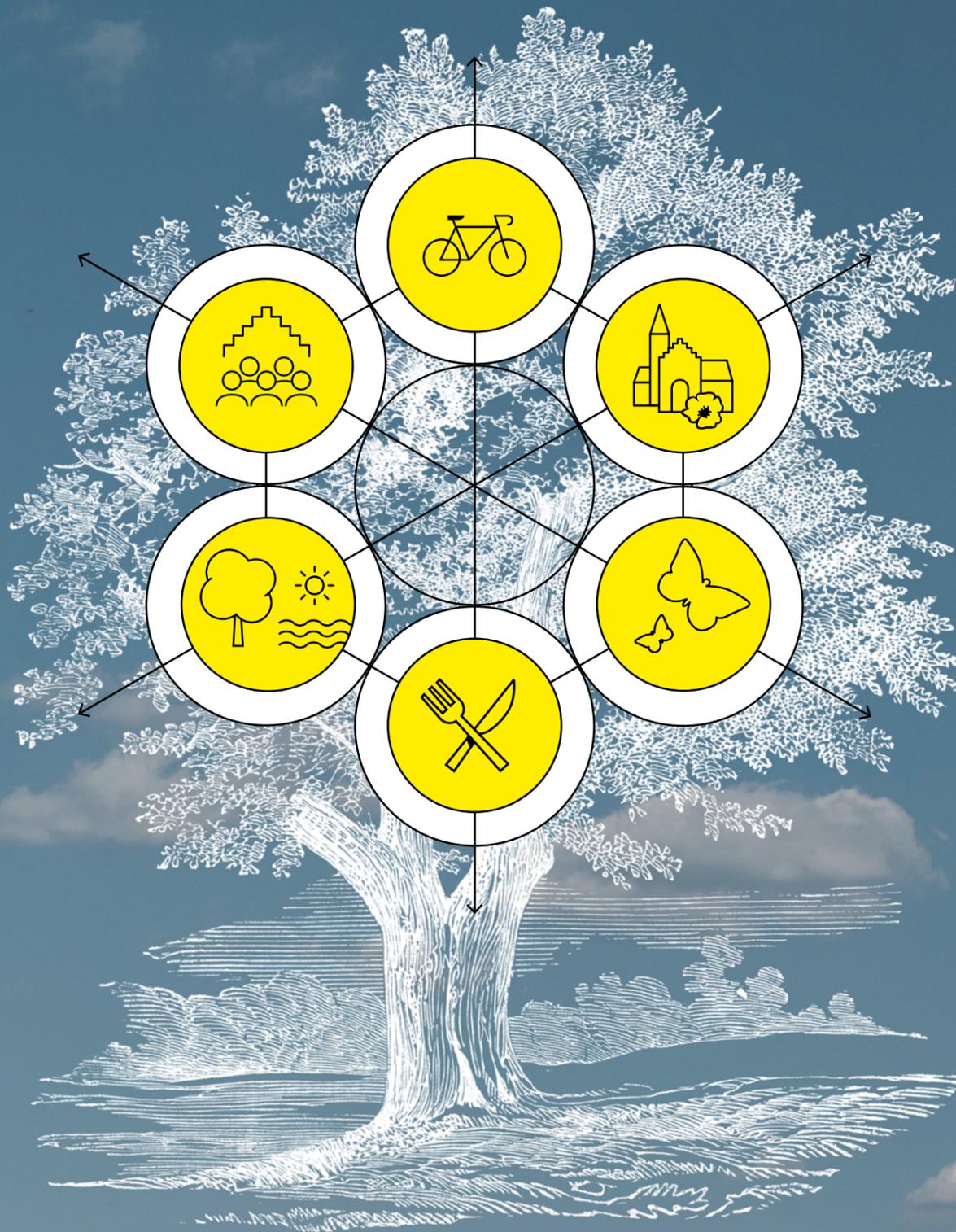
- Destination Marketing Organisations
- Policy makers
- International committees for tourism associations
- Foreign educational institutions
- Organisations and companies

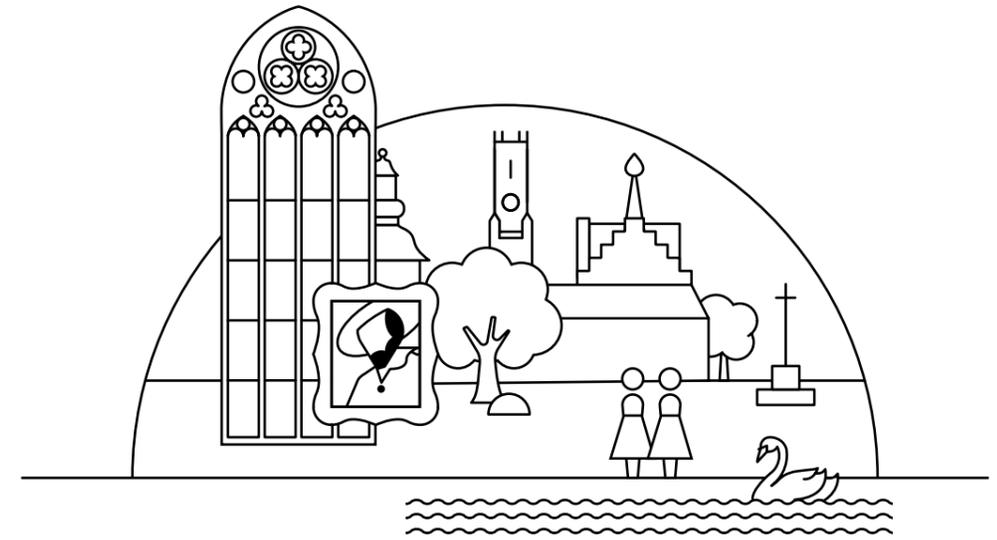
SIX THEMES

What are we going to do to move towards value-added tourism?

Our work is based around **six themes**. These six themes are interconnected and we combine them where possible. We focus on the intense experience of a location, combined with meaningful encounters and activities or a travel formula. We do not focus on specific cities or regions, but by using the six themes, we develop **Flanders-wide storylines** that are dispersed in space and time.

<p>HERITAGE EXPERIENCE</p> <p>From Flemish Masters to religious heritage, and from the Great War to castles and gardens.</p>	<p>FLANDERS NATURALLY</p> <p>Landscapes, areas of natural beauty, walking, waterways and coastal areas.</p>	<p>CULINARY FLANDERS</p> <p>The heritage and future of our food and beer culture.</p>
<p>FLANDERS AS A CYCLING COUNTRY</p> <p>Our cycling culture combined with our goal of making Flanders a real cycling country</p>	<p>CONFERENCES AND EVENTS</p> <p>Strengthening of tourism themes and the seven transition priorities. Events with international appeal.</p>	<p>WHY HOLIDAYS MATTER</p> <p>The right for everyone to go on holiday, both today and tomorrow</p>





Heritage experience

VISITFLANDERS wants to provide support to numerous heritage sites and experiences, increase their visibility, and connect them with each other during this legislative term. We will do this through **five storylines**. The storylines surrounding the Flemish Masters, castles and gardens, and the development of an umbrella heritage network are prioritised.

Five storylines





1

THE FLEMISH MASTERS IN THEIR HISTORICAL CONTEXT

We are building on the success of the Flemish Masters 2018–2020 programme and are now broadening the scope of the Flemish Masters brand in terms of time, space and discipline.

2

CASTLES AND GARDENS

The unique heritage context of castle sites is an important catalyst for connecting with the surrounding nature, the local (business) community and visitors, thereby enabling them all to flourish. While it is possible to reap the benefits of this story relatively quickly, we are exploring the potential in depth. We wish to develop a **Flanders-wide network** that extends beyond the cities. This is where we can really maximise the link with other storylines.

3

RELIGIOUS HERITAGE

We are working on a new future for our religious heritage and highlighting it from the **perspective of an (international) visitor**. We focus on **high-quality visitor** access that respects the soul of the place and the inspiration of the place owners, combined with a diverse range of meaningful experiences and activities.

4

THE GREAT WAR

On the occasion of the centennial commemoration of the **First World War (2014–18)**, VISITFLANDERS, along with numerous partners, established a large-scale project where we increased knowledge about commemorative tourism: we invested in sites, museums and events while running a broad international campaign for six years. We are now building on that.

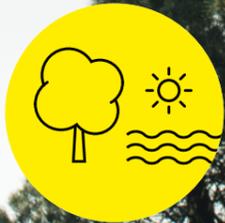
5

URBAN HERITAGE: A LIFE STORY

Many historic buildings in Flemish cities bear witness to our **rich trading past**. Our ambition is to bring the history and traditions of this urban heritage to a **contemporary stage**.

Opportunities within an umbrella network

In an umbrella network, we link actors to the 'Travel to Tomorrow' concept. We raise each other to a higher level and we show (international) visitors the way to cultural and heritage experiences.



Flanders Naturally!

'Flanders Naturally!' is a new theme. It encompasses the forests, parks, other natural landscapes, and agricultural areas, as well as waterways, the coast and the North Sea. We are always looking to find a **balance** between natural values, landscape values and the co-use of the landscape, as well as its touristic and recreational use. For this theme, we work together with a **series of strong partners and experts** in the field.

Three storylines



1



2



3



1

NATIONAL AND COUNTRY PARKS

It is our ambition to put the future national parks and country parks on the international map. In this legislature, we will examine how each park is uniquely different from the others, what our reputation is, and we will determine how we present ourselves to the different target groups. In addition, we will support the parks in opening up to tourism.



2

RURAL AND NATURAL TOURISM

We will examine the international potential of rural tourism and whether Flanders already has a reputation in this field. We will focus on three fields of action: broadening out of agricultural activities, nature tourism in nature and forest areas, water experiences (coastal protection, entrepreneurship, innovation and education) and we will discover what development opportunities there are.



3

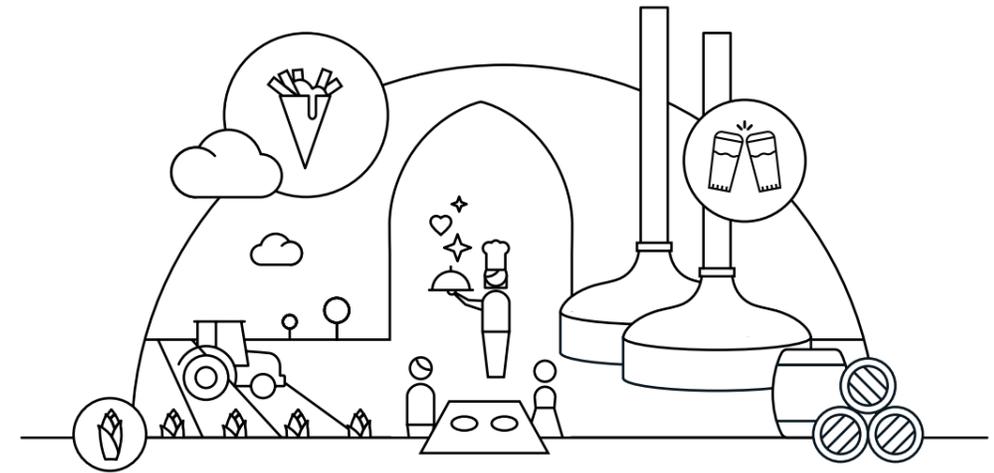
RECREATIONAL WALKING

We explore the international potential of recreational walking in Flanders and map out target groups. We want to create unique walking experiences for the accidental walker, the day hiker as well as for the long-distance hiker and are therefore taking the necessary steps in the field of development, quality upscaling and marketing.

A phased, integrated approach

During the current policy period, we will initiate research and development work around this theme in order to map out the potential of 'Flanders Naturally!'. We will also put the spotlight on the existing offer. During the next phase, we will introduce new developments and the theme will be based even further on experiences.





Culinary Flanders

For around 40% of Europeans, food is one of the most important motivations in selecting a travel destination. The culinary experience is a way to get to know Flanders better.

A dual approach, storyline and tactics

We will identify, develop and promote strong culinary storylines that contribute to Flanders' international reputation and generate added value for residents, businesses and visitors alike. To achieve this goal, our work takes a two-pronged approach.

- We are strengthening our existing culinary reputation.
- We are using this reputation to support and strengthen our other Flanders-wide themes.

We have chosen two strong storylines that underline the culinary reputation of tradition and innovation.

Two storylines



1

FLEMISH PRODUCTS

Products that form the basis for Flemish dishes, local delicacies and unique stories. Artisan workers produce and process these products.



2

BELGIAN BEER CULTURE

Our rich beer culture of both traditional and innovative beers from Flanders.



We are going to use a **dual tactic**: on the one hand, ambassadors and showstoppers will propagate our storylines and make them tangible. On the other hand, we are setting up participatory processes with partners.



Launch of three ambitious projects

The Flemish Culinary Centre

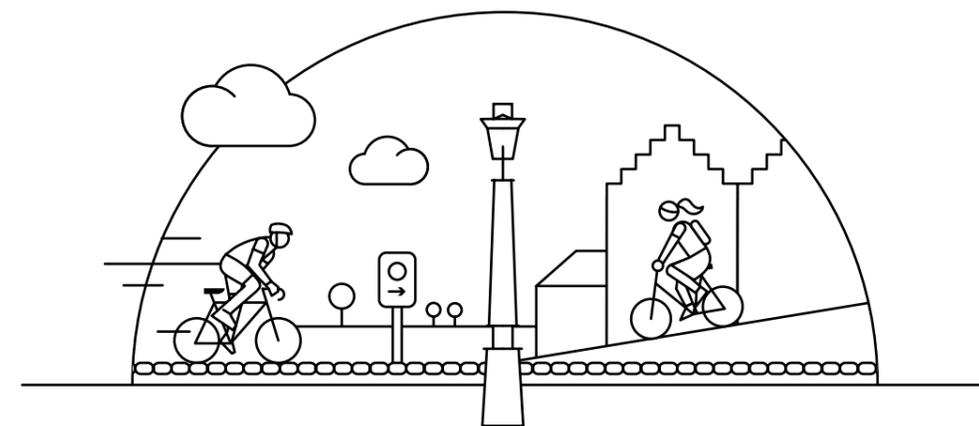
With the Flemish Culinary Centre pilot project we are creating – in a meaningful heritage context – a tangible concept that becomes a reference place for everyone who is passionate about Flemish cuisine and who wants to share this passion with visitors.

Flanders Food Week

The World's 50 Best Restaurants' (June 2021) and the 'UNWTO forum' (June 2021) were created in collaboration with EventFlanders and are primarily aimed at a professional audience. VISITFLANDERS will evaluate this initial food event and build on it by developing a long-term vision for a public event.

Developing Stronger Experiences around the Storylines

Together with the Flanders Food Faculty, we are bringing together all the key players (entrepreneurs, residents, organisations, authorities) around the two storylines (Flemish products and Belgian beer culture) in order to shape new developments and develop unexplored tourist sites.



Flanders as a cycling country

We have already invested and developed a lot in the field of cycling and recreational cycling. As an agency, we would like to go one step further by becoming a **real cycling country**.

'Flanders as a cycling country' appeals to different target groups and is accessible to lots of people. It is an ideal connector between the different themes. When combined with our conference work and EventFlanders, it also offers the possibility to attract conferences and events to Flanders.

Two storylines



1



2



1

CYCLING IN FLANDERS

We already have a strong reputation as a cycling country among fanatics and we want to further strengthen this so that cycling can be used as a catalyst to encourage recreational cycling. 'Cycling in Flanders' will allow us to create a framework in which everyone can become a real Flandrien.

We have set the following two objectives:

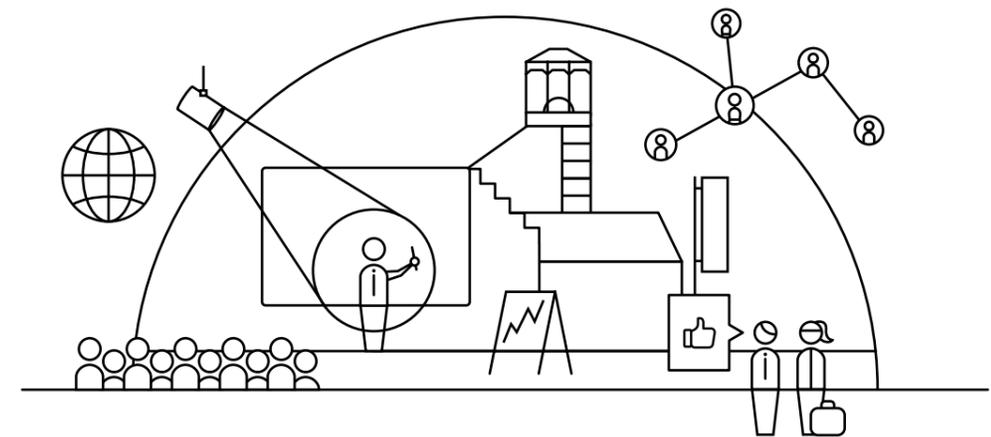
1. We are developing and promoting our Flemish cycling culture and the 'Cycling in Flanders' brand on an international level, making the Tour of Flanders our flagship.
2. We will set up a state-of-the-art centre called 'De Ronde' in a heritage site (pilot project). The centre is to be located in the Flemish Ardennes and we will involve local residents and the Flemish cycling community.

2

RECREATIONAL CYCLING

We are developing and promoting recreational cycling as a healthy and sustainable means of transport that connects, and enables people to access, experiences in Flanders that form part of the other themes.

- We are reviewing the national cycling routes with a view to creating iconic routes
- We will further develop the 'Cycling Holidays in Flanders' stimulus project together with the Provincial Tourism Organisations.
- We are enriching the recreational cycling experience in Limburg – and therefore by extension, throughout the whole of Flanders – with high-profile experiences such as 'Cycling through water'.

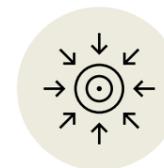


Conferences and Events

Conferences held by international associations offer a wealth of opportunities to connect visitors with the place, its residents and businesses. We also prefer conferences that offer the potential for achieving a positive long-term impact.

A similar approach in terms of **long-term** impact is pursued when we recruit and develop large-scale major events through **EventFlanders**. EventFlanders ensures that a Flanders-wide top event policy is developed. This involves both attracting foreign formats and creating new events or growth trajectories based on existing smaller events; this is all to the extent that they fit within the priorities of the Flemish top events policy.

Joint goal



In the new legislative term, we will be making a clear switch to 'better' conferences and events that inspire, which in terms of their themes, are strongly embedded locally, and which promote the various sectors in which Flanders excels. We want to create added value for all parties. **EventFlanders** works on the basis of **three categories: sports, culture and a more general category.**



EventFlanders: three categories

sports



culture



general

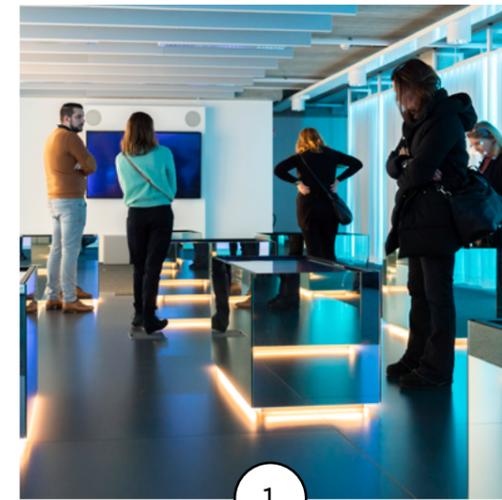


Digital transformation: the hybrid model

VISITFLANDERS is taking the lead in developing future initiatives with the tourism sector. The demand for new forms of meetings, such as hybrid conferences and events, also stimulates our entrepreneurship and creativity. Together with our partners, we are thinking about the ideal combination of real-life events and virtual conferencing in order to maximise the efficiency, creativity, security and profitability of the sector in the long term.

Create tomorrow's heritage: two storylines

Create tomorrow's heritage' is about the positioning story of 'Cutting Edge Craftmanship'. We are strengthening the positioning through the content of **two storylines**: 'intellectual heritage' and 'Flanders Special Meeting Venues'.



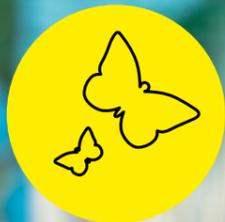
INTELLECTUAL HERITAGE

Through the 'Intellectual heritage' storyline we position Flanders as a cradle of knowledge, science and research. We link this to the overarching positioning of 'Create tomorrow's heritage' where you can experience old and recent ground-breaking discoveries in the destination of Flanders. We are committed to working with the public sector, academia and industry to develop and connect visitor experiences around the theme of science and innovation, and to join them up in a network that aligns with the transition priorities.



FLANDERS SPECIAL MEETING VENUES

By 2030, we want Flanders to be recognised as a top destination for conferences and events that offer a high level of experience. The international association world must also associate Flanders with a strong heritage and high-tech quality experience.



Why holidays matter

Holidays are a basic right according to the Universal Declaration of Human Rights. VISITFLANDERS acknowledges this by:

- working on a qualitative and attractive holiday offering for all our guests and good structural accessibility for the different steps a holidaymaker takes
- removing personal barriers for holidaymakers. These barriers can be financial, psychological or practical. A large, inclusive 'Why Holidays Matter' network of social and tourism partners and local location keepers form the core of 'Why Holidays Matter'.



The goals of the 'why holidays matter' network are achieved by following four action points.



1

GROWTH AND CONSOLIDATION OF THE 'WHY HOLIDAYS MATTER' NETWORK

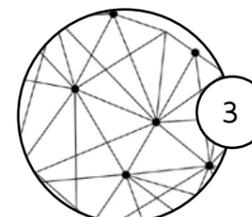
- We're plugging gaps in the network.
- We ensure all partners and their efforts in the network are visible.
- We communicate about the results we have achieved



2

STIMULATING CREATIVE AND INNOVATIVE INITIATIVES TO REMOVE BARRIERS FOR HAVING A HOLIDAY

- We are focusing on creative cooperation and participation between various social, tourist and other partners.
- We make Vakantieschakel Vlaanderen widely known and ready to be used to break down the various types of barriers.
- We are creating one coordination point for everything related to holidays with care provision.



3

PROVIDING SOCIAL TARIFFS AND BOOKING PROCEDURES FOR THOSE WHO ARE ENTITLED TO THEM

- Our ambition is to give access to social tariffs for those who are entitled to them, instead of them having to search for the information themselves.
- We are simplifying the booking procedure for holidays and day trips.
- We are investigating the possibilities of creating a 'one-stop shop for day trips' in the form of a social discount card.



4

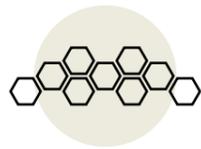
INSPIRING FOREIGN PARTNERS OF VISITFLANDERS

- All VISITFLANDERS employees communicate the 'right to a holiday'.
- We also promote the 'right to a holiday' within the wider tourism sector.
- We are raising awareness with public policy institutions.
- We are winning over everyone in Flanders with a positive awareness campaign.

CRITICAL SUCCESS FACTORS

A number of factors determine whether our action plans are successful. We summarise them below.

A supportive organisation



We need to have an organisation that can facilitate our complex challenges. That requires:

- an **adapted structure**, which optimally supports the shift to value-driven tourism with a related workflow;
- planning in accordance with **available people and resources**;
- **clear** mandates and agreements;
- **flexible and transparent multi-year planning**, both internally and externally.

Expertise that makes us excel



To achieve good results, we must also carry out our jobs to the best of our ability. Acquiring and maintaining expertise is a critical success factor for everyone. This is expressed in three areas.

- **Knowledge:** general insights, but also specific knowledge. In addition, we need to keep a finger on the pulse of general trends and professional developments.
- **Learning organisation:** provide time for evaluations of our activities and provide time for exchanging the acquired knowledge within the organisation.
- **Expertise development:** strive to build sufficient expertise in-house through training or recruitment



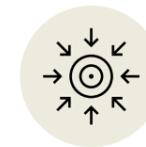
A Flourishing network of relationships



To a large extent, we achieve our objectives by collaborating with partners. Many of these are quite new or have been afforded greater importance in the plans of action. This also means we have to manage our network with great care.

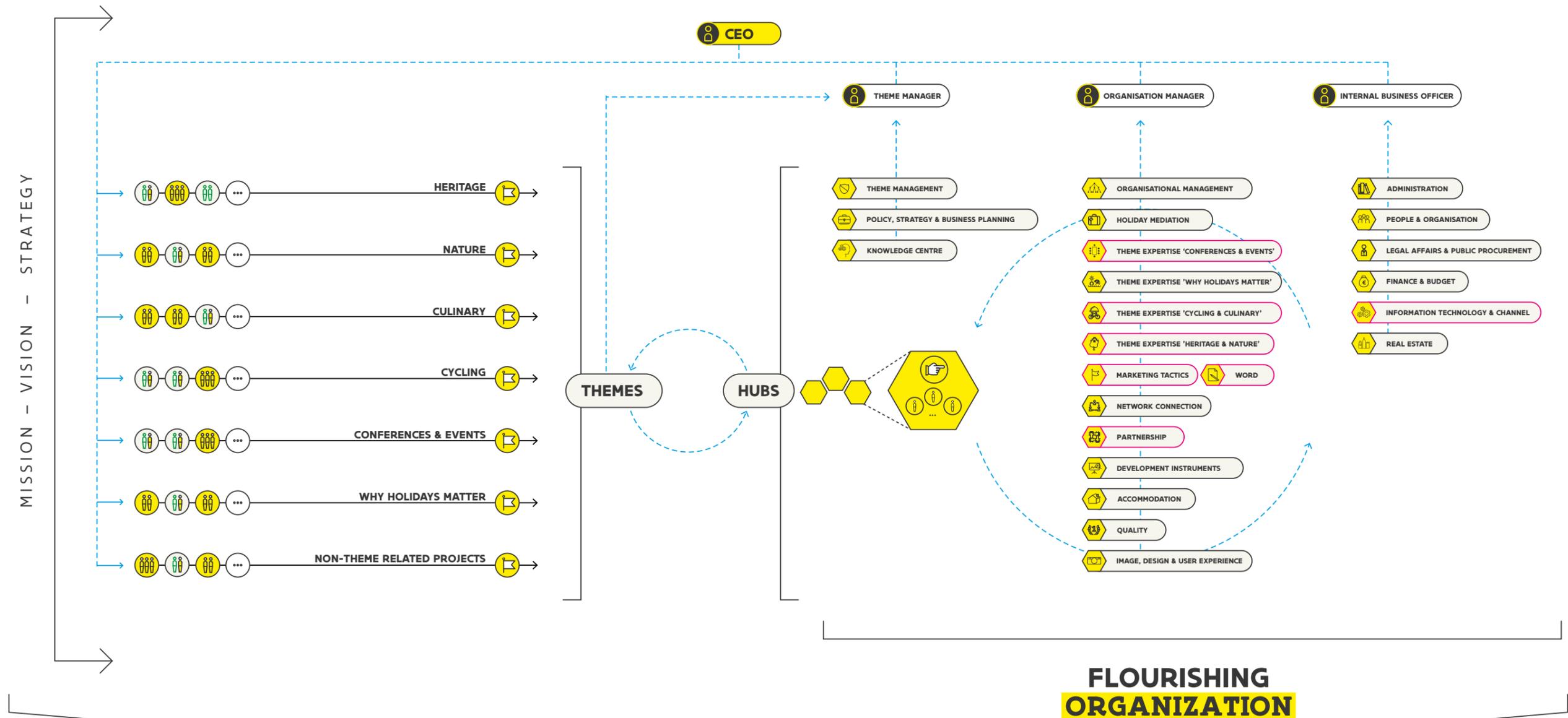
- When VISITFLANDERS enters into partnerships, the commitments that are made need to be **clear and achievable**.
- **Participatory processes** are new and require greater levels of sensitivity to deal with all the partners involved.

An ambitious but feasible timing



Our vision is powerful and enduring enough to serve as a compass over the next decade. If we are to achieve our action plan goals, we need the necessary stability, in terms of time frame (across legislative terms) and in terms of the required expertise (profiles) and resources (instruments, budget, etc.). Each of these aspects, which help to determine our playing field, is discussed with our minister and documented.

MISSION – VISION – STRATEGY

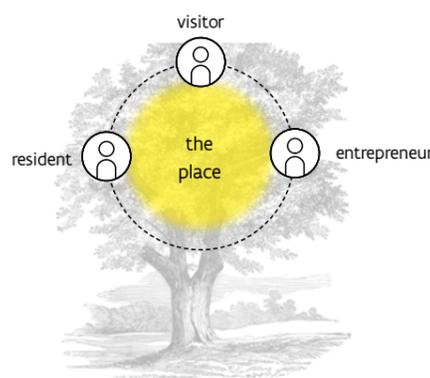


FLOURISHING ORGANIZATION

5

OUR TAILOR-MADE ORGANISATION

FLOURISHING DESTINATION



INDEX

- DIRECTORS
- THEME LINES
- HUBS
- HUBS INCL. INTERNATIONAL NETWORK VISITFLANDERS
- THEME LEADERS
- HUB COACHES
- EMPLOYEES VISITFLANDERS
- INVOLVED STAKEHOLDERS
- MULTIDISCIPLINARY TEAMS
- COOPERATION

Flora et Labora

COLOPHON

RESPONSIBLE PUBLISHER

Peter De Wilde, VISITFLANDERS, Grasmarkt 61,
1000 Brussels, Belgium

LEGAL DEPOT

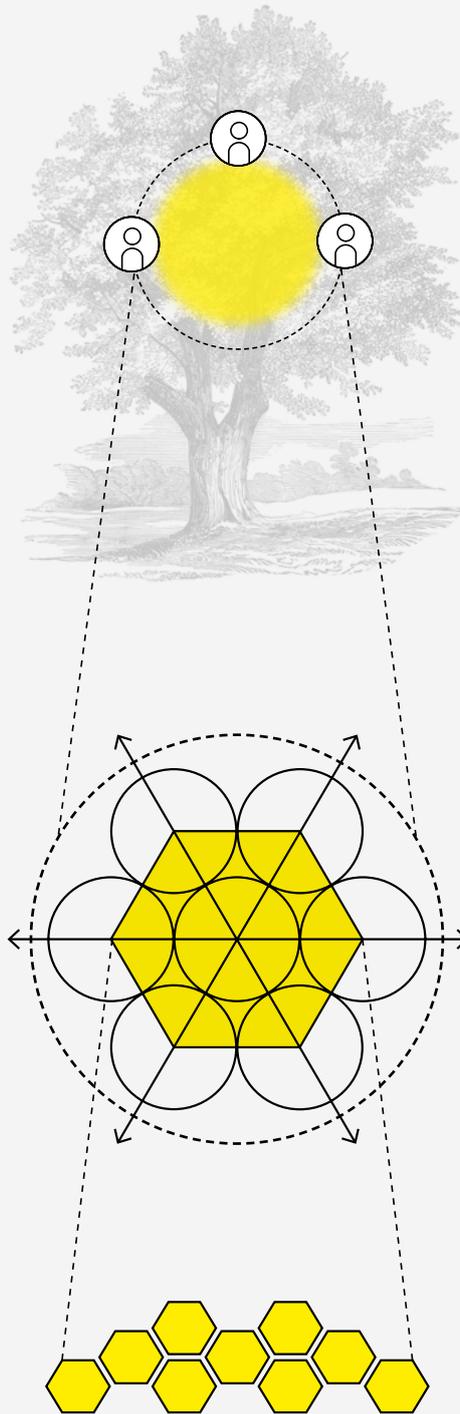
D/2021/5635/14/4

COPYRIGHTS

VISITFLANDERS, iStock, Unsplash: Paul Teysen,
Dan Asaki, Joachim Lesne, Christian Lue, Bradley
Brister, Alex Vasey, Thor Genk-Luc Hilderson,
CPO Leuven-Luc Hilderson, Flanders Meeting
& Convention Center Antwerp, Central Square
(Grote markt) - Mechelen, Stad Gent, Westtoer,
Tomorrowland, Vrijbroekpark Mechelen 1-Visit
Mechelen, Aikon, National Park Hoge Kempen
6-© Regionaal Landschap Kempen en Maasland
vzw, Hallerbos www.hallerbos.be, Ans Brys, Lukas

- Art in Flanders VZW, photo Hugo Maertens,
Royal Museums of Fine Arts of Belgium, Brussels
photo J. Geleyns - Ro scan photo J. Geleyns -
Art Photography, Kortrijk - Piet De Kersgieter,
Wandelnetwerk Hagelandse Vlooybergtoren
Heuvels-Lander Loeckx, Digitalclickxb, Holleweg-
TooSoonTooLate, Toegankelijkheid Genk
79-Uncomfortable, LABIOMISTA, Genk (BE) © Koen
Vanmechelen, Flandrien challenge, 'Fietsen door de
Bomen' in Bosland - FDDB-©-Luc Daelemans, visit.
brussels - Jean-Paul Remy

All rights reserved. No part of this publication may
be reproduced, stored in a database or retrieval
system, or be published in any form or in any way
(electronically, mechanically, by print, photoprint,
microfilm or any other means) without prior
written permission from the Publisher.



VISIT**FLANDERS**