

Workshop: Developing Effective Food Tourism Strategies

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IFOODTC
international food tourism conference
Cambrils - Spain | 10 & 11 November 2026

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Agenda

1. Introduction
2. Definition of food tourism
3. Strategic Framework for Food Tourism Development including group tasks
4. Conclusion
5. Q&As







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Food tourism & impact

- Tourists travel to taste the typical food of a foreign culture
- Food is influenced by the destination's history, culture, economy and society → helps tourists to establish a direct connection to the region, its people, culture and heritage
- Food tourism promotes regional identity, economic development and traditional heritage

→ all tourists must eat (UNWTO & BCC, 2022)

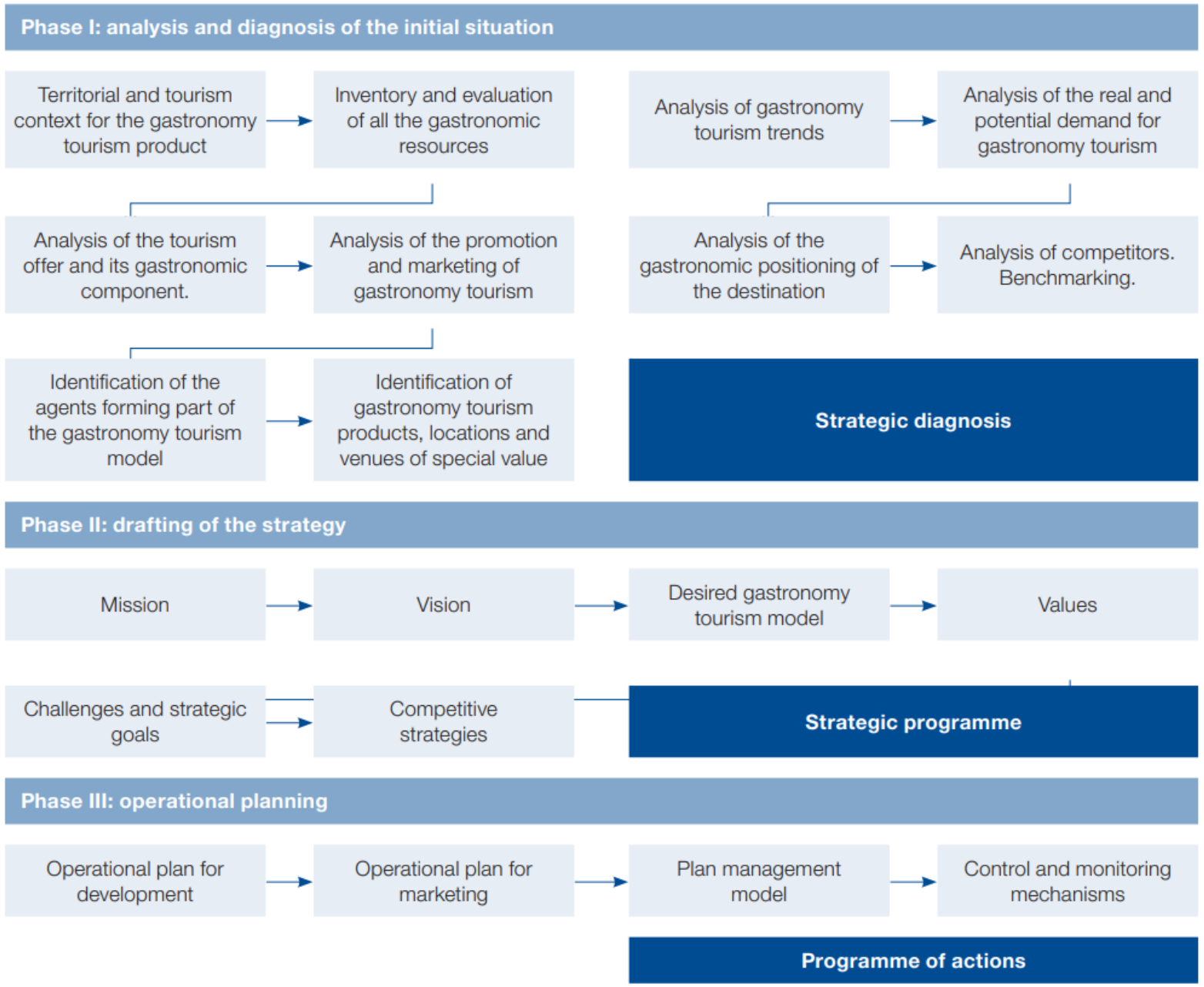


Introduction

- World Tourism Organization (UNWTO) and the Basque Culinary Center collaborated to create a set of tools: Guidelines for the Development of Gastronomy Tourism

→ helps to develop and manage any form of food tourism

Figure 1.1 Methodological process for drafting a Strategic Plan for Gastronomy Tourism



Source: Basque Culinary Center.

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Guidelines for the Development of Gastronomy Tourism

Study

- cooperation between Food Tourism Management and the BA Tourism Management students at NHL Stenden University of Applied Sciences (NL)
- Application of guidelines to a variety of European destinations

→ guidelines were simplified



Strategic Framework for Food Tourism Development

1. WHY – Establishing Relevance & Potential
2. WHAT – Conducting Internal & External Analyses
3. HOW - Developing the Strategy
4. Implementation - Putting the Strategy into Practice
5. Evaluation – Monitoring & Adapting the Process

Strategic Framework for Food Tourism Development

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} today's focus

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Vision Statement

"It's 2030 and Scotland is a globally recognised food tourism destination where high quality, memorable food and drink experiences are delivered by proud and passionate local ambassadors" (Scotland Food & Drink and Scottish Tourism Alliance, 2018)



Mission Statement

"Our mission is to leave travelers with an unparalleled, non-touristy food experience in undiscovered neighborhoods of the world's most fascinating cities" (Eating Europe, n.d.)



Goals and objectives?

SWOT analysis

SWOT Matrix	Factors that help achieve objectives	Factors that hinder achievement of objectives
Internal factors Largely within the organisation's control	Strengths	Weaknesses
External factors Outside the organisation's control	Opportunities	Threats

SWOT: Example Copenhagen

Strengths (internal):	Weaknesses (internal):
S1: 21 Michelin restaurants	W1: High prices
S2: Establishes food events (e.g. Copenhagen Dining Week, Communal Dining and Long Table Dinner)	W2: Seasonal gaps in parts of the food offer (e.g. Reffen closes during winter)
S3: Distinctive local identity (New Nordic, regional ingredients, traditional heavy food)	W3: Visibility of lower-impact restaurants is weak
Opportunities (external):	**Threats (external):**
O1: Increasing importance of food and drink in travel decisions	T1: Continued cost pressure
O2: Improved international rail access from European source markets	T2: Competition for hospitality labour
O3: Demand for destinations with milder summer temperatures	T3: Strong competition from other Nordic food destinations

Group task: SWOT

1. Work together with the other participants at your table.
2. Conduct a brief SWOT analysis of Cambrils. Identify:
   - one strength,
   - one weakness,
   - one opportunity
   - and one threat for Cambrils
3. Remember:
   - Strengths and weaknesses are internal factors (e.g. destination's resources and capabilities that destination stakeholders can manage or influence)
   - Opportunities and threats are external factors beyond the destination's direct control (e.g. political, economic, social, technological, legal and environmental influences as well as industry factors)



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TOWS analysis

TOWS Matrix	Strengths (internal)	Weaknesses (internal)
Opportunities (external)	SO Maxi–maxi strategies Use strengths to exploit opportunities.	WO Mini–maxi strategies Overcome weaknesses to exploit opportunities.
Threats (external)	ST Maxi–mini strategies Use strengths to reduce threats.	WT Mini–mini strategies Minimise weaknesses and avoid threats.

TOWS: Example Copenhagen

	Strengths (internal)	Weaknesses (internal)
Opportunities (external)	S203 Food events + mild summer destinations: **Position existing summer food events as a reason to visit Copenhagen during summer.**	W101: High prices + increasing food importance: **Offer clearly priced food tours and routes for visitors with different budgets.**
	S302: Food identity + improved rail access: **Develop rail-accessible Danish food itineraries for the newly connected markets.**	W202: Seasonal gaps + improved rail access: **Develop indoor food experiences for autumn and winter visitors from new markets.**
Threats (external)	S2T1: Food events + cost pressure: **Use existing event partnerships to share delivery costs.**	W1T1: High prices + continued cost pressure: **Reduce food waste and use seasonal ingredients to reduce costs.**
	S2T3: Food events + Nordic competition: **Use established food events to distinguish Copenhagen from competing Nordic food destinations.**	W3T1: Low visibility + cost pressure: **Create a shared online guide to increase the visibility of lower-impact restaurants while sharing marketing costs**

Group task: TOWS



1. Continue working with your team.
2. Develop <u>one</u> strategic option by combining <u>either</u>
    1. S+O → use strengths to exploit opportunities
    2. S+T → use strengths to reduce threats
    3. W+O → overcome weaknesses to exploit opportunities
    4. or W+T → minimise weaknesses and avoid threats

→ Ensure that you combine one <u>internal</u> factor (strength or weakness) with one <u>external</u> factor (opportunity or threat).

TOWS	Strengths	Weaknesses
Opportunities	SO Maxi–maxi strategies	WO Mini–maxi strategies
Threats	ST Maxi–mini strategies	WT Mini–mini strategies

SAF + Sustainability

SAFS Matrix	Strategic options		
	Option 1	Option 2	Option 3
Suitability	9	9	8
Acceptability	9	8	8
Feasibility	8	6	9
Sustainability	9	9	6
TOTAL / 40	35	32	31

→ ideally, each strategic option should satisfy all criteria in order to qualify

SAFS ANALYSIS



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Rank	Strategic option	Suitability / 10	Acceptability / 10	Feasibility / 10	Sustainability / 10	Total / 40
1	**W1T1** **Reduce food waste and use seasonal ingredients to reduce costs.**	9 / 10 Directly addresses rising operating costs.	9 / 10 Savings can benefit businesses and visitors.	8 / 10 Existing kitchens can pilot waste controls.	9 / 10 Waste prevention reduces resource use.	**35**
2	**S3O2** **Develop rail-accessible Danish food itineraries for newly connected markets.**	9 / 10 Connects Danish food identity with rail access.	8 / 10 Convenient access can benefit local businesses.	6 / 10 Booking and partner coordination need testing.	9 / 10 Rail access supports lower-impact travel.	**32**
3=	**S2T3** **Use established food events to distinguish Copenhagen from Nordic competitors.**	8 / 10 Uses food events to strengthen differentiation.	8 / 10 Participating businesses gain visibility.	9 / 10 Existing events and promotion channels are available.	6 / 10 Benefits depend on responsible event standards.	**31**
3=	**W1O1** **Offer clearly priced food tours and routes for visitors with different budgets.**	9 / 10 Addresses affordability as food interest grows.	7 / 10 Visitor value must also protect operator margins.	8 / 10 Existing venues can form a pilot route.	7 / 10 Budget choices improve access to local food.	**31**
3=	**W3T1** **Create a shared online guide for lower-impact restaurants while sharing marketing costs.**	8 / 10 Addresses low visibility and marketing costs.	8 / 10 Restaurants can share promotion costs.	7 / 10 Editing and update responsibilities need agreement.	8 / 10 Promotes lower-impact dining if claims are verified.	**31**
6=	**S2O3** **Promote existing summer food events as a reason to visit Copenhagen.**	8 / 10 Matches demand for milder summer destinations.	8 / 10 Visitors and participating businesses benefit.	9 / 10 Uses existing events and promotion channels.	5 / 10 Added summer demand may increase waste and crowding.	**30**
6=	**S2T1** **Use existing event partnerships to share delivery costs.**	9 / 10 Directly addresses pressure on event costs.	7 / 10 Partners must agree a fair cost-sharing model.	8 / 10 Existing partnerships support delivery.	6 / 10 Cost sharing alone offers limited wider benefits.	**30**
8	**W2O2** **Develop indoor food experiences for autumn and winter visitors from new markets.**	9 / 10 Addresses seasonal gaps and improved market access.	8 / 10 Supports visitor choice and winter trading.	5 / 10 Demand, capacity and break-even remain uncertain.	6 / 10 Year-round activity adds value but needs heating.	**28**

Turning SAFe options into SMART goals

- **S – Specific:** What exactly do we want to achieve? Is the sentence clearly defined and sufficiently detailed?
- **M – Measurable:** How will we measure progress and success? What specific metrics or targets will we use?
- **A – Achievable:** Can we realistically achieve this with the time, budget, skills and resources available?
- **R – Relevant:** Does this goal support our overall goals/vision? Why is this goal important to us?
- **T – Time-bound:** What is the timeline for working towards and achieving this goal? What milestones should we set to track progress along the way?

Developing SMART goals

Goal 1: "Reduce food waste and use seasonal ingredients to reduce costs"

SMART goal: By 31 December 2027, 10 participating Copenhagen restaurants will reduce food waste per meal by 20% and ingredient costs per meal by 5% compared with their January 2027 baselines.

S	**Specific**	10 participating Copenhagen restaurants will reduce food waste per meal and ingredient costs per meal.
M	**Measurable**	20% less food waste (kg per meal) and 5% lower ingredient costs (DKK per meal), compared with each restaurant's January 2027 baseline.
A	**Achievable**	The restaurants can build on existing kitchen operations and purchasing processes, assuming their baselines show sufficient scope for these reductions.
R	**Relevant**	Addresses operating cost pressure, protects restaurant margins and reduces wasted food resources.
T	**Time-bound**	Baseline: January 2027. Deadline for achieving both reductions: 31 December 2027.

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Example:

Scotland's Food Tourism Action Plan







PILLAR		ORIGINAL ACTION	STATUS
Pillar 1 Sustainable Local Food Supply Chain	1	Determine how the local food supply chain will meet increased demand and work to ensure any gaps are identified and filled as part of this process	**Activity 2018-2020** - Supply chain workshops and wholesaler mapping work delivered pre-pandemic **Activity 2021 -** Scotland Food & Drink Partnership, with Scottish Wholesaler Association, are working on a new supply chain project which will be delivered later this year and into 2022.
	2	Develop a business-to-business (B2B) local food and drink product code	**Activity planned for 2022** - We are collaborating with the Scotland Food & Drink Partnership to revisit this in 2022 as part of the Recovery Plan brand identity work.
	3	Work with farms, estates and crofts to develop food tourism as a sustainable contributor to the agricultural sector, including the development and continuation of the monitor farm scheme	**Activity 2020-2021** - Led by Caroline Millar, Scottish Agritourism, we have created a membership organisation for agritourism businesses as sub-group of Scottish Tourism Alliance; an Agritourism Monitor Farm programme as well as a Growth Strategy for the sector
	4	Develop a further programme of Showcasing Scotland regional events, bringing local buyers and suppliers together	**Activity 2018-2020** - More than 5 regional showcasing events successfully held countrywide pre-pandemic **Activity 2021 -2022 -** New series of events planned, with the first one held virtually on 2nd November 2021, focusing on suppliers from the Highlands & Islands and North East. There will be further editions in early 2022.

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Example:

Black Forest's 20km long fruit distiller's trail

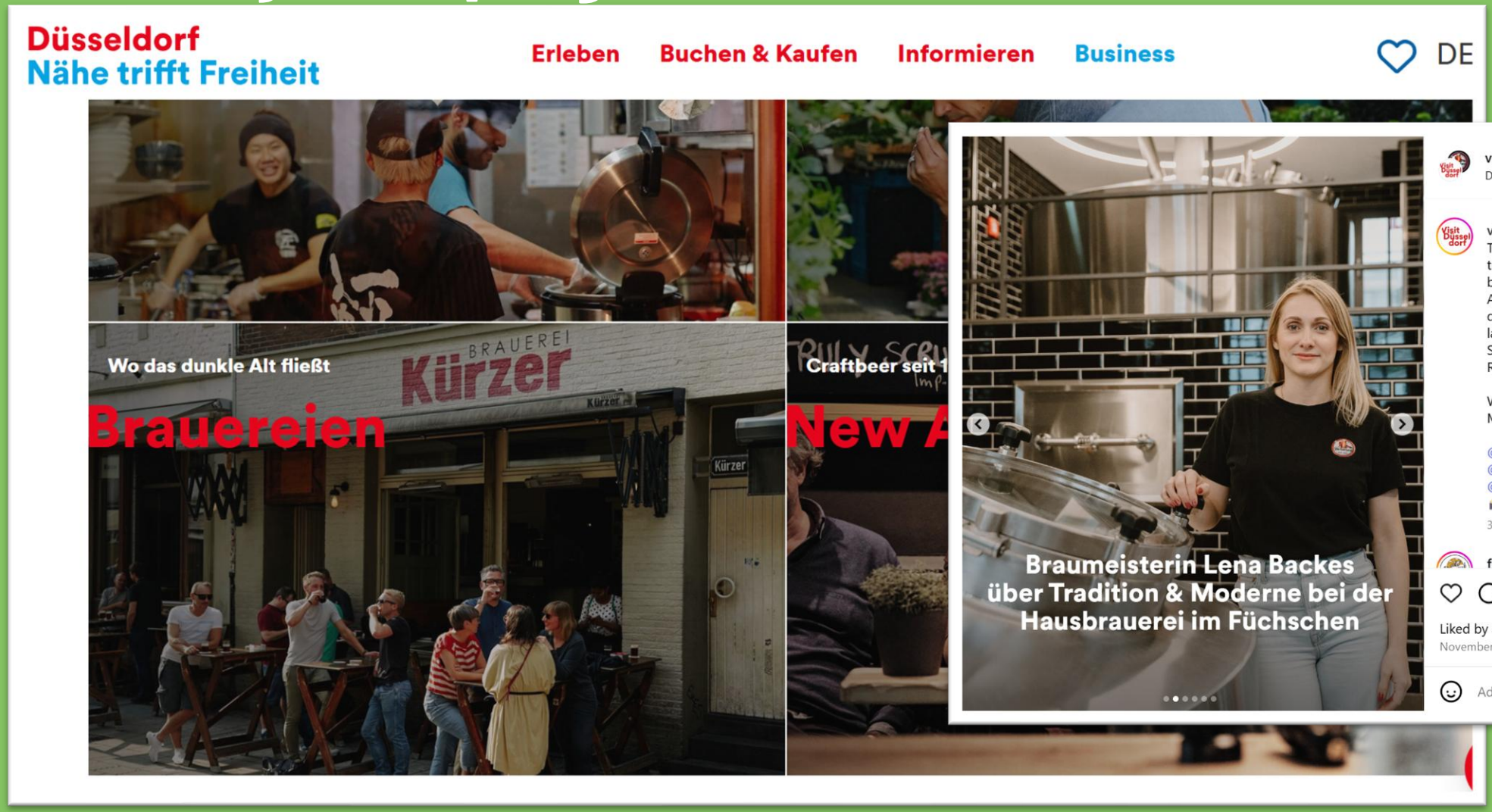






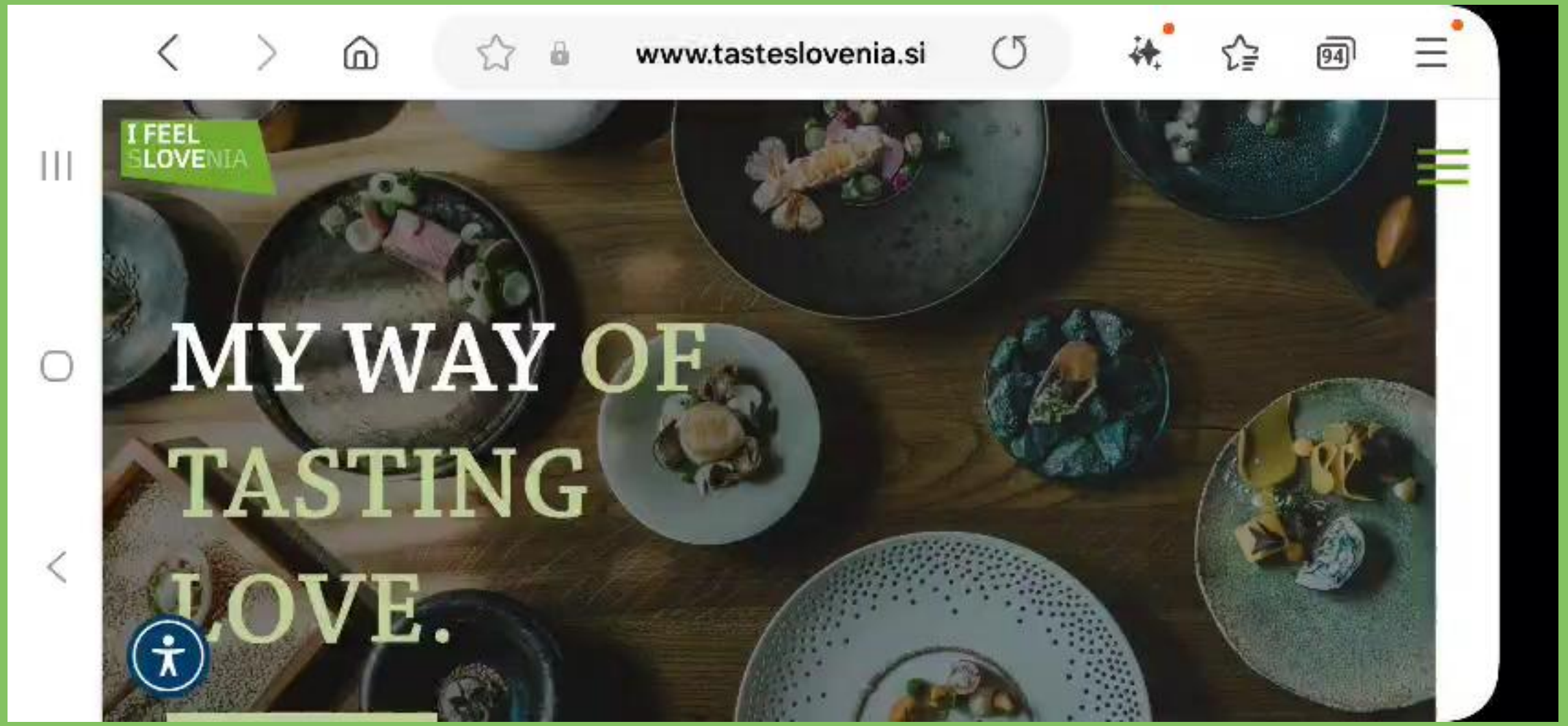
Example:

Brewery campaign Düsseldorf Tourismus GmbH



Example:

Slovenia's food destination website



Conclusion

- **WHY** - Identify how food tourism can support the destination's identity, visitor appeal and sustainable development.
- **WHAT** - Use SWOT to assess internal strengths and weaknesses alongside external opportunities and threats.
- **HOW** – Use TOWS to combine internal and external factors into strategic options, then assess their suitability, acceptability, feasibility and sustainability through SAFS and make selected options SMART.
- **IMPLEMENTATION** – Put the strategy into practice.
- **EVALUATION** – Monitor and adapt.

Thank you for coming!

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Any questions?

Let’s connect

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