OECD Studies on Tourism

Food and the Tourism Experience

THE OECD-KOREA WORKSHOP

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Foreword

The OECD Tourism Committee and the Ministry of Culture, Sports and Tourism of Korea have carried out extensive research into the role of food and tourism in enhancing destination attractiveness and competitiveness, and its potential for country branding.

Tourism and culture are intrinsically linked. In a previous publication, *The Impact of Culture on Tourism* (2009), we introduced the concept of the experience economy and explained the shift towards intangible culture and heritage. A growing number of countries are attempting to position food as intangible heritage in the global tourism market. Food, by connecting tourists to local culture and heritage, is becoming one of the most noticeable examples of the tourism experience.

The main objective of this publication is to help policy makers and practitioners develop a better understanding of the linkages between food and tourism, and local economic development. This report also brings new knowledge on the relationship between food experiences and tourism that can support policy and business development as well as marketing and branding activities.

Food and the Tourism Experience: The OECD – Korea Workshop provides concrete examples of good practice, as well as policy orientations for national and local authorities. The book covers the following countries and regions: Austria, France, Italy, Japan, Korea, Latin America, New Zealand, the Nordic region and Spain. It is largely drawn from presentations made at the *OECD-Korea workshop on Korean Cuisine in Tourism: International and Local Perspectives,* in December 2010.

The illustrative and innovative examples presented in the report show that a strong relationship between food and tourism/culture can help destinations to become more attractive and more competitive as locations to visit, work and live in.

This report underlines the fundamental importance of food as a nexus of cultural, economic and social growth and diversity, and also as a springboard for local development and poverty eradication.

Sergio Arzeni,
Director, OECD Centre for Entrepreneurship,
SMEs and Local Development

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The book was prepared under the supervision of Mr. Alain Dupeyras, Head of the OECD Tourism unit. It has been coordinated by Mr. Jeongbae Kim and benefited from drafting contributions from Mr. Peter Haxton. It benefited also from the operational and editing support of Mrs. Adèle Renaud and Ms. Nadia Urmston. The English version of the publication has been edited by Dr. Diane Dodd, Co-founder, ART*idea* and OECD Secretariat. Mrs. Jennifer Allain prepared the manuscript for publication.

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Executive summary

Food and the Tourism Experience: The OECD – Korea Workshop provides an analysis of food experiences from a wide range of countries and regions around the world. The aim is to develop new knowledge on the relationship between food experiences and tourism that can support the development of appropriate policies, support mechanisms and marketing and branding activities. It also signals areas for policy orientations (Box 0.1).

The OECD has a particular interest in the relationship between food and the tourism experience because it seeks to promote policies that will improve economic and social well-being. Food is vital not only for survival, but also plays an important role in local development, and provides the basis for important emerging creative and cultural industries. It is also an increasingly important part of tourism experiences, and food cultures around the world are a rich source of cultural, economic and social diversity.

In the contemporary "experience economy", sophisticated experiences are emerging that combine elements of education, entertainment, aesthetics and escapism to engage the consumer. As experiences become more complex and consumers become more knowledgeable and demanding, leisure and tourism markets have become more competitive, forcing suppliers to innovate and develop new service concepts. Food experiences for tourists form a vital part of the value network linking local food producers and suppliers, with cultural and tourism entrepreneurs. Because of the important linkages between food experiences for tourists and other policy areas, including agriculture, food production, country branding and cultural and creative industries policies, it is important to develop an integrated, holistic approach to policy development and implementation.

Food has a particularly important role in the development of tourism services, since it often comprises 30% or more of tourist expenditure, and this money is regularly spent directly with local businesses. It is also argued that integrating food experiences into sustainable tourism development in rural and outlying areas may help ease poverty. In order to utilise food and tourism as an economic development strategy, it is important to encourage visitors to stop, spend and stay longer. Short-, medium- and long-term strategies include a range of options designed to retain visitor expenditure, support networks and relationships (with local businesses and organisations as well as with other regional stakeholders), and develop intellectual capital in order to enhance the regional knowledge base and create engaging food experiences.

Tourists are increasingly seeking local, authentic and novel experiences linked intrinsically to the places they visit. Both at a regional and a national level, foods can become unique elements of the brand image of places and help to create distinctiveness. National culinary traditions remain strong, but as food becomes ever more globalised the authenticity of experiences is threatened. Tourists generally approach a country via an adapted version of its cuisine.

The first half of this report presents examples of strategies that can increase tourist knowledge of a country's culinary offerings. Very often this involves a high level of collaboration between different stakeholders in "foodscapes" which unite local culture, creativity and food. The important linkages between novelty, authenticity and locality in food experiences mean that small-scale food production is not an artefact of the past; it represents a route to the future.

Creating "authentic" experiences is often a question of careful framing and inventive and creative storytelling. Creating a strong narrative about a place and its food culture can be an effective form of product development. Interest in culinary tourism may help rescue old traditions in the process of disappearing, although there is a danger that tourists have less interest in the dish being authentic than in it appearing "exotic."

New Zealand has successfully used regional branding connected to food for destination and regional promotion. Synergies were created between food and tourism industries by the 'clean and green' positioning of New Zealand and the development of the 100% Pure national brand.

The Nordic Countries have placed a particular emphasis on stimulating innovation to create new and engaging food experiences. Particular attention has been paid to developing local food networks and systems of distribution connected to rural high quality restaurants. The Nordic experience highlights the need to develop engaging narratives that are supported by stakeholders along the value chain. In order to support this, training for restaurant entrepreneurs in business skills is required and high transport and distribution costs have to be overcome.

Italy has a highly developed gastronomic landscape and has recently been at the forefront of developing the Slow Food movement. Supported by the government, local food producers have been encouraged to develop authentic and sustainable food supplies through labelling systems denoting the local origin of foods and by events showcasing local food production.

In Latin America, culinary heritage is now being recognised as a potential area for the development of sustainable tourism, which can be particularly important in generating income for local communities. Culinary heritage is now being valorised in different parts of the continent, for example by the UNESCO designation of Mexican cuisine as Intangible World Heritage, and the development of Novoandina cuisine in Peru.

The second half of this report looks at tourism strategies and the potential for country branding by presenting some innovative cases in the food tourism sector and the experience industry from around the globe. Once good food products and a range of food experiences have been created, it is important to effectively brand and market them. A distinctive and consistent local food identity can help in differentiating one destination from another and it can promote the "regionality" of food to tourists.

Spain has become a leading gastronomic destination through the development of regional gastronomic diversity and the development of high-quality food experiences. However, there are still many challenges including the need to: improve the gastronomic offer for the vast majority of incoming tourists; create a global brand image; increase Spanish restaurants abroad; develop the tapas concept; become a global reference point for culinary education; and provide tools for travellers to design and connect with their experiences (emphasising quality, authenticity, value, substance and comfort).

The Government of Korea has created legal and institutional support for the active participation of private enterprises in globalising *Hansik* (Korean cuisine). Good practice examples that connect this "*Hansik* Globalisation" programme and the tourism industry are examined. For example in Seoul, O'ngo Food Communications has researched, planned and initiated a range of culinary tourism programmes. These require a full understanding of the clients' "cultural needs". This case study also explores the powerful potential of the Internet and social media to link tourism and individual restaurants. Enhancing the visitor experience and providing customer satisfaction are vital in light of the low-cost potential of these media to spread knowledge by "word of mouth".

Austria has long been at the forefront of sustainable tourism. For example, the "Holidays in Austria" brand promotes life-changing experiences for visitors and showcases not only eating establishments, but also unusual and varied food products, gourmet regions, local specialties, prize-winning wines, etc. Priority is given to being a welcoming country for guests. Other attractive selling points are Austria's growing number of innovative food producers. In particular, ecological food production has experienced significant growth in recent years.

Japan has adopted a "General Strategy for the export of Japanese agricultural, forestry and fisheries producers and food" in co-operation with public and private sectors. The aim is to promote exports using four strategies: improve the export environment; adopt strategic measures by item, by country and region; support highly motivated producers; and develop overseas markets. Concrete measures are being used to promote food exports and Japanese food culture abroad.

In France, Sopexa has positioned itself as a benchmark agency for international marketing, specialising in food, wine and lifestyle. It has over 50 years of experience in building the reputation of the French agrifood industry and supporting the branding of France as a gastronomic destination. This case study highlights the importance of linking food, regions and culture, and of understanding the consumer.

Box 0.1. **Policy implications**

This publication represents a wealth of combined knowledge on the potential of gastronomic experiences to support regions and countries economically, socially and environmentally. Research into food and the tourism experience is still in its infancy, however, several areas for policy orientation are evident:

- **Emphasising the authenticity of local food.** One of the food experiences is their link to the local; to specific landscapes, cultures, creative expressions, etc. It is therefore important to define and promote the local dimension of food, playing on the importance of the narrative.
- **Raising quality and consistency.** The basic quality of the food is crucial. There are a number of areas where policies can be developed to promote quality food, including food labelling (origin, denomination), promoting the use of local products, and developing high service quality.
- **Ensuring sustainability.** Tourists can help to increase the demand for locally produced food, therefore helping to sustain local produce. But creating too much demand can also overload small-scale food producers and ultimately reduce its quality and authenticity.

- **Building networks.** The complex value creation network of food experiences makes it essential to link different value generators together and form coalitions and collaborations around food. There is scope for governments to develop more widespread collaboration among stakeholders.
- **Repositioning food as a creative industry.** As part of the creative industries, food experiences can also be seen as playing a role in the vibrancy and attractiveness of places in general, not just for tourists, but also for people living or investing in those places. Creative tourism is being actively developed in many parts of the world, and food experiences are an important part of this trend.
- **Marketing success.** In promoting food experiences the basic product is crucial. It is important to create clear messages and images as well as to develop innovative strategies such as promoting chefs as culinary ambassadors.
- **Developing a holistic approach.** Because of the important linkages between food experiences for tourists and other policy areas, including agriculture, food production, country branding and cultural and creative industries policies, it is important to develop an integrated, holistic approach to policy development and implementation.
- **Supporting research and knowledge development.** Although more information has emerged in recent years on the general motivations and profile of culinary tourists, we still have relatively little information on how tourists perceive and experience different foods, the role of food as an impulse for travel, and the relationship between globalisation, localisation and the perceived authenticity of food experiences.

Chapter 1

An overview of food and tourism trends and policies

by
Greg Richards

The rise of the experience economy has ushered in a growing role for food experiences in tourism. This review of recent developments in the field of food and tourism experiences underlines the ways in which food experiences can be adapted to meet tourist needs, how culinary tourism can play a role in local development, create new tourism products, stimulate innovation and support marketing and branding. The tourist desire to seek out new and novel food experiences is examined, together with the desire for authenticity in food experiences. The chapter concludes with implications for policy and suggestions for further research.

Introduction

Tourism is a major part of the contemporary experience economy, in which food plays an important role. Food provides much more than nourishment: it is also a key part of all cultures, a major element of global intangible heritage and an increasingly important attraction for tourists. The linkages between food and tourism also provide a platform for local economic development, which can be strengthened by the use of food experiences for branding and marketing destinations.

One of the major challenges in the experience economy is dealing with the shift towards intangible culture and heritage. The focus of many tourists has changed from the classic "must see" physical sights, such as museums and monuments, towards a "must experience" imperative to consume intangible expressions of culture, such as atmosphere, creativity and lifestyle. Food is one of the essential expressions of any culture and one of the elements of creativity in everyday life that is engaging for many tourists. This provides new opportunities for tourism destinations and at the same time creates new challenges, particularly in the areas of experience development, marketing and branding.

Food and the Tourism Experience is largely based on the OECD – Korea workshop on "Korean Cuisine in Tourism: International and Local Perspectives", from which many of the presentations were further developed for inclusion in the current publication. However, it includes perspectives on food and tourism in many other countries, and the policy orientations provided are therefore relevant not only to Korea, but for other regions of the world as well.

The OECD has a particular interest in food and the tourism experience because it seeks to promote policies that will improve the economic and social well-being of people around the world. The relationship between food and tourism can make an important contribution to such work because food is vital not only for survival and local development, but it also provides the basis for important newly emerging creative and cultural industries. It is also an increasingly important part of tourism experiences, as the current report demonstrates, and food cultures around the world are a rich source of cultural, economic and social diversity.

The aim of this publication is to give policy orientations for countries and regions wishing to develop food experiences for tourism. It aims to provide a better understanding of the role of food tourism in local economic development and its potential for country branding, as well as presenting some innovative cases in the food tourism sector and the experience industry.

This publication is therefore designed as a guide to policy making for Korea and other OECD member countries and regions. The text provides concrete examples of the ways in which food and tourism experiences are being developed around the world and the resulting positive impacts on the economy, culture and society.

Development of tourism experiences

Tourism has in recent decades become one of the most important service industries in the global economy. Part of its importance lies in the wide range of services required to produce tourism products: transportation, accommodation, information, marketing, financial services, insurance, etc. The bundling of these services supports the production of tourist experiences. Food has a particularly important role in the development of

tourism services, since it makes up a large part of tourism expenditure and it is a necessity, for all tourists, in all destinations.

The study of experiences has long been an important part of tourism research. Ooi (2003) summarised tourism experience research into five different categories:

- **Cognitive psychology of tourism experiences** – this approach includes studies of tourist perceptions and how these perceptions affect their experience (Mannell and Iso-Ahola, 1987). Tourists' pre-conceived ideas and expectations have been shown to affect the consumption, evaluation and experience of products.
- **Effect of tourism experiences** – where the focus is on tourists seeking out experiences that benefit them personally in terms of improved mood, feelings of well-being or learning about other cultures (Prentice et al., 1998).
- **Depth of experiential engagement** – includes those studies concentrating on "optimal" or "peak" experiences, which are seen as out of the ordinary and especially meaningful and engaging (Quan and Wang, 2004).
- **Phenomenological approach** – where research attempts to capture the whole range of experiences rather than concentrating on peak experience (Cohen, 1979).
- **The gap between tourism experiences and everyday life** – in this approach tourism is seen as distinct from everyday life and tourists are attracted by these differences (Urry, 1990).

Ooi (2003) suggests that the range of different tourist experiences makes it very difficult to conceptualise and study them. Because experiences are deeply personal, "tourists constitute an unmanageable group of consumers, and their experiences are inevitably different even though they may consume the same tourism product." This is an important reason why more recent studies have tended to focus on how experiences are constructed or managed rather than individual tourist experiences themselves. Ooi (2003), for example, analyses the "attention structures" that frame experiences and draw the attention of tourists to them. This is also a reference to the development of the "attention economy", in which the rapidly growing supply of products and information needs to compete for increasingly scarce consumer attention (Davenport and Beck, 2001). Because tourists are outside their everyday environment it is possible for tourism mediators to direct their attention to particular products and experiences that they would not normally consume. Food experiences are an important part of this process.

Another way in which researchers have tried to overcome the complexity of individual experience is to concentrate on those experiences that are particularly meaningful to the tourist. Much of this research is related to psychological work on motivation, such as the concept of "flow" (Csíkszentmihályi, 1990), which suggests a state of single-minded immersion in an activity. The conditions under which flow or meaningful experiences are achieved have been widely studied. For example Boswijk et al. (2005), outline the following features of "meaningful experiences".

Characteristics of meaningful experiences:

- there is a heightened concentration and focus, involving all one's senses;
- one's sense of time is altered;
- one is touched emotionally;

- the process is unique for the individual and has intrinsic value;
- there is contact with the "raw stuff", the real thing;
- one does something and undergoes something;
- there is a sense of playfulness;
- one has a feeling of having control of the situation;
- there is a balance between the challenge and one's own capacities; and
- there is a clear goal.

The idea of experiences being unusual, isolated consumption events was sharpened by the development of western consumer society, in which experiences have been developed as commodities. In the modern search for excitement, the peak experience or the "kick" became an important driving force for tourism and leisure consumption (Richards, 2001). Such experiences were increasingly crafted by the emerging leisure, tourism and entertainment industries to provide the excitement and entertainment demanded by consumers. The proliferation of leisure and tourism experiences was particularly evident from the 1950s onwards, with the development of theme parks, leisure centres, shopping malls and live entertainment. Services became more sophisticated, consumers became more knowledgeable and demanding, and leisure and tourism markets became more competitive, forcing suppliers to innovate and develop new service concepts.

Pine and Gilmore (1999) have argued that increasing competition in consumer markets is driving a shift from the former service economy towards an "experience economy". Easily copied service concepts have been replaced by more sophisticated experiences that combine elements of education, entertainment, aesthetics and escapism to engage the consumer. Experiences are constructed around the core product or service with themes, staging and performance. Food has become one of the most important arenas of experience production, as suppliers of fairly standard food services have sought to enhance their products into higher value experiences. Examples cited by Pine and Gilmore (1999) include the Hard Rock Cafe, Rain Forest Café, Starbucks, TGI Friday's and many other restaurants and food operations. They argue that the consumer no longer pays for the basic service, but for the complete experience, and is willing to pay a premium for the added value offered by experiences above standard services.

Critics have pointed out that the experience economy concept pays too much attention to the role of the producer in providing experiences and not enough attention to the role of the consumer in creating, shaping and adapting their own experience. More recent discussions of consumer experiences have therefore tended to concentrate on the interaction between producer and consumer. For example, Prahalad and Ramaswamy (2004) highlighted the fact that producers are increasingly incorporating consumer knowledge into the production process, leading to a system of "co-creation". The co-creation process arguably leads to a "second generation" of experiences, in which producers and consumers work actively together to innovate, design and implement experiences. For example, the 4M model of meal experiences developed by Kivits et al. (2011) indicates that the meal experience in a restaurant is influenced by the producer and the consumer, who both affect the four elements of the experience: moment, mood, meal and money.

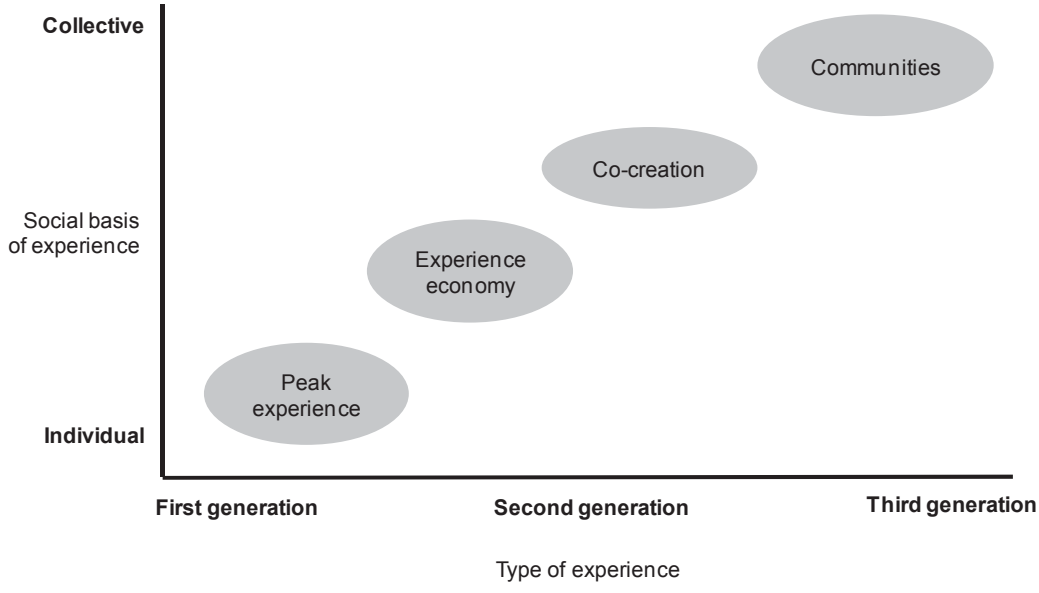
There is arguably also a "third generation" of experiences, in which the advent of social networks helps to develop a "community" of producers and consumers who are constantly in touch with one another. As Boswijk et al. (2005) point out that "With the advent of the Internet and the possibilities it offers we see a huge rise in the number of spontaneous communities of people who find each other according to a common interest. Some communities revolve around the use of certain products, while others relate to hobbies, or are concerned with learning settings. Communities are both physical and virtual".

There is growing evidence of co-creation and communities springing up around food experiences. Creative tourism, which includes participation in food experiences and learning about food and gastronomy (Richards, 2011), is a clear example of the trend towards co-creation. The consumers of food increasingly want to become involved in the production and preparation of food, including in their tourism experiences. Examples of emerging food communities include Slow Food (Chapter 4), *CookEatShare.com*, SeriousEats, *foodbuzz.com*, Feis Food (a new social networking site designed to link professionals and create new friendships via Facebook) and *yumit.com*.

The growing importance of networks in developing and producing experiences is now also becoming evident in the identification of "value networks", in which the traditional value chain of organisations (Porter, 1980) is replaced by a more widespread network of value creation, in which consumers, competitors and social networks can all play a role (Richards, 2010).

The evolution of thinking about experiences has therefore followed a path from analysing the isolated experiences of individuals towards the transactions implied in the production of experiences and finally towards the supporting networks necessary for successful experience production in the virtual age. We can visualise this development along two axes: one contrasting individual and more collective forms of experience and the other representing the different generations of value creation in experiences (Figure 1.1).

Figure 1.1. **Evolution of experience concepts**



As Boswijk et al. (2005) argue, the new experience landscape requires new approaches to experience innovation and design. This includes:

- thinking about things from the perspective of the individual and creating experiences that mean something to him or her;
- the offering party focusing on the process of giving meaning to the individual customer, even in mass markets;
- considering the customer as a "guest" and creating a culture of hospitality;
- breaking through pre-existing notions and changing paradigms to solve problems for the individual;
- creating meaningful experience settings to enable interaction between the individual and the offering party; and
- showing respect.

These approaches to experience design are all vital for food experiences, where hospitality plays such an important role. However, innovative approaches to experience design are not easy. "The first stage of meaningful-experience creation is to conceive of and bring about new concepts in a creative way. Letting go of existing propositions and traditional ways of thinking is difficult in a business setting" (Boswijk et al., 2005). The challenges increase as first generation experiences are progressively joined by second and third generation experiences that demand more collective and creative approaches to experience design.

In particular, the experience economy implies a shift in thinking away from the basic food product or service towards a more holistic approach to the entire experience and all moments of contact with the individual consumer. The role of food as a tangible product therefore declines while its symbolic and intangible roles increase. This shift is evident in many of the contributions to the current report. For example, Schlüter (Chapter 5) shows how Latin American cuisines have increasingly been seen as intangible heritage and in some cases have gained global recognition as such through UNESCO. In the case of Austria, food provides the raw material for narratives about the country and its culture (Scheuch, Chapter 9). In Korea, there have been many attempts to position food as intangible heritage for tourists, including cookery courses, restaurant tours and websites (Choi and Gray, Chapter 12).

The growing role of intangible experiences underlines the shift in the economy from physical goods and easily reproduced services towards more unique and valuable experiences. This shift also requires more creativity on the part of producers, entrepreneurs and policy makers, who now have to think not only in terms of food production and presentation, but also in terms of food narratives, branding and the staging and performance of experiences (Morgan et al., 2008).

Food and other consumption experiences are also increasingly enlisted into economic and development strategies by cities and regions, where "the impact of the imagination and fantasy becomes a major part of the conduct of business, to be traded on and turned into profit" (Amin and Thrift, 2002). Food experiences become part of the distinctive intangible culture of places, as part of the "stockpile of knowledge, traditions, memories and images" (Scott, 2010) that are used to create distinction in any increasingly crowded marketplace.

The emphasis on intangible culture also marks a broader shift from comparative to competitive advantage in destination competitiveness, as noted in the Organisation for Economic Co-operation and Development (OECD) report on the *Impact of Culture on Tourism* (2009). This report emphasised that comparative advantage is derived largely from endowed resources, such as cultural heritage, while competitive advantage relies more on resource deployment (in other words, creativity in managing and marketing the destination). The ability of a tourism destination to compete therefore depends on "its ability to transform the basic inherited factors into created assets with a higher symbolic or sign value" and that "organisational capacities allow some regions to make better use of their inherited and created assets to make themselves attractive to tourists" (OECD, 2009).

The convergence of culture and tourism is also evident in the emergence of a "Nordic Model" of experience development in Denmark, Finland, Iceland, Norway and Sweden, which has seen many destinations adopt policies which combine culture, tourism and creativity into an overall system of experience production and consumption. As Cazzetta (2010) notes, the definition of creative industries in the Nordic region tends to be very broad, encompassing sport, tourism, toys and theme parks, within the experience economy. This fusion has meant that "a new form of economy has emerged. An economy based on rising demand for experiences that build on the added value creativity generates, both in new and more traditional products and services" (Danish Government, 2003).

As Ljunggren shows in Chapter 3, Nordic food producers are now enhancing their services into more engaging experiences that appeal to all the senses. Through an experience-based approach, Nordic cuisine is being re-positioned as "new Nordic food". While food on its own is usually a secondary motivation for travel, carefully crafted food experiences such as gastronomic tours and cooking master classes can be a primary motivation.

Culinary tourism experiences

There is growing evidence that tourists are consciously seeking out food experiences. Ab Karim and Chi (2011) note: "There are many tourists who travel for reasons of seeking culinary experience. Tourism activity related to food has been labelled variously food tourism, culinary tourism, or gastronomy tourism. These terms have the same meaning: people travel to a specific destination for the purpose of finding foods." As Choi and Gray (Chapter 12) argue, "culinary tourism makes food the attraction". This is underlined by the Japanese experience, where research undertaken by the Japan External Trade Organisation (JETRO) indicates that food is the number one reason for foreign tourists visiting the country (Chapter 10).

In the context of tourism, food experiences take on new meanings. Tourist food experiences are often contrasted with "everyday" or basic eating, and there is a search for "authenticity" and distinction (Richards, 2002). Mak et al. (2011) point out the idiosyncratic features of food consumption in tourism: "It is largely essential (tourists need to eat when they travel away from home), it occurs in a foreign and unfamiliar contexts (in terms of food and foodways), it is of a temporal nature (tourists are usually in a sojourn instead of staying in the destination for a prolonged period of time), and it bears symbolic meaning and can be associated with travel motivation".

This suggests a number of important dimensions of food experiences in tourism. For example, they are often novel and contrasted to everyday eating. They often involve a contrast between globalised and localised foods (Mak et al., 2011), and there is an important role for "authenticity" in distinguishing those foods that are presented to and consumed by tourists. There is a relationship between these dimensions in tourism, since the "local" is often equated with "authentic". In theory, therefore, what many tourists seek are local, authentic and novel food experiences. The new "culinary tourists" or "foodies", as Hall explains in Chapter 2, are keen to seek out distinctive food experiences and to try novel and interesting culinary offerings.

Food can therefore provide the basis for the development of tourism experiences in a number of ways:

- **Linking culture and tourism** – food is often a gateway to local culture and can bring tourists and locals together in a shared cultural experience. Food can be linked to local customs, traditions, landscapes and systems of food production to provide engaging authentic experiences for tourists.
- **Developing the meal experience** – meals are a central part of the tourist experience and they provide an ideal setting for the creation and staging of memorable and meaningful experiences.
- **Producing distinctive foods** – foods can become distinctive elements of the brand image of places and help to create distinctiveness in a crowded marketplace.
- **Developing** the critical infrastructure for food production and consumption – there is a growing critical infrastructure around the production, preparation and consumption of food. This includes food producers, chefs, critics, other culinary trendsetters, journalists, bloggers and information providers.
- **Supporting local culture** – food experiences can directly support local cultural development by providing the cultural capital necessary to create and sustain cultural production and consumption.

However, as many of the examples presented in this report indicate, the tourist search for novel, authentic food experiences is often frustrated by a lack of supply, barriers such as language and the fact that tourists themselves often end up being more comfortable with the familiar. The level of novelty and authenticity sought by every tourist is in fact different (Choi and Gray, Chapter 12) and this means that the development of food experiences has to start with the needs of the individual. As Richards (2011) has argued, many consumers want to express their own individuality and distinctiveness through tourism and to use their own creative skills to enhance the tourism experience. As the consumer plays a more important role in the co-creation of their experiences, so destinations also have to change the way in which they interact with tourists. Boswijk et al. (2005) emphasise the need to treat tourists as individuals and to incorporate them into the process of experience design and development. Tourists need to be provided with much more than standardised physical facilities; they increasingly demand the tools to create their own experiences and they want access to the raw materials provided by the intangible culture and heritage of the destination. As discussed below, storytelling becomes more important as a means of linking food to the destination and for linking foods to tourists. There is a need for destinations to develop a new range of skills which go beyond the traditional management of tourism services and which move into the arena of experience development, creativity and innovation.

Contemporary tourism experiences therefore require a more holistic approach to the relationship between food and tourism (Cazzetta, 2010; Ljunggren, Chapter 3). The need to integrate a wide range of producers and consumers into the development of experiences marks the shift from a value chain to a value network.

Linking food experiences to tourist needs

Tourists differ widely in terms of food tastes and demands for food experiences. For effective experience development to take place, these need to be matched to the needs of the consumer.

Authenticity, novelty and locality are key basic elements of food experiences for tourists. In a globalising world, it may seem that these qualities of food experiences are under threat, particularly as major fast food chains come to dominate the market. As de Groot (2010) points out in his study of local foods, "Ironically, the emergence of mass tourism has given new opportunities for local products to be celebrated and sold as part of a unique cultural history. As a matter of fact, locally produced food has increasingly come to represent a place in a global market". While local foods may be copied and globalised, it is the experience linked to an original food that has become special and distinctive in a globalising world.

What appears to be happening is that forces of globalisation in the production and consumption of food are being countered by the development of local food experiences, leading to a process of "glocalisation". Mak et al. (2011) have recently outlined how tourist food experiences have become "glocalised" as tourists and food producers react to the homogenising forces of globalisation by seeking out local foods and cooking methods (Box 1.1). This produces more diverse food experiences in the destination as well as a mix of local and global influences as tourists contribute their own cultural perspective to the local experience.

Box 1.1. **"Glocalised" food in Asia**

"Even McDonalds alters food to local taste: McDonald's has introduced 'localised' products such as *'McKroket'* in the Netherlands, *'McKebab'* in India, *'Teriyaki burger'* in Japan, and *'McRice burger'* in Hong Kong, China. English-style tea has evolved into a new local style of drink, with Hong Kong, China-style 'milk tea' using evaporated milk instead of fresh milk. Another common beverage featured in local cafes is *'yuan-yang'*, which is brewed from a mixture of tea and coffee. Both beverages have become celebrated 'glocalised' food products to tourists and local residents. These kinds of 'glocalised' culinary products not only affect the culinary supply in tourism but also indirectly influence the 'localisation' of the local food culture and identities.

Similarly, *creolisation* of food culture and fusion cuisines or dishes can be creative strategies for enriching the repertoire of gastronomic products in the destination. For instance, the 'New Asia-Singapore Cuisine', the 'Hong Kong, China-style milk tea' and *'yuan-yang'* are some successful examples of a new breed of 'gastro-attractions', which provide tourists with distinctive, diversified and novel culinary options." (Mak et al., 2011)

The new glocalised landscape of food experiences implies a new approach to tourism. Providing food for tourists is no longer just a matter of organising meals, but it is a more holistic process of linking foods to local and global culture. Tourists want to consume food that is typically local, authentic and novel, but at the same time not too unfamiliar.

This is where the development of brands, communication about food and education and creativity become important.

Locality and authenticity can be assured by concentrating on the basic product: high-quality ingredients and careful preparation. Novelty may be derived from providing "real" local foods, which at the most extreme may become "scary foods". Familiarising local foods and making them accessible to tourists can be achieved in a number of ways, as illustrated in the current report.

Local foods may be globalised, as has happened with Italian or Thai cuisine. Local foods may be altered to tourist tastes, although this can compromise their authenticity. Branding can encapsulate the identity of local food and communicate it to a global audience. Creative tourism, as described by Choi and Gray in the case of food tours in Korea (Chapter 12), may educate gastronomes from other countries about the intricacies of local food and turn them into culinary ambassadors. As Choi explains in Chapter 8, in the Korean case there is a need to create *Hansik* enthusiasts who can spread the message about local Korean food around the globe.

Food, tourism and local development

One of the important factors stimulating the relationship between tourism and food experiences is the role of both these elements in local development. Both food and tourism have a wide range of linkages to other areas of the economy that tends to increase the value of these activities to the local economy (Box 1.2).

Box 1.2. **The economic impact of food experiences**

A variety of studies have underlined the strong impact that food experiences can have on the tourism industry and the local economy. In Italy, for example, data from the Wine Tourism Observatory indicate that the average wine tourist spent almost EUR 200 a day in 2010, compared with around EUR 150 a day in 2003. The spending by wine tourists is much higher than the average for Italian domestic tourists as a whole, currently estimated at EUR 55 a day. The 5 million Italians who engage in wine tourism in their own country generate up to EUR 5 billion in 2010 (Osservatorio sul Turismo del Vino, 2011).

Research by Failte Ireland (2010) indicates that EUR 2 billion was spent on food and drink by tourists in Ireland in 2009. Overseas visitors account for 60% of the total, spending an estimated EUR 1.2 billion in 2009, while the expenditure on food and drink by domestic tourists is estimated at over EUR 700 million. Food and drink represents 36% of visitor expenditure outside of accommodation. This expenditure supports an estimated 163 200 employees providing food services to tourists.

According to a study by the University of Barcelona, more than 30% of tourism spent in Barcelona goes on cuisine. In 2001 tourism generated around EUR 835 million for restaurant businesses. The importance of food in the tourism economy of the city stimulated the staging of the Year of Gastronomy in 2005-2006, during which more than 300 activities were staged, the majority aimed at tourists.

In Ontario, Canada a study showed that the food sector in the province had an annual turnover of CAD 22.5 billion and employed more than 404 000 individuals. Tourists spent almost CAD 2 billion on food and drink in 2010, with "deliberate culinary tourists" accounting for CAD 816 million, or 46% of total culinary tourism spend.

As Hall (Chapter 2), Rand et al. (2003), and Bertella (2011) suggest, developing food experiences for tourism can be an attractive development strategy because food tourism is perceived as high yield tourism, and can increase tourist spending. Moreover, food experiences for tourism:

- can diversify rural economies with few development alternatives;
- are labour intensive and create jobs;
- contribute to regional attractiveness, thereby strengthening all aspects of the economy;
- sustain the local environment and cultural heritage;
- strengthen local identities and sense of community;
- can extend the tourist season;
- generally do not require major new investment;
- create backward linkages, stimulating agriculture and local food production, industry, and ancillary services thus reducing economic leakage.

In a broader development context, the use of local food can directly or indirectly contribute to the various elements of sustainability in a region by stimulating and supporting agricultural activity and food production, enhancing destination attractiveness and stimulating inward investment, empowering the local community through job creation and encouraging entrepreneurship, generating pride in local production, and reinforcing brand identity of the destination (Telfer and Wall, 1996).

In order to attain sustainable outcomes from food experiences it is important to have a structured development strategy that links food production, preparation, distribution, presentation and marketing. Hall (2005) noted several components of such development strategies:

- reducing economic leakage by using local renewable resources rather than external sources;
- recycling financial resources within the system by buying local goods and services;
- adding value to local produce before it is exported;
- connecting local stakeholders to create trust, new linkages and more efficient exchanges;
- attracting external resources especially finance, skill and technology;
- emphasising local identity and authenticity in branding and promotional strategies; and
- selling directly to consumers via farm shops, farmers' markets or special events and festivals.

Experience development therefore embraces not just food production, but the entire chain of production and consumption. Ljunggren (Chapter 3) shows in her case studies from the Nordic countries that food experiences for tourists form a vital part of the value chain for a wide network of local producers and suppliers. Castells (1996) argues that in the modern "network society" economic transactions are increasingly underpinned by

relationships between networks of actors. This is becoming evident in the area of food experiences, as the examples presented in this publication demonstrate. Both Ljunggren (Chapter 3) and Hall (Chapter 2) illustrate the importance of networks in food experiences. In food as well as in tourism, traditional value chains are slowly being augmented or replaced by value networks, in which the traditional linear logic of a progressive increase in added value as the chain nears the consumer, is being replaced by a much more complex set of relationships.

Successful food and tourism enterprises therefore increasingly depend on networks of suppliers and consumers to create and sell their products. The view of the role of entrepreneurs and enterprises is changing as the importance of social networks to innovation and creativity is recognised. Lugosi et al. (2010) argue that networks are vital to the success of hospitality operations and links with culture provide distinctiveness and symbiosis for food experiences that add considerable value to the basic product: "Bars do not just provide food, drink and meeting places for cultural producers and consumers, but are significant reservoirs of cultural capital".

In fact, as Richards (2011) suggests, the distinctions between production and consumption functions in tourism are becoming less clear as more consumers enter the production process as "lifestyle entrepreneurs" or as "co-creators" of tourism experiences. The food experience is therefore highly dependent on the interactions of producers and consumers. Producers need to get closer to consumers to understand and monitor fast-moving consumption trends and consumers increasingly want to be involved in the production process, either as a means of distinguishing themselves from other consumers, or acquiring new skills or getting "inside" local culture. Tourists engaging in food experiences also become part of the experience of others. Part of the reason for visiting a restaurant is the ambiance created by the other diners (Hjalager and Richards, 2002).

This dynamic field of co-creation is evident in the phenomena of "pop-up" restaurants and "living room" restaurants in major cities. Pop-up restaurants occupy temporary locations and operate for a short time. People are attracted by word of mouth and social networks. Such experiences function as "special events". Living room restaurants have become particularly popular in the Netherlands, where individual chefs have started small restaurants in their own houses. The atmosphere is informal, and being part of the "in-crowd" is part of the attraction. In Budapest, Lugosi et al. (2010) describe the emergence of "guerrilla hospitality" in the form of pop-up bars and restaurants in dilapidated buildings and empty plots in the city. These "ruin" or "garden" bars (*kert*) provide a stimulus to urban regeneration by mixing hospitality with culture:

> This blurring of boundaries between hospitality and culture is particularly important here for a number of reasons. Firstly, the view that hospitality can be reduced to the provision of food, drink and shelter has come under increasing criticism. Food and drink may be provided with minimal or no provider-customer interaction, although the consumer experience is often assured because of extensive interactions between staff and customers, and between customers themselves. Consequently, interactions within a hospitality context may become entangled with the production and consumption of cultural goods, services and experiences. Secondly, hospitality venues frequently utilise cultural artefacts and activities in the venue's "servicescape" and the consumption experience – from displays of artwork to musical performances. Thirdly, hospitality venues may exist to provide a service to workers or consumers who are involved in cultural production and consumption. Venues thus become part of the broader "creative ecology" or milieu of a particular

neighbourhood – vital sites where socialising and networking occur. (Lugosi et al., 2010)

Food experiences therefore contribute to local development in a range of ways, not just by stimulating food production, but also by supporting the experience production system of the locality, developing the critical infrastructure, attracting consumers, stimulating cultural production and consumption and supporting regeneration in urban and rural settings.

Product development and innovation

There are many different ways in which the basic food and drink product can be extended to add value to the experience and increase the economic impact of tourism (Box 1.3).

As the basis of the economy has shifted from products to experiences, so the process of product development and innovation has also changed. In the industrial economy, innovation is related to the development of new physical products, such as new types of food. In the service economy, the focus of innovation shifts towards the processes of serving, presenting and marketing food. In the experience economy, product development and innovation are increasingly based on co-creation, or producers working together with consumers to create value together.

Box 1.3. **Wine product development in Israel**

Jaffe and Pasternak (2004) showed that wine routes can have potential for tourism development even in countries where wine production is relatively small. They found that about 5% of tourists visiting Israel intended to visit a winery or wine trail as part of their visit to the country. The most important reason for foreign tourists to visit a winery was to learn about wine making. Jaffe and Pasternak (2004) suggested that the traditional winery experience, limited to wine tasting and a quick visit to the production facility, can be augmented in a number of ways. Following Getz (2000) they suggest the following potential developments:

- winery as a museum, art gallery and monument to taste and sophistication;
- winery as a fun-filled event venue;
- wine estate destination;
- family home and business, at which all visitors are personal guests;
- winery as a retail outlet;
- winery as an educational institution;
- winery as living history (i.e. heritage).

In addition to developing the basic winery product, there are also possibilities for co-operation between wine producers in developing cultural routes. By forming partnerships and networks and developing products that link wineries, such as wine trails and routes, producers can improve the quality of the visitor experience and undertake more effective marketing.

Boswijk et al. (2005) outline the five stages in the co-creation of experience:

- The creativity and the innovative capacity in creating a vision on moments of contact and meaningful-experience settings, and the concepts that are developed as a result of these.
- The actual specification of meaningful-experience settings and market propositions to interested target groups: propositions for bonding and entering into a relationship with customers and for distinguishing yourself in the market by doing so.
- The information technology that is necessary to enable and support the meaningful-experience settings. What architecture is required for this? Where does the value creation actually take place? Does the organisation possess the necessary core competencies for developing and maintaining the architecture?
- Finding and training the people who need to do the work. Are the employees capable of developing the behaviour required to make the event a truly meaningful experience for visitors, guests, users, or customers?
- Determining the economic perspective: What is the business model? What is going to be earning producers the money? Brilliant concepts and ideas sometimes prove to be unfruitful.

The process of product development and innovation of experiences therefore involves much more than simply generating new product ideas. Tourists are not just keen to taste something new; they are also concerned with consuming the tangible and intangible culture and creativity of the places they visit. This means that a careful balance needs to be maintained between what is perceived of as "new" and "different", and what might be viewed as "typical", "characteristic" or "authentic".

This tension in the innovation process is clearly visible in food experiences. Globalisation and the resulting mixing of ingredients, foods and cuisines have stimulated the development of "fusion" cuisine which brings together different culinary practices. This trend has been particularly visible in Asia, where traditional fusion cuisines such as Nonya food in Malaysia or Macanese food in Macau have been joined by "New Asia Cuisine" in Singapore (Scarpato, 2002). "New Asia Cuisine" was created and promoted by the Singapore Tourist Board, so successfully that "the new cuisine is recognised as a new non-geographical and transethnic 'creolised' cuisine created by the interplay between globalisation and localisation, representing an attitude that embraces modernity and respects local heritage. This exemplifies how 'global culture' can be blended with 'local culture' and happily co-exist to form a 'creolised' food culture" (Mak et al., 2011).

As Mannur (2009) argues, fusion restaurants featuring a mix of European and Asian cuisine have now spread to all parts of the United States. She also shows that fusion involves far more than just food: it also influences the way in which nations, regions and peoples are viewed by others.

Tourism is an important mediator in the development of fusion cuisine, because the mixing of different culinary traditions is often stimulated by people who travel to produce or consume food. This process of mobile gastronomy has been going on for centuries, as Hall shows in his analysis of the development of historical "foodways" linking different countries (Chapter 2). However the development of fusion foods can pose challenges for the development of "authentic" food experiences. Tourists very often demand food which

is "traditional" or "authentic", and yet many tourists are also averse to trying new and unfamiliar foods. One impulse for the development of fusion cuisine in Asia has been the desire to produce food which is more familiar and therefore palatable for foreign visitors. However, "rootless" cuisine may also come to be seen as "inauthentic" by visitors searching for unique and original gastronomic experiences.

Innovation in food experiences is therefore more than simply developing foods which appeal to tourist tastes. It is also, importantly, about the way in which food experiences are designed and framed. The uniqueness of a food experience is related to the strength of the local food culture and the extent to which this is able to create a distinctive identity for itself. Kim (2008) emphasises that for Korean cuisine to become more globally recognised it is important to strengthen the food culture at home, so that this becomes a strong basis from which to innovate and create new dishes that appeal to tourist tastes. Without a strong local food culture it is difficult to provide a unique, authentic food experience for tourists, and local food will be increasingly swamped by globalisation and fusion cuisine.

The Korean case is particularly interesting since it has a strong cuisine, but this is not well known outside the country. The situation in Korea contrasts with countries such as China, Japan and Thailand, which have widely exported their cuisines and food products. This has produced a stronger image of their cuisines in the minds of potential visitors, which means they have to place less emphasis on introducing tourists to their food. Korea now needs to focus on intangible and creative industries, especially the food industry. Korean cuisine is known to be authentic and very healthy, the current "well-being" trend presents an opportunity to develop and globalise Korean cuisine. Just as Korea invested in the movie industry in the 1990s and is currently reaping the benefits, investing in food and using trendsetters such as culinary journalists and famous chefs to promote Korean cuisine around the world is important.

Food is also an element that is easily linked to the tourism industry and contributes to the economic development and improvement of national image. Korea is searching for ways to connect the gastronomic industry and tourism industry in the short, middle and long terms. The success of Korean cuisine as a tourism product is relatively limited compared with other sectors of the tourism industry. Thus, it is necessary to find a way to enhance Korean food experiences and stimulate innovation in local food culture. As Hjalager and Richards (2002) have illustrated, cuisines that resist innovation and change are less likely to appeal to global markets and will tend to fossilise in culinary isolation while hot-spots of gastronomic innovation appear elsewhere. Innovation and creativity are essential for improving the quality of food, food preparation and presentation (Box 1.4).

Authenticity in food experiences is important because of the appeal this can make to the wider desires of tourists. People often travel in order to escape the perceived lack of authenticity in modern life at home, or in order to discover more authentic places elsewhere (Cohen, 1979). They also travel in search of their authentic selves, and food experiences can play an important role in supporting authenticity by connecting place, people and tourists. Eating local food can also help tourists to feel better about themselves because they are reducing food miles, showing that they care about the places they visit and helping local people (Everett and Aitchison, 2008).

Box 1.4. **Scary food**

Can some foods be too authentic for tourists? Cohen and Avieli (2004) argue that "Tourists will be generally reluctant to taste or eat 'strange' foods, whose ingredients are unknown or unfamiliar to them." In their view, "for a local cuisine to become a popular attraction in its own right, it has to be filtered through tourism-oriented culinary establishments. Local foods, like local crafts become popular with most tourists only after they are in some ways, and to some degree, transformed."

However, as Gyimóthy and Mykletun (2009) show, even the most unfamiliar and unlikely foods can become successful tourist experiences if positioned in the right way. They describe how *smalahove* (salted, smoked and cooked sheep's head) has become a part of the destination brand of Voss, a small town in west Norway. The preparation of *smalahove* involves burning away the wool from the head, leaving the skin intact and brown in colour. The head is then split into two halves by means of an axe, and the inner organs except the eye and the tongue are removed. It is carefully cleaned, salted and dried for some days before it is smouldered on a cold smoke of fresh juniper, dry oak or alder. Having been both salted and smoked, the head could be preserved in an airy place for some months. The preparation of the dish is simple. The half head is first watered and steamed for three hours, then served with potatoes boiled in the skin and with stewed Swedish turnips.

This "scary food" has disappeared in other regions of Norway, strengthening the link between *smalahove* and the town of Voss. As a result, Gyimóthy and Mykletun argue, "this dish has changed from being an everyday fare to constituting the heart of diversified culinary tourism experiences." Part of the appeal of this product lies in its very 'scariness': "*smalahove* is marketed not only as a nostalgic and authentic rural dish, but also as a challenging culinary trophy appealing to thrill-seeking consumers."

Smalahove has also provided the basis for the development of many other tourism products and experiences. These include Fleischer's Hotel's exclusive sheep's head galas, Ivar Løne's farm restaurant and the Sheep's Head Release Event (*Smalahovesleppet*). The hotel organises four meals between October and December; catering to about 300 participants each. Løne's farm restaurant is often fully booked, with annual sales of between 6 000 and 7 000 meals. The *Smalahovesleppet* festival centres around a community feast with 850 guests seated at long tables in a festival tent.

There are also locally produced silver or pewter souvenirs, such as a sheep's head tie-pin, sleeve-links and earrings in the form of sheep's heads. All of these developments illustrate how many new products and experiences can be developed out of a single dish.

Gyimóthy and Mykletun see new commercial potential for marketing "extreme" culinary specialties and using these as opportunities for co-branding of rural destinations and regional food products. In Voss, *smalahove* has been the basis for a new form of culinary "adventure tourism" which can give an important boost to the local economy.

Creating "authentic" experiences is often a question of careful framing and inventive and creative storytelling. Creating a strong narrative about place and the food culture that is linked to it can be an effective form of product development.

As Horng and Tsai (2010) argue in their analysis of food in Chinese Taipei:

> Any successful business must be backed up with a good ''story'' (in a sense, its ''brand'') to help it attract attention and thus increase its popularity, fame or reputation, and a good ''story'' is grounded in extensive knowledge and experience. Such knowledge is ultimately what makes it possible to establish the powerful, lasting

connection – the ''association'' in the mind of potential consumers – between a particular country (e.g. Italy) and a particular cuisine (e.g. pasta). This again is the ''story'' of the product (pasta) and, in a sense, also of the tourist destination (Italy). The story behind a brand name takes effect only after that story is told, and it leaves a very strong impression. Consumers indeed tend to be connected to a brand name (perhaps for clothing fashions and bags associated with Paris or New York, for wines associated with southern France or California) through storytelling, and it is this story behind the brand that gives them a long-lasting relationship with it. Thus, a truly unique culinary product must also be a representative one, for it must be given a context, situated within a specific local culinary culture. But Asian cities like Singapore and Hong Kong, China are multi-ethnic metropolises, and so here the cultural context is very complex, a combination of many ''stories.'' Due to its rich and complicated gastronomic culture, Singapore is promoted by the Singapore Tourism Board as the Food Capital of Asia. Thailand, on the other hand, exports its cuisine globally and in this way builds a new brand name for Thai food; eventually, those who taste and love Thai food overseas will want to travel to Thailand.

The chapters in this report also provide many examples of the importance of storytelling in building food experiences. In the case of Austria, Scheuch (Chapter 9) shows how the national "Holidays in Austria" brand is composed of a series of stories about the people, culture and landscape, which in turn form the basis for a number of "experience zones". In the case of the Nordic countries, Ljunggren (Chapter 3) shows the importance of narrative in reinforcing the experience of visiting restaurants, often using stories based on the locality of the food and the history of the people who prepared it. Food experiences can also be linked to place-myths associated with the location. Schlüter (Chapter 5) illustrates many of the narratives associated with food in Latin America and also demonstrates how the art of storytelling helped to secure a UNESCO Intangible Heritage designation for the cuisine of Mexico. In Korea, Choi and Gray (Chapter 12) show how narrative can be used to develop tourism products around local food and restaurants.

Food events

A meal is an event in itself. But food also provides the basis for a whole series of other events, including exhibitions, festivals and celebrations that can help to develop the food experiences and market the tourism product (Box 1.5).

Scheuch (Chapter 9) describes how culinary festivals have been developed as a key part of the marketing programme in Austria. Austrian culinary festivals include presentations of new products, innovative food-processing methods, links between gastronomic regions and showcasing for restaurants, famous chefs and seasonal foods. In this way they can become an important underpinning for local development. Capatti (Chapter 4) illustrates how in Italy, the Slow Food movement used events, such as the Salone del Gusto in Turin, to attract attention to the aims of the movement and to bring together important actors in the food scene. Ruiz de Lera (Chapter 7) also shows how gastronomic events held in Spain such as Madrid Fusion, Alimentaria Barcelona, Salón Gourmet Madrid and San Sebastián Gastronomika, have acted as promotional platforms for Spanish food. Choi (Chapter 8) provides the example of the Korea Food Tourism Festival held in Jeonju in 2010, which was used to promote and showcase regional Korean cuisine. The festival attempted to utilise the *Hallyu* or "Korean wave" in Asia, to promote and create new excitement around Korean food.

Box 1.5. **The economic impact of a food event**

Research shows that food events can have an important economic effect in their own right. For example, the Charleston Wine and Food Festival in the United States generated a record economic impact of USD 7.3 million on the local economy in 2011, USD 2 million more than in 2010. A study by the College of Charleston's Business School found that the average tourist spent USD 764 in the city. Over 80% of tourists travelled to Charleston specifically for the event (Bird, 2011).

Food events are not just important marketing tools, they can also function as sales outlets for local produce, a meeting place for food lovers, and as a magnet for tourists. It is important to see events as catalysts that can help countries and regions achieve their gastronomic objectives. As Richards and Palmer (2010) have argued, events increasingly act as important nodes in the network society, linking people, places, knowledge and resources and focusing attention on a wide range of issues. In this sense, events can also act as a "creative hub" in the food system, providing a platform for experimentation and knowledge exchange, stimulating creativity and innovation, at the same time linking residents, visitors and food professionals.

Food routes and trails

The development of routes and itineraries related to food and drink is a common product development strategy. The OECD publication on the *Impact of Culture on Tourism* (2009) illustrated how cultural routes have become a major policy tool for governments around the world. Routes have the advantage of providing a link between different regions and they are often based on place narratives which can be used as a basis for product development. The value of cultural routes has now been underlined by a joint EU-Council of Europe programme to develop and strengthen the existing network of major cultural routes in Europe. Although few major European routes are actually based on food (with the exception of the Routes of the Olive Tree, Box 1.6), local foods form part of the experience offered to tourists along most routes. A recent study by the Council of Europe (2011) indicated that major cultural routes most often have local restaurants and hotels as partners from the SME sector.

Developing new cuisines and diets

Many examples of innovation in food experiences relate to the development of new cuisines. In Latin America, Schlüter (Chapter 5) charts the emergence of Novoandina cuisine, the innovative culinary style founded by gastronomy critic Bernardo Roca Rey and chef Luis la Rosa in Peru in the late 1980s. Novoandina cuisine is characterised by the use of ancient Peruvian ingredients and recipes, the quest for innovation and the use of modern international cuisine techniques and know-how.

Similarly, Ruiz de Lera (Chapter 7) outlines the development of New Basque Cuisine in Spain, a movement started in the mid-1970s by a group of young chefs. Over time this culinary revolution reached other areas of the country, to the point where a "New Spanish Cuisine" emerged.

Figureheads of this movement include the Catalan chef Ferrán Adriá, pioneer of "molecular gastronomy" and now the Tourism Ambassador for the Spain brand campaign in Asian, American and European markets.

Box 1.6. **The Routes of the Olive Tree**

"The Routes of the Olive Tree" are a network of routes stretching across 18 countries and encompassing many chambers of commerce, museums, festivals, SMEs and other private and third sector organisations. Since its creation in 2002, the foundation "Routes of the Olive Tree" (hereafter referred to as the "foundation") has each year organised a specific itinerary devised with the aim of transmitting the idea of sustainable development, intercultural dialogue, rediscovery and recognition of natural heritage linked by the symbolic presence of the olive tree.

Each year the foundation collaborates in the organisation of at least one festival. From 2008 until 2011, festivals have taken place in at least eight different countries. In 2009, the foundation supported the organisation of 12 simultaneous festivals throughout Greece.

The foundation has been involved in the field of responsible trade through the Routes of the Olive Tree store, located in the heart of Athens, which sells agricultural and traditional craft products selected on the basis of authenticity and quality.

The foundation has been approached recently by several tour operators to develop, together with its itineraries, tourism products that would be offered by travel agencies. As such, three pilot "small itineraries" have been planned in the Peloponnese, and a first contact was made with Greek partners wishing to promote the local heritage of the olive tree and integrate it into a local thematic itinerary" (Dodd, 2011).

Another way of innovating food experiences is to re-frame traditional or existing eating habits. Very often this re-framing is related to the health benefits of a particular diet. This has been very successful in the case of the Mediterranean Diet and this strategy has been copied in other areas. For example Beer et al. (2002) describe the development of the Atlantic Diet in northern Portugal to compete with the Mediterranean Diet in the south of the country. In Canada, Hashimoto and Telfer (2006) have analysed the development of "West Coast Cuisine", which is influenced by a variety of sources, including the available seafood – of which Pacific salmon is the best known – and the influence of Asian cultures in the region.

As Ruiz de Lera (Chapter 7) points out, new gastronomic products can also form the basis of branding and marketing. New gastronomic products in Spain, such as Wine Routes of Spain and Tasting Spain, help to improve and diversify Spain's international image and competitiveness, and create a gastronomic brand. This is an issue dealt with in more detail in the following section.

Regional and country branding

Once good food products and a range of food experiences have been created, it is important to effectively brand and market them. Unique foods and cuisines can provide important distinguishing features in an increasingly competitive tourism market, but food experiences arguably still receive relatively little attention in destination marketing (du Rand and Heath, 2006).

In order to integrate food more closely into the tourism marketing activities of the destination, du Rand and Heath (2006) suggest the following actions:

- appropriate marketing initiatives, partnerships and networks, supporting local products of high quality;

- utilise cross-marketing to enhance food and wine as a significant attraction in a destination;
- optimise current and potential markets by ensuring that standards are in place and that quality is consistently provided;
- follow "lifestyle" positioning of food and wine tourism within the tourism strategy and support the quality of life, nature and leisure components of tourism marketing;
- where relevant, food tourism should adopt a "niche" approach and be aimed at both local and international guests;
- food tourism should be considered as a tool to extend the current tourism seasons;
- destinations with an attractive/unusual/unknown cuisine should consider using it as a branding tool;
- branding of food tourism can be enhanced by innovative signage and development of logos that identify attractions in specific regions;
- theming, packaging and routing of food tourism can be improved by forming links with other tourism attractions and activities such as nature, sport, history and culture;
- on-theming, e.g. wine and food, food and history, food and health, can create new experiences and provide greater impact for a destination where appropriate;
- food routes can be linked to existing historical tourism routes; and
- specialty restaurants can be developed to assist with the promotion of the special cuisine of an area.

There are a number of examples of the development of specific food brands in this way, such as the "Taste of Scotland" (Boyne et al., 2002) and "Taste of Wales" (Jones and Jenkins, 2002) food tourism campaigns in the United Kingdom. Horng and Tsai (2010) also outline a number of specific actions that can be used for marketing culinary tourism:

- promotion of specialty restaurants and other eating places;
- introduction to special cuisines;
- local/regional gourmet/culinary package tours;
- cooking schools and culinary classes;
- food/gastronomy festivals;
- food-related souvenirs;
- advertising local/regional cuisines.

In their study of culinary marketing activities of tourism organisations in Asia, Horng and Tsai (2010) found many differences in approach between individual countries. The Korean approach was seen as being particularly comprehensive:

> The Korea Tourism Organisation's website offers a more complete introduction to local delicacies and food products and also to traditional Korean table manners, using detailed written descriptions and photos. In terms of marketing strategy, this website

recommends the best-quality restaurants and featured cuisines of each city, and provides culinary day tours for tourists so that they may experience local culinary culture firsthand. Korea's government website also makes effective use of invited celebrities in promoting its culinary tourism.

Overall, the Korea Tourism Organisation has a very comprehensive introduction to the country's traditional gastronomy on its website, which of course also promotes food tourism in Korea. The website includes ''Introduction to Korea'' (including "Types of Korean Food", *kimchi*, royal cuisine, festive foods and a Korean food culture series), ''How to Eat'' (including table manners, types of table settings, and a reference guide to names of Korean food), ''What to Eat'' (e.g. quintessential Korean food, traditional liquors and wines, traditional teas, popular snacks), and ''Where to Eat'' (e.g. gourmet restaurants series, restaurants for vegetarians, food festivals, Best Culinary Day Tour in Seoul, Islamic and Indian cuisine in Korea). This website thus details Korean gastronomical history, festival (or festive) cuisines, seasonal cuisines, local food, table manners, and chefs engaged in the practice of traditional culinary skills. The website creates a strong Korean identity and offers an in-depth guide to Korean cuisine and gastronomy (Horng and Tsai, 2010).

Korea has also actively used celebrities at events to promote culinary tourism. For example, Korea Tourism Organisation invited the ambassadors of Canada, Mexico, Switzerland and China to promote Korean culinary tourism. In addition, it invited famous Korean entertainers such as Lee Young Ae, Ahn Chil Hyun, An Jae Wook, and Kwon Sang Woo to promote culinary tourism in Asia, because Korean television dramas have been a huge success in Asia. This ''celebrity promotion'' of Korean cuisines and travel destinations is attracting an increasing number of tourists each year (Kim et al., 2007).

Korea has successfully combined its gastronomic culture with its TV shows (especially soap operas), whose popularity helps to promote Korean cuisine and food culture (Kim et al., 2007).

However, in spite of the efforts of the National Tourism Organisation, the international image of Korean gastronomy is still not as strong as that of Japanese or Chinese cuisine. What appears to be lacking is a strong brand that can help raise awareness and provide a clearer link between food and other elements of Korean culture. Building a brand for Korean food should in turn aid tourism marketing and the promotion of the country as a whole. As Anholt (2009) argues, a strong brand requires a number of actions:

- engage with the outside world in a clear, co-ordinated way, which requires a coalition of government, business and civil society;
- build a brand image or reputation that underpins every transaction with consumers;
- manage and nurture the brand equity;
- unite groups around the brand purpose or common project; and
- use innovation as an important part of the place brand, because the new will always generate interest.

Food has the potential to support place brand development, because: "food can serve as a powerful vehicle for conveying deep-rooted meanings and abstract concepts that express and reflect the uniqueness of a specific place" (Lin et al., 2011). Food can act as a symbol, or emblem of a specific place, such that "it can logically be perceived as a form of destination brand identity."

A distinctive and consistent local food identity can help in differentiating the destination from competing places and it can promote the "regionality" of food to tourists. For example, as Hashimoto and Telfer (2006) indicate, although Canada's natural scenery has enjoyed an established image for years, the Canadian Tourism Commission (CTC) has recently attempted to make culinary tourism products a new way of "branding Canada". This is because most successful destinations have distinct attributes related to their cultures. Food is considered a good representative of a given region's culture.

Horng and Tsai (2010) examined the capacity of government websites in Chinese Taipei, Hong Kong, China, Japan, Korea, Singapore, and Thailand to introduce and advertise traditional and local foods, restaurants, gastronomic tours, recipes and culinary cultures (including table manners and other dining customs). This analysis showed that the Government of Singapore has used some special labels to certify their food and taken it as a main tool of promotion. This kind of government-led effort has an advantage because it gives trust to consumers. As in Singapore, realistic and specific solutions are needed when a country designs its marketing plans (Box 1.7). In its tourism marketing, Singapore, the ''Food Capital of Asia'', has identified its rich variety of foods and food cultures as a key attraction, and has also created specific policies in order to promote culinary tourism.

Communicating the brand

Establishing a brand is one thing, but tourists also need to be guided deeper into the food culture behind the brand. "When promoting a food, there has to be a well-made guide that explains the ingredients, recipes, origins and the way of eating each dish. Every country that wants to promote its own food should have a guide of its food culture for travellers visiting the country for gastronomic purposes" (Chang et al., 2011).

In Spain, Ruiz de Lera (Chapter 7) identifies five ways of projecting Spain's increasing culinary influences worldwide: a good culinary offer at home, a network of good quality restaurants abroad, food and wine exportation (Spain is the second largest wine exporter in the world), educating, training and attracting gastronomic talent (e.g. the Basque Culinary Centre) and by positioning its chefs in world rankings.

Box 1.7. **The food brand of Chinese Taipei**

Lin et al. (2011) show that many destinations have used food as a source of attraction in strengthening their tourism marketing. They argue that the strength of a brand is determined by the consistency of various brand-identity components:

> Brand identity usually serves to distinguish a product, service or organisation from its competitors and to make consumers more loyal. The core values of a tourism destination brand should be established and that the representative elements of a destination need to be clearly identified in building a successful destination brand. The elements of a tourism destination brand should be unified in forming a consistent, unique and strong destination brand identity. A unique and memorable "food identity" can contribute to the sustainable competitiveness of a destination. Food of a specific place is essential to its success as a tourism destination. Although there is statistical evidence that food is a key tourist attraction in Chinese Taipei, one of the challenges that they face is the development of a clear and consistent "food identity" that can be used to market and brand Chinese Taipei as a culinary tourism destination.

Lin et al. (2011) examined the consistency and clarity of the image of food in Chinese Taipei across different markets. After analysing food-related information presented in tourism brochures and destination websites, a framework for the identity of food in relation to a destination was developed. The main dimensions of the food experience they identified were:

- class of food (type and style of food);
- food-related establishments and activities;
- symbol of a culture, indicator of a society and reflection of a natural environment;
- value of food (dining experience, social and cultural experiences, sensory quality and promised quality);
- origin of the food, preparation method, farming method and producers;
- service type, dining setting, design and décor and special offers;
- availability of food and food-related subjects (information, maps, addresses, phone numbers, email or transportation information).

Lin et al. (2011) concluded that the class of food is the core identity of food experiences in Chinese Taipei. A regional style of food was the primary preference of destination stakeholders, who also indicated that festivals, gourmet tours and holidays were the most important activities in attracting international tourists. Destination stakeholders and destination marketing materials largely focused on the origin of food, which is considered important information in aiding international tourists to recognise the authenticity of Taiwanese food, particularly as tourists want to explore local culture.

Lin et al. (2011) argue that unless food is a primary focus of the destination, little food-related information will be picked up in destination media. They also found that an ambiguous identity of food across different destination media may be caused by a lack of a consensus regarding the relative position of food in Chinese Taipei as a tourism destination. This supports the arguments of Hall (Chapter 2) and Marques (Box 1.8) that network and consensus building are important steps in building economic and image impact.

These elements are highlighted in Spain's new promotional campaign "I need Spain," which showcases gastronomy as one of the key experiences. Top chefs, or "gastrostars" such as Ferrán Adriá, Andoni Luis Aduriz, Martín Berasategui and Pedro Subijana, are used to promote food as culture and there is a dedicated channel for gastronomy in the website (*www.spain.info*). Similar efforts are now being made to position Portuguese cuisine as a tourist attraction through the *Prove Portugal* (Taste Portugal) programme (Box 1.8). This example shows the importance of working in a holistic way to raise awareness of gastronomy both internally and externally.

Box 1.8. ***Prove Portugal***

Portugal embarked on a new project to market its gastronomy entitled *Prove Portugal*. The project includes five steps:

- characterisation of the national gastronomy;
- identification of the most attractive features;
- identification of the target markets;
- creating internal awareness;
- designing an external communication policy.

In characterising a national gastronomy for Portugal, it was important to develop links between the culture, the climate, agriculture, landscapes, eating habits and history. The tourist must be able to understand the different regional gastronomies and how these vary according to different food products, history and customs of the region. Once such a review has been made, the features most likely to be attractive to tourists can be identified. One has to be aware of the features that provide real distinctiveness because, as food is increasingly globalised, it is possible to eat Portuguese food or Japanese or Korean food all over the world. Why should tourists travel to the land of origin to taste these national foods? The answer lies in developing engaging and unique food experiences: including distinctive ways of socialising, with sound, smells and environments which are linked to specific places and are very hard to recreate.

Food appeals to all tourists. But it is important to identify those target segments that are most likely to be attracted by the food experiences linked to the destination. In many cases, the key segments will come from neighbouring countries which have greater cultural proximity, but major tourist-generating markets with high spending power should not be neglected. Although tourists travelling specifically for food are likely to be a small segment of the total market, they usually have high spending power that increases their economic value. It is important to tailor the marketing message to each segment, particularly in terms of the relative gastronomic resources of the host and origin countries. For example, Spain cannot sell Portugal a slogan which mentions the freshness of their maritime products; as good as they are, the Portuguese are considered as good or better. Likewise, Portugal cannot promote olive oils in Spain because the Spanish believe theirs are better.

Creating a clear message for tourists from abroad also means creating consensus about that message at home. Although the activities of food critics, restaurants and hotels can have an impact in foreign markets, they need to work in collaboration with national campaigns for maximum effect. A network of stakeholders needs to be created that shares the values of the marketing campaign and is able to support the development of the basic food product as well as sustaining the gastronomic message that the country wants to transmit. Such networks should include not just the food producers and restaurateurs, but also tourism schools, tourism associations and regional tourism organisations. Such a network will provide the assurance of quality and continuity that is vital to a successful campaign.

Box 1.8. ***Prove Portugal*** *(cont'd)*

Once internal synergies have been developed, the external marketing campaign can be created. This needs a slogan which represents, in a unique and authentic way, the gastronomic features of the country. Under this umbrella individual messages can be developed for each target market and the best means of reaching those markets can be identified. These may include international exhibitions, PR campaigns, advertisements or collaborative campaigns with restaurants abroad. Advertising gastronomy is advertising a pleasure, a culture, a people. Nourishment is a necessity, and gastronomy is both culture and pleasure, two important agents of touristic attractiveness.

The *Prove Portugal* campaign, launched in 2010, is designed to mobilise public and private sector actors to promote the gastronomic identity of the country and to develop Portugal as a gastronomic destination. The website *www.proveportugal.pt* includes information on food and wine, regional gastronomy, restaurants, recipes and events. Gastronomic routes are also featured in the programme, including wine routes and the "Route of the Stars" event, which links restaurants in Portugal that have Michelin stars. Specific promotional events have also been organised, such as a dinner during the 2011 Fitur trade show in Madrid, with star chef Bertilio Gomes.

A similar programme is also described in more detail in Chapter 9, in which Scheuch describes how Austria has positioned itself as a gastronomic destination. This contribution makes clear that not just food professionals are important in the development of a national gastronomy campaign, but that the everyday eating habits and lifestyles of the local inhabitants also form part of the ambiance that is attractive to visitors. In Korea, similar strategies are also being adopted. Lee (Chapter 6) shows how gastronomy tours and events are being used to raise awareness of Korean food in foreign markets.

Implications for policy

The material presented in this publication has a broad range of policy implications. In addition to the specific recommendations found in individual chapters, many of which focus on the Korean situation, there are a range of wider policy implications that can be drawn from the analysis of food experiences in tourism.

Local food culture and authenticity

One of the key values of food experiences is their link to the local; to specific landscapes, cultures, creative expressions, etc. It is therefore important to define and promote the local dimension of food, even where this is subsequently globalised.

As explained above, the concept of authenticity in food experiences is often linked to notions of the locality and novelty. For destinations these links are crucial, since they support the idea that one can only experience certain foods at their best in specific places. Thus, in spite of the efforts to globalise certain foods, there remains the idea that a cuisine is essentially linked to a destination that can be visited by tourists seeking authentic gastronomic experiences. If not, there is no imperative for the tourist to travel to different localities in order to try local foods. The authenticity of local foods needs to be maintained, and at the same time be effectively communicated to tourists.

The need for authenticity also underlines the importance of narrative: reliance on local values can be used to create a story of the place and develop the place as a destination. Thus, measures directed towards building the feeling of belonging and pride in one's community, as well as efforts directed towards creating stories, or narratives, of places, can result in more joint efforts to attract customers. Such efforts will improve the awareness of local food specialties, strengthen co-operation between local actors, and increase the local competitiveness of the community.

Raising quality and consistency

The basic quality of the food product is crucial. Without high-quality food products it is very difficult to develop the additional dimensions of the food experience. There are a number of areas where policies can be developed to promote quality food, including food labelling (origin, denomination), promoting the use of local products, and developing high service quality.

Ljunggren notes (Chapter 3) the problem of the inconsistent quality of food supplies. She suggests that better training for food suppliers or enhanced co-operation in networks between suppliers and restaurants could lead to improved and more consistent quality of supplies. As Choi points out in the case of Korea (Chapter 8) there is also a need to develop the top levels of the food experience chain, such as high-quality restaurants and highly skilled chefs (or gastrostars).

Presenting and marketing food experiences requires a certain level of business skills. As Ljunggren also notes in Chapter 3, this could include knowledge on food identities and culture, experience production, experience value chains, and the creation of viable business models.

At the same time, care should be taken that efforts to raise quality and standards do not harm the authenticity and novelty of the food experience. As Henderson (2011) points out in the case of Singapore, the regulation of street vendors threatens to destroy a major attraction for tourists (Box 1.9).

Box 1.9. **Food hawkers in Singapore**

Henderson (2011) shows that food hawking in Singapore, just as in many other countries, serves a number of purposes, including meeting local food needs and providing food experiences for tourists. Her research indicates that the government promotes food hawkers as "unique icons of Singapore", but at the same time threatens the authenticity of hawking through regulation and control. The Hawker Centres Upgrading Programme launched in 2001 attempts to improve physical infrastructure, cleanliness and hygiene while retaining the "unique flavour" of hawking. Hawker centres in Singapore provide an "authentic" experience of Singapore, and a number are directly promoted by the Singapore Tourist Board. As Henderson notes "hawking thereby helps in upholding and reinforcing the multi-cultural ambiance of Singapore, and, in turn, its overall appeal as a destination". As such, efforts to centralise and control hawking are also seen as having potential "disbenefits" in terms of spontaneity and lack of freedom and mobility.

Ensuring sustainability

Scarpato (2002) has emphasised the need for sustainable gastronomy. Unless there is an appropriate balance between the supply and demand, local gastronomy is likely to be unsustainable. Tourists can help to increase the demand for locally produced food,

therefore helping to sustain local produce. But creating too much demand can also overload small-scale food producers and ultimately reduce its quality and authenticity.

As Ljunggren (Chapter 3) suggests, one solution to low demand levels in peripheral areas could be a showcase for the experience industry of regions, for instance in major cities. Such showcase centres would contain proper facilities for storing and selling food, and producers in the region could take advantage of common transportation enabling them to produce larger volumes.

Building networks

The complex value creation network of food experiences makes it essential to link different value generators together and form coalitions and collaborations around food. Many of the chapters in this publication provide illustrations of such networks, particularly locally based collaborations between food producers, restaurants and tourism organisations. But there is scope for governments to develop more widespread collaboration, as the *Prove Portugal* programme shows (Box 1.8).

The potential for government action lies in identifying the different value creators that can be influenced, and how these are related to food experiences and cuisine. It should be recognised, for example, that tourism can play a major role in developing food exports, both by creating demand abroad, and by stimulating tourism expenditure on food at home. The development of globalised cuisines in Thailand, for example, has supported the development of thousands of Thai restaurants abroad, as well as stimulating travel to Thailand to experience "authentic" Thai food *in situ*.

Korea has expressed the desire to emulate this globalisation strategy for Korean food, as Choi points out in Chapter 8. The plan to develop 40 000 Korean restaurants abroad by 2017 is ambitious, and will need careful planning to succeed. If successful, it has the potential to significantly raise the global profile of Korean cuisine, and therefore also to generate more culinary tourism to Korea. But it is also important to recognise that a globalisation strategy also needs to be accompanied by quality assurance and a "glocalisation" strategy to develop the basic Korean food experience at home as well as abroad.

Repositioning food as a creative industry?

The shift in emphasis from tangible to intangible culture also places more emphasis on the creative role of food. Rather than being seen as a physical product to be produced and distributed, there is a growing argument for positioning food experiences as a part of the creative industries. Gibson and Kong (2005) note that "Many sectors (including industries such as furniture and industrial design, certain forms of niche food production and tourism) may now be viewed as part of the cultural economy because of their symbolic content, when they were at best only peripherally considered part of 'the arts' previously".

This point was underlined by Enrique Ruiz de Lera's intervention at the OECD/Korea workshop on "Korean Cuisine in Tourism: International and Local Perspectives", where he pointed out that the Government of Spain has a 4-year plan to invest EUR 25 million into the cultural industries, of which it views culinary tourism as a part. A view of food experiences as part of the creative industries has a number of important implications, not least of which is the emphasis that this places on the intellectual property related to food.

As part of the creative industries, food experiences can also been seen as playing a role in the vibrancy and attractiveness of places in general, not just for tourists, but also for people living in or investing in those places. As Choi (Chapter 8) argues, in Korea there is an opportunity to develop food as part of the Korean wave that has made other elements of Korean culture popular abroad.

Creative tourism

As the OECD publication on the *Impact of Culture on Tourism* (2009) noted, there is also a trend towards "creative tourism" (Richards, 2011), which actively involves consumers in learning about the culture of the places they visit. In Korea this principle is already being developed through the Temple Stay programme. As Choi suggests in Chapter 8:

> The government is planning to mobilise 1 million people to build a global network supporting Korean cuisine. Moreover, it connects Temple Stay and the rural village experience to the project and endeavours to build a strong network among the *Hansik* enthusiasts. Also, the government has plans to make Korean cuisine available for diplomatic occasions and will develop entertainment events to promote Korean cuisine.

Creative tourism is being actively developed in many parts of the world, and food experiences are an important part of this trend. In Austria, for example, the portal *www.kreativreisen.at* provides a range of culinary holidays, from wine gourmet tours to baking courses and cheese making.

Marketing

In developing food experiences, the basic product is crucial. Without attractive food, it is difficult to market food experiences effectively. For example, in order to globalise Korean cuisine, the quality of food itself and service in the food industry needs to be upgraded. Attention therefore needs to be paid to a number of issues, including food quality, maintaining authenticity and creating a clear image for Korean food.

In policy programmes for experience industry and tourism, more emphasis and direct measures could be allocated to the role of restaurants as part of the local service infrastructure. This is important not just because restaurants provide the physical setting for food experiences, but also because of their links to the critical superstructure of food and cuisine.

Many of these issues were touched upon at the OECD – Korea workshop on "Korean Cuisine in Tourism: International and Local Perspectives". For example, French gastronomy critic Claude Lebey noted that food critics can play an important role in spreading the message about the natural, healthy qualities of local food. He emphasised the need to develop world-renowned chefs (or "gastrostars") to spearhead the development of culinary tourism. Chefs were also seen as having a key role by Capatti, who noted "I believe a cook who leads the future generation should be one who is accustomed to various food traditions. With this unique experience he should put his best efforts into creating a dish. Then, he can create not just another fusion but a new menu which goes beyond the border." However, Arzeni noted that there is also a need to develop a clear image of food experiences, and make them simpler and clearer for consumers. Finally, it was noted that this is not just a task for government or food producers, with Marques suggesting that the local population is also a vital part of the process:

Since there are distinctive regions in Portuguese food culture most Portuguese people take long trips to Lisbon and other parts of the country for lunch or dinner. I think a country's food culture can be known to the world when its people love and respect their own cuisine.

Developing a holistic approach

Because of the important linkages between food experiences for tourists and other policy areas, including agriculture, food production, country branding and cultural and creative industries policies, it is important to develop an integrated, holistic approach to policy development and implementation.

Several of the chapters in this publication illustrate how governments in different countries are now beginning to develop co-operative models of tourism and gastronomy development and policy making. Such programmes, including *Prove Portugal* (Box 1.8), Spain's Gastronomy Tourism Strategy (Chapter 7) and the Slow Food movement in Italy (Chapter 4) often include collaboration between different government ministries or departments, as well as the implication of private sector food producers and tourism organisations. The diversity of stakeholders involved in a national or regional gastronomy programme means that networks need to be flexible and that leadership is a key issue.

Ljunggren (Chapter 3) shows in the case of the Nordic countries that co-operation has been crucial to success. There can be formalised co-operation (including formal organisation and common promotion) or more informal project based co-operation (applying for governmental funding to carry out a co-operation project). She argues that such policies can promote innovation and viability in the local food supply chain. Food experience policy should not only encourage restaurant and food producers to co-operate but, rather, should have regard to the whole experience production chain (galleries, shops, etc.). Adopting a broader scope will make it easier to attract guests and help build an infrastructure of complementary services.

Suggestions for further research

Research into the food experiences of tourists is still in its infancy. Although more information has emerged in recent years on the general motivations and profile of culinary tourists, we still have relatively little information on how tourists perceive and experience different foods, the role of food as an impulse for travel, and the relationship between globalisation, localisation and the perceived authenticity of food experiences. There is therefore much room for further research, for example in the following areas:

- **The globalisation and localisation on food experiences** – is globalisation actually strengthening or in fact threatening local food cultures? There is a need to develop case studies charting the development of local cuisines in different countries and regions to examine how they link with global flows of information and culture. How aware are tourists of local food when they travel? Do fusion cuisines, which often combine global and local elements, have a clear image among consumers?
- **The authenticity of food experiences** – to what extent do tourists who encounter local food experience it as "authentic", and on what grounds do they judge authenticity (ingredients, preparation, presentation, setting, etc.)? Does the perceived authenticity of the food experience have a strong link to the satisfaction of tourists, and their intention to return or recommend a destination to others?

- **The role of the critical infrastructure of gastronomy** – much attention has been paid to the role of food critics and famous chefs in promoting different cuisines, but little is known about the exact impact that they have on tourists. To what extent are tourists aware of the "gastrostars" of the destinations they visit, and how important are they in the decision to visit specific places? Do they help to improve the image of destinations?
- **Information sources –** how do tourists learn about the food of the countries and regions they visit? Which media do they consult before and during their travel to find out about food? What is the effect of the Internet and social media on the awareness of food among tourists?
- **Clustering of food experiences** – in the creative industries, much research has underlined the importance of clustering in promoting knowledge distribution and increasing the profile of creative producers with consumers. There is little research on the extent to which this also operates in food experiences. Does the presence of a large number of Michelin star restaurants stimulate more tourism? Do clusters of food producers stimulate each other to be more creative and to innovate more rapidly?
- **Food events** – events linked to food are a means of attracting attention to national, regional and local cuisine. What are the most effective ways of organising such events? What makes food events attractive to domestic and foreign tourists? Do food events inspire tourists to try more of the local cuisine?
- **Creative tourism** – the development of interactive and creative food experiences has become important in many regions. To what extent does creative tourism add value to the gastronomic experience? Do creative gastronomy tourists stay longer in destination, or spend more, or return more often?

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Part I

Innovation in the food tourism sector and the experience economy

Chapter 2

Boosting food and tourism-related regional economic development

by
C. Michael Hall

Intangible assets are fast becoming the basis for regional economic competiveness through tourism strategies. The question of who benefits should be fundamental in assessing regional economic development policies and strategies. In order to utilise food tourism as an economic development driver, it is important to encourage visitors to stop, spend and stay longer. Retaining visitor expenditure, developing networks with a host of regional stakeholders and the development of intellectual capital are important if food tourism is to be integrated within wider regional development strategies. However, the extent to which food producers become part of the business mix in tourism development initiatives depends on overall business goals, location and target markets.

Cuisine, food and tourism

Everyone has to eat! Tourists are no exception. Most tourist behavioural studies show that eating out is the first or second activity for tourists when they are away from home. For this reason there is increased recognition of the role that food plays in the tourist experience and the potential opportunities for maximising economic and regional development benefits.

Food consumption is integral to tourism and its economic impact can be important not only for immediate businesses that directly provide food for tourists (such as hotels, restaurants and attractions), it can also have significant economic impact throughout the food supply chain. Potential economic opportunities, provided by developing food and tourism connections, are created not only by the gastronomy or cuisine tourism market but from all tourism markets. Indeed, overall economic returns may be greater from general tourist consumers if the food is supplied locally.

A number of reasons can be given for the high level of public and private sector interest in food and tourism relationships (Hall et al., 2003; Hall and Sharples, 2008):

- Gastronomy and cuisine-oriented tourists are perceived as high yield markets.
- Food tourism can be linked with other visitor products such as cultural and natural heritage attractions thereby providing a comprehensive offer.
- Rural areas that may otherwise be affected by economic restructuring are provided with an alternative: the development, maintenance and/or even revival of local food products.
- Urban neighbourhoods or quarters can become attractive to visitors, especially those that specialise in particular ethnic foods. A concentration of restaurants, cafés and markets can bring character to the neighbourhood.

Tourism is understood to be labour intensive and to require relatively little capital. Whether this is true or not is highly debatable. Nevertheless, government agencies, seeking to respond to issues of unemployment and economic restructuring, are supportive of tourism development initiatives because of the perceived permanent and part-time employment possibilities they may bring.

Food and tourism are also regarded as having a potentially strong relationship to the overall branding, imaging and positioning of a destination and/or region in a way that may enhance the image of all products and services available from that area. Regardless of the reasons for the interest in food tourism, the underlying goal of government is to enhance economic and regional development.

It is one of the great truisms that economic development is a complex process. When tourism is involved it is doubly so, as many of the elements that make up the tourism product lie outside of promotion and development agencies control or influence (Hall, 2005a, 2008). Many components of the destination product may not be seen as being of interest to tourists by the private and public sector owners. This is partly to do with how producers understand tourism and it is also affected by the strength of local economic networks and knowledge. This chapter therefore supports the assumption that economic development is a "complex process that is created from a successful fusion of entrepreneurship, education and skills of the community, driven largely by market forces. A favourable business environment and a supportive regulatory framework are important

conditions" (Rowe, 2009). Blakely and Bradshaw (2002) said that regional economic development is a "mixture of rational planning and salesmanship". This description may be more apt given the interests of many countries and regions in promoting themselves as food tourism destinations. Either way, from a regional economic development perspective, the critical question becomes how does cuisine, food and tourism fit into the bigger picture and overall economic development strategies of a region or country?

The above question is fundamental to thinking about the economic development value of food and tourism. Agencies need to question the perspective promoted by some parties that food tourism is an automatic good for economic development at a destination. Policy decisions need to be informed by quality research and access to a range of different perspectives on food and tourism initiatives. The role of research is extremely important as different regions not only have substantially different visitor profiles, demographics and psychographics but also very different types of food, tourism products as well as, supply and value chains (Mitchell and Hall, 2006; Hall and Mitchell, 2008; Hall and Sharples, 2008).

One of the biggest problems facing effective economic development utilising food and tourism is that of scale. What may benefit one level of jurisdiction or governance may not be appropriate at another. Maximising the benefits of cuisine, food and tourism requires different levels of governance and economic activity working together. Yet this is extremely difficult. What may be good for an individual business or producer may not be good for the region. While a region may promote itself as a source of high-quality customised products, an individual producer may create greater value by producing a relatively low value mass product with no need to define where it was produced.

Destinations need to consider how different layers of branding fit together to provide a coherent image in different markets. From a broader perspective of economic development and brand strategy, there needs to be an understanding about how food and tourism fit in with the general image of a location. Moreover, it needs to be understood what value, if any, do they provide for non-food production; are they complimentary or in conflict? It is therefore likely that, as with any form of economic development, significant tensions may develop between stakeholders and different levels of public authority as they strive to maximise economic benefits for their constituency (Hall, 2008).

The following sections discuss some of these issues and how they may be addressed from a number of different perspectives. First, the nature of food tourism from a consumer perspective is examined. Second, advantages and disadvantages of food tourism for individual businesses and at the destination level are examined. Third, the role of intangible capital in effective food and tourism-related economic development with respect to intellectual property, networks, brand and the development and retention of knowledge and talent are discussed. The chapter concludes by noting the short-, medium- and long-term strategies that best integrate food tourism with wider regional development strategies in order to help boost regional economies.

Consumer perspectives in food tourism

Understanding consumer perspectives in food and tourism is critical for leveraging the greatest benefits for destinations. It is widely recognised that tourists provide a significant proportion of the market for restaurants and cafés around the world. However, there are substantial differences in the profiles of food-interested tourists between regions, even in the same country, and even at different times of the year. As pointed out

by Mitchell et al. (2000) in relation to wine tourism, "profiles of wine tourists in one region should not automatically be assumed to be the same as in another, or even from one winery to another".

One of the problems in understanding food tourism and the potential economic contribution of food and tourism to regional economies is the multitude of definitions and their uses. Hall and Sharples (2003) emphasised that in defining food tourism there is a real need to differentiate between tourists who consume food as a part of the travel experience and those tourists whose activities, behaviours and even destination selection is influenced by an interest in food. Wine tourism has been defined as visits to vineyards, wineries, wine festivals and wine shows whereby grape wine tasting and/or experiencing the attributes of a grape wine region are the prime motivating factors for visitors (Hall, 1996). Wine tourism is best seen as a specific subset of the more general concept of food tourism. Consequently, food tourism may be defined as visits to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and/or experiencing the attributes of specialist food production of a region is the primary motivating factor for travel (Hall and Mitchell, 2001). Such a definition does not mean that any trip to a restaurant is food tourism, rather the desire to experience a particular type of food or the produce of a specific region or even to taste the dishes of a particular chef must be the major motivation for such travel. Indeed, such is the need for food to be a primary factor in influencing travel behaviour and decision making that, as a form of special interest travel, food tourism may possibly be regarded as examples of culinary, gastronomic, gourmet or cuisine tourism that reflects consumers for who interest in food and wine is a form of "serious leisure" (Hall and Mitchell, 2001, 2008).

Additional to tourists who have an explicit interest in cuisine, there are a far larger number of tourists who still have to eat. These visitors are economically significant not only by virtue of their direct purchasing of food when at a destination but also the extended effect they have on the wider local food supply chain. This means that from an economic development perspective regions should be interested in both the special interest food tourists and the broader food consumption patterns of all visitors. A good illustration of the range of potential market segments in food tourism can be seen in the results of a report on tourist attitudes towards regional and local food in the United Kingdom.

Enteleca Research and Consultancy (2000) conducted a national face-to-face in-home survey of 1 600 English residents in order to examine current awareness and interest in regional foods whilst on holiday and values associated with local food and drink. This produced information on tourist use of local food and drink and visitor awareness of local food and drink products in destination regions. The results of the study indicated that between 61%-69% of holiday makers and visitors to the four sample regions (the South West, Cumbria, Yorkshire and the Heart of England) recognised that food made a positive contribution to their holiday, with 39% stating that it contributed "a lot". Overall, 72% of people visiting the four regions took an interest in local foods during their visit. Significantly, in terms of differentiating between special interest food tourists and the remainder of visitors, the vast majority of tourists surveyed were not actively seeking local food out as part of their travel plans but were happy to try it when they came across it.

The market segments identified in the Enteleca study provide a good illustration of the continuum of food interest that exists among tourists. Respondents were divided into five groups:

- **Food tourists:** 6%-8% of UK holiday makers and visitors (as high as 11%) and 3% of international visitors. This segment sought local food and drink as a particular reason for choosing their holiday destination.
- **Interested purchasers:** 30%-33% of UK holiday makers and visitors. This group believes that food contributes to the enjoyment of their holiday and they purchase/eat local foods when the opportunity arises.
- **Un-reached:** 15%-17% of UK holiday makers and visitors. This group believes that food and drink contributes to the enjoyment of their holiday and are happy to try local food if they come across it.
- **Un-engaged:** 22%-24% of UK holiday makers and visitors. These people do not perceive food and drink as adding to the enjoyment of their holiday, but are not negative about trying local foods.
- **Laggards:** 27%-28% of UK holiday makers and visitors. This segment stated that they have no interest in local food and are unlikely to have purchased any on holiday (Enteleca Research and Consultancy, 2000).

A similar continuum was also identified by Mitchell and Hall (2003) on the basis of the level of interest and involvement of visitors in local food and cuisine at destinations. In their research, Mitchell and Hall focused on the extent to which experiences with new foods would be an attraction (neophilia) or a barrier (neophobia) (Table 2.1).

Table 2.1. **Four types of food tourists**

Category	Level of interest and involvement	Continuum
Gastronomes	High interest/involvement	Neophilia
Indigenous foodies	High and moderate interest/involvement	
Tourist foodies	Moderate and low interest/involvement	
Familiar foodies	Low interest/involvement	Neophobia

Source: Mitchell, R. and C.M. Hall (2003), "Consuming tourists: Food tourism consumer behaviour", in C.M. Hall, E. Sharples, R. Mitchell, B. Cambourne and N. Macionis (eds.), *Food Tourism around the World: Development, Management and Markets*, Butterworth-Heinemann, Oxford, 60-80; Mitchell, R. and C.M. Hall (2004), "The post-visit consumer behaviour of New Zealand winery visitors", *Journal of Wine Research*, 15(1): 39-49.

This research emphasises that there is only a relatively small market of tourists who are specifically interested in local foods. Nevertheless, Mitchell and Hall (2003; 2004) have also emphasised that opportunities for connecting tourists to food produced from a particular location should not be seen as an opportunity only when the visitor is at the destination. Food products have the capacity to be promoted at all stages of the tourist travel experience with maximum value for destinations being leveraged as a result (Table 2.2).

When strategically managed with an understanding of consumer behaviour there are substantial opportunities for producers, businesses and regional agencies in promoting food and tourism relationships for economic development. However, there are clear lessons about the nature of the food tourism market.

Table 2.2. **Food and tourism and the stages of the travel experience**

Stage of travel	Food/wine experience	Opportunities
Pre-visit (eating at home and in restaurants prior to trip)	Food from the region consumed at home, prior to travel. "Kitchen table travel" in anticipation of the travel experience. Eating out is a form of vicarious exploration of the destination.	Distribution of produce and associated branding in tourist generating areas.
Travel to the destination	Encountering produce *en route*.	On airline or train.
At destination	Culinary and tasting experiences as the main focus of food tourism.	Creation of a positive culinary and tourism experience.
Travel from the destination	Encountering produce *en route*.	On airlines or train, as well as consumption of products bought at the destination.
Post-visit (eating at home and in restaurants after trip)	Experience of food and cuisine from the region at home and when eating out. Each culinary experience is an opportunity to reinforce recollections of experiences at the destination, particularly in a social setting with friends. Every smell and taste has the power to reinforce and recreate memories of the destination experience.	Distribution at visitor's place of origin. Direct and relationship marketing opportunities to continue purchase of destination foods and influence future consumption and travel behaviour. In the best case the visitor becomes a brand ambassador for the region's food and tourism.

Source: After Mitchell, R. and C.M. Hall (2003), "Consuming tourists: Food tourism consumer behaviour", in C.M. Hall, E. Sharples, R. Mitchell, B. Cambourne and N. Macionis (eds.), *Food Tourism around the World: Development, Management and Markets*, Butterworth-Heinemann, Oxford, 60-80 and Mitchell, R. and C.M. Hall (2004), "The post-visit consumer behaviour of New Zealand winery visitors", *Journal of Wine Research*, 15(1): 39-49; Hall, C.M. and R. Mitchell (2008), *Wine Marketing: A Practical Guide*, Butterworth Heinemann, Oxford.

While everyone must eat, not everyone is a food tourist; the committed gastronomy tourist is a very small market segment although there are more tourists interested in trying new foods. Nevertheless, because everyone must eat, this raises significant issues from an economic development perspective as to what is provided and available, especially the extent to which the sale of food to tourists is linked to local food production, distribution and supply networks. Therefore, even if tourists only eat familiar foods (rather than local cuisine) there are still significant opportunities for business through local food linkages and connections.

Beneficiaries of food tourism

The potential of tourism to contribute to regional economic development via food and cuisine depends on a range of economic, social and political factors, including the degree of inter-sectoral linkage, the pattern of visitor expenditure and leakage. Where substantial imports of goods and services are necessary to maintain tourism, the importance of local food supply chain networks and relationships need to be examined in relation to tourism and potential food tourism.

The question of who benefits should be fundamental to assessing regional economic development policies and strategies when considering the role of food and tourism. For both large- and small-scale food and wine businesses, tourism can be very important in terms of brand development. However, tourism needs to be seen as part of the overall development of a food or wine business rather than necessarily an end in itself. The manner in which food and wine tourism is used as a component of the business mix will therefore depend on the stage of business development, overall business goals, location and target markets. In other words, food and wine tourism needs to be seen within the

context of business plans, desired lifestyles, participant values as well as business decision making.

The advantages for the food producer (Table 2.3) in developing food tourism are (Hall and Sharples, 2003, 2008; Hall, 2005a):

- increased consumer exposure to product (including opportunities for product sampling);
- brand awareness and loyalty developed through establishing links between branded merchandise and consumer;
- customer relationships created with opportunities to meet staff and to see "behind the scenes". Positive relations with consumers may lead to both direct sales and indirect sales through word-of-mouth advertising;
- increased sales margins through direct sale to consumers (where the absence of distributor costs is not carried over entirely to the consumer);
- additional sales outlet(s) or, for smaller producers who cannot guarantee volume or constancy of supply, perhaps the only feasible sales outlet;
- product marketing intelligence derived from direct consumer feedback (both on existing products and the possibility to trial new additions to a product range);
- customer marketing intelligence and the possible development of a customer database to both target and inform customers through mailings;
- educational opportunities to create awareness and appreciation of specific types of foods.

Table 2.3. **Summary of advantages and disadvantages of food tourism at the food business level**

Advantages	Disadvantages
Consumer exposure	Increased costs and management time
Brand awareness and potential loyalty	Inability to significantly increase sales
Customer relationships	May not be the right market from the perspective of broader business products
Better margins	Capital required
Additional sales outlet	Issues associated with seasonality
Market intelligence on products and consumers	Potential risks from bio-security breaches
Education of consumers	Additional health and safety requirements
New sales opportunities via direct sales and/or new B2B relationships	Opportunity costs

The disadvantages for the food producer in developing food tourism are:

- Increased costs and management time. The operation of a tasting room or direct sales may be costly, particularly when it requires paid staff. While the profitability gap is higher on direct sales to the consumer, profit may be reduced if there is no charge for tastings.
- Potentially prohibitive capital required for hosting visitors, especially as some types of added value production are capital intensive e.g. viewing/tasting rooms.

- Inability to substantially increase sales. The number of visitors a business can attract is limited and if a business cannot sell all of its stock, it will need to use other distribution outlets.
- Opportunity costs. Investments in tourist facilities mean that capital is not available for other investments.
- Seasonal demand periods may not be complimentary. Tourism, as with the production of food, is seasonal.
- Bio-security risks. Food tourists on the property of primary producers can pose risks through the introduction of disease or weeds (Hall, 2005b).
- Health and safety risks. Visitors on a property require relevant health and safety legislation to be met. This may incur costs on the business or regulations may restrict access to some food production areas, thus changing the nature of the visitor experience.

At the regional/destination level there are also a range of advantages to developing food-related tourist offers:

- high profile of some foods and cuisines attract tourists and can provide other regional business opportunities;
- positive image of the region gained through association with a quality product;
- food tourism can help differentiate a region's position in the tourism marketplace if connected with local foods;
- food tourism is an attraction in its own right that can help extend the range of reasons for visiting a destination. Food tourism may therefore help extend length of stay and increase visitor expenditure on local products. For example, in Walla Walla, the most prominent wine county in Washington, United States, slightly less than 17% of all restaurant and approximately 40% of all hotel revenue is tied to the wine industry (Storchmann, 2008).

Regional branding connected to food (including wine, beer, and spirits) can also be very good for destination and regional promotion. However, it is essential that branding fits with the overall economic and brand strategy. In 2002 New Zealand sought to reposition its national brand so that it was perceived internationally as innovative and creative in order to advantage non-tourism and agricultural enterprises. While the "clean, green and smart" proposition had domestic appeal it did not have broad international impact, particularly as the tourism sub-brand of "100% Pure" began to dominate the "New Zealand, New Thinking" trade brand. Therefore, while the food and tourism industries were benefiting from being positioned as "clean and green", other industries were not (Hall, 2010). A possible negative aspect in some circumstances is that too much focus on the special interest food tourism market may mean other tourism and business opportunities are not adequately explored or the market's perception of a region is not properly understood.

In identifying successful regional development using cuisine, food and tourism, it is recognised that growing food or even growing good food is not on its own a basis for competitive regional advantage, nor is attracting large numbers of tourists.

In regional development terms the focus on territory/place rather than successful firms has meant renewed attention on internal regional characteristics, including tangible resources (i.e. food and attractions) and intangible resources (i.e. cognitive and institutional assets). Learning regions that can develop relations and collaborations between firms and between firms and institutions may provide regional advantages (Hall, 2008; Hall and Williams, 2008). Arguably it is intangible assets that have proven to be most significant for successful economic development.

Intangible assets for regional economic competitiveness

The key to maximising the benefits of food, wine and tourism in local regional development is understanding the role of the intangible economy in regional competitiveness. Critical to the success of regional business strategies is the development of intangible capital. For example, many firms and regions have intangible assets – knowledge, relationships, reputations and people. However, only some firms and regions succeed in converting these assets into intangible capital. Intangible assets only create value when captured as intellectual property, networks, brand and talent. These four intangibles are scarce resources that also provide a basis for successfully linking food and tourism as a regional development strategy.

Intellectual property of place

Increased recognition of intellectual property rights for food, wine and tourism adds another dimension. This includes individual types of food products and is also increasingly being applied to regional characteristics and origins of food. Wine, food and tourism are all products which can be differentiated on the basis of regional identity. An example is wine, identified by its geographical origin (e.g. Champagne, Rioja) through a series of appellations and protection of geographical origin that are in turn founded on certain geographical characteristics of a place. Such measures are vital in a European context and for trade with Europe but are increasingly significant globally not only as a result of international trade but also because of the globalisation of **foodways** and food products.

Brand

Wine, food and tourism industries often rely on regional and national branding for market leverage and promotion. There is a direct impact on tourism in the identification of wine regions because of the inter-relationships of wine and regional destination promotion. The accompanying set of economic and social linkages through brand use becomes an important source of differentiation and added value for rural regions (Hall, 1996). Food branding in relation to place, tourism and regional development operates at a number of different levels. Branding differences at national, regional and individual business level can be recognised:

- national: Iceland, Ireland, New Zealand – “clean and green”;
- regional: California, Champagne, Tasmania;
- local: Napa Valley;
- individual business: sub-brands e.g. Jacobs Creek.

Branding needs to be understood in relation to the market that regions and businesses are attempting to reach. Different markets will have different perspectives on different foods and locations.

New network relationships

Networks and cluster relationships are also a significant part of the development of intangible capital through their role in providing social capital which underlies much economic development (Hall, 2005a). Networking refers to a wide range of co-operative behaviour between otherwise competing organisations and between organisations linked through economic and social relationships. In food tourism there is substantial emphasis on creating better relationships with the consumer as well as business to business. These measures include new direct sales relationships such as cellar door, food markets and direct marketing measures (Internet, newsletters) as well as co-operative business sales channels, retail outlets, markets, festivals and other events. New connections are also being established that include for example, direct farmer sales to local restaurants, hotels and retailers and corresponding market intelligence being returned to farmers.

A number of factors are needed for the development of successful food tourism clusters and networks including:

- innovative clusters;
- government financing and policies;
- skills and knowledge levels (human capital);
- technological capabilities (research and development activities);
- transport, information and communication infrastructure;
- availability and expertise of capital financing in the region;
- strong tax and regulatory environment;
- skilled migrants and their associated capital;
- spatial proximity of network members (co-location tends to enhance network development);
- clarity of public governance (the clearer the roles of various government agencies and departments in development, the greater the ease in successful network development);
- entrepreneurial and innovative champion(s); and
- regular face-to-face meetings (to develop relationships and trust between parties).

The role of governance in sustaining and enhancing networks is critical. Using cuisine, food and tourism for regional and economic development is not really about attracting more tourists *per se* but about attracting tourists that spend in such a way that money circulates longer in the regional economy. In order to achieve this, a network relationship that encourages economic transactions within the regional economy is critical. As many segments of the economy benefit from tourism, it is usually only those organisations that perceive a direct relationship to tourists and tourism producers that often become actively involved in fostering networks related to tourism.

It also needs to be recognised that network development can be frustrating, especially for elected officials that operate on short electoral time-spans within which "success" is measured. The most effective networks often develop incrementally and slowly. They are not the grand gesture that politicians may prefer, but slowness also makes network building adaptable to changing market conditions and business environments.

Intellectual capital

Talent, knowledge retention and management are also key elements in successful innovation and competition. Education, research and training programmes are important for regional development in the food and tourism area. However, many smaller businesses often have very limited budgets for research and development, and although co-operative ventures can be a very good way to pool knowledge and expertise, the expectation in some regions will be that such measures will be undertaken or funded by government. Universities and colleges also have a key role in knowledge generation and transfer.

Strategies for regional economic development

This chapter has outlined some of the key issues associated with utilising food and tourism for purposes of regional economic development. A key point raised throughout is the need for destinations to focus on factors that will enhance uniqueness and differentiation while also recognising that such measures enhance regional and local identities. In addition, it is important that destinations do not just copy what has worked in another region, particularly as what was best practice at one point in time will not be later (Hall and Williams, 2008).

In utilising food and tourism as an economic development strategy it is important that the focus is on encouraging visitors to stop, spend and stay longer (the three Ss of tourism economic development). These can be considered within the context of short-, medium- and long-term strategies.

In the short-term, the focus should be on retaining visitor expenditure. This requires an understanding of how businesses and firms co-operate and how expenditure circulates through the local economy. This initial strategic stage emphasises local purchases as being good for local business, as well as reinforcing the local "brand".

In the medium term, the focus should be on developing networks and relationships within local businesses and organisations as well as with other regional stakeholders. Visitor movement and their associated expenditure are going to be influenced by social and economic network relations. This stage emphasises the creation of understanding and trust through strategic planning processes that require face-to-face meetings as well as the role of key individuals (champions) and firms.

In the longer term, the focus is on the development of intellectual capital in order to enhance the regional knowledge base. Significantly, the creation of complex networks – related to both economic and social capital – ensures a diverse economic base for the region so that it is not dependent solely on tourism or at least specific products or markets with tourism must be regarded as a means to an end, rather than as an end in itself. Therefore, to be a successful contributor to regional economic development, expectations must be realistic for cuisine, food and tourism. This means being aware of issues of seasonality as well as how many people a region can really attract. Collaboration and networks are also critical, from grower to restaurants and consumer, and from the grower

to the consumer. Critically, food tourism must be integrated with wider regional development strategies rather than being developed in isolation. Social and intellectual capital is as important as physical infrastructure, in many cases even more important. Finally, food tourism should be focused on getting people to stay as long as possible and spend locally (then continue to buy the product when they return home).

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Chapter 3

Linking local food resources to high-quality restaurants in the Nordic Region

by
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The Nordic project EXPLORE (EXPeriencing LOcal food REsources in the Nordic countries), has enhanced innovation in the Nordic food, tourism and experience industries. The chapter examines and compares various local networks and systems of distribution connected to rural high quality restaurants. It also explores the role of narratives and co-operation with stakeholders along the production chain including food producers, restaurants, galleries and shops. Importance is given to local values, local specialities and place related stories. Training opportunities and networking with suppliers to improve consistency and quality, training for restaurant entrepreneurs in business skills and, solutions to off-set high transport and distribution costs are some of the practical considerations highlighted.

Rural high-quality restaurants and innovation

Food, experience and tourism industries have increasingly become more important as stimuli for growth and development in the economies of rural regions. High-quality restaurants and food experiences are recognised as important for tourists (Mossberg and Svensson, 2009). Locally produced food may form a competitive advantage for the restaurants offering high-quality menus. Leading restaurants increasingly serve local products, focusing their menus on regional specialities and therefore need to access locally produced food of excellent quality.

In addition, rural tourism industries are focusing on diverse experiences generated within the context of the local setting and history, including food and cultural heritage. Places are centres for consumption, providing a context within which consumers compare, evaluate, purchase and consume goods and services. (Urry, 1995). Local heritage, like food traditions, plays an important role in shaping and maintaining regional identities, as well as being an important part of the experience economy.

Places that are tied to specific interesting stories attract visitors and tourists, therefore stories are important in the marketing of places (Tellström et al., 2006). The supply of food and restaurants in a particular location can serve as an important element in the branding and marketing of places. (Mossberg and Svensson, 2009; Tellström et al., 2006). Often producers and suppliers of regional food services are small firms with scarce resources to compete in mass markets. Thus, they have to develop a unique competitive advantage by offering specialities and co-operating with other suppliers.

At the same time, there is a growing interest among producers to develop regional food specialities and niche food products. Niche products are offered by existing as well as new producers, including farmers, and integrating vertically in the value chain, regionally based food processing firms and spin-off companies from the established food industry.

While product development initiatives have been many, several producers have faced challenges in reaching larger markets with their products and pricing to reflect the added value of special products. The high-quality restaurant market may be one important outlet for regionally based high-quality niche products.

There is also an increasing awareness in some consumer segments of the importance and benefits of locally produced food. Consumption of short-travelled food, points towards both a rising environmental awareness and a greater interest in food and health issues.

Nordic food, tourism and experience industries

This chapter summaries findings of the Nordic project EXPLORE (EXPeriencing LOcal food REsources in the Nordic countries), one of six Nordic projects within the Nordic Innovation Centre's (NICe) focus area, and with the aim of enhancing innovation in the Nordic food, tourism and experience industries.

The research project EXPLORE took a case study approach. Case studies in four Nordic countries, including Finland, Iceland, Norway and Sweden, were conducted. The case samples were 11 high-quality rural restaurants and their supply networks. Ninety-five personal interviews were carried out with entrepreneurs/restaurateurs as well

as a sample of their local collaborators and policy makers. The method provided detailed descriptions and in-depth knowledge of the phenomenon.

By examining and comparing various local networks and systems of distribution connected to rural high-quality restaurants and their innovative behaviour, this chapter provides examples of "best practices" in the Nordic food and experience industries.

Two theoretical approaches were applied in the project: a business model approach and a value chain/value system approach:

- A business model according to Magretta (2002) is the story that explains how the organisation works and how the different elements of the business fit together. A good business model story, i.e. a viable and profitable story, requires that all characters important for the business are clearly identified and their relations with each other are clear; that the entrepreneur is able to attract the customer to his/her idea and is able to create a reason for turning the attraction into a behavioural pattern, i.e. buying. Both the factor side and the market side can be distinguished in the business model, and both need to work for a business model to be viable. The two aspects that Magretta stresses are: *i)* the creation of value for the customers; and *ii)* the revenue models which indicate how the businesses, i.e. the restaurants, make money. In addition to customer and revenue models, a business model should include the overall direction of the firm including market positioning, interactions across organisational boundaries (stakeholders, networks and alliances) and growth opportunities which influence the competitive advantage and sustainability of the business (Morris et al., 2005).
- The value chain is a tool to examine all the activities that a firm performs and how they interact to create competitive advantage (Porter, 1985). These activities are embedded into a larger stream of activities: the value system. The value system can be depicted as a sequential progression of the value chains of all economic actors in the system, including the end user. The value a supplier creates for its buyer is determined by the links it has to the buyer's value chain, i.e. to what degree a firm lowers the cost, or raises the performance of an activity performed by the buyer. According to Porter (1985), a value chain has two categories of activities: primary activities include those involved in the creation of the product and its sale, delivery, and after sale service. Porter identifies five generic categories of primary activities that should apply to all firms: inbound logistics, operations, outbound logistics, marketing and sales, and after sales service. Secondary activities support the primary activities or the chain as a whole. He identifies four generic categories of supporting activities: procurement, technology development, human resource management, and firm infrastructure. These generic categories of value chain activities have in this study been adapted to the experience value chain of high-quality local restaurants.

Local food in high-quality restaurants

High-quality restaurants can contribute to upgrading local food and experience production systems in terms of product quality and the range of products and services offered.

The importance of local food is emphasised by all the restaurants studied. However, the degree of locality differs among the restaurants with some defining local food narrowly while others perceive the notion of locality more broadly, i.e. in national terms.

These different understandings result in different stories being created and told, but they are also partially a result of concerns with continuous access to high-quality raw materials from the neighbourhood.

The peripheral location of restaurants influences not only the availability and access to raw materials but also accessibility and proximity to customer markets. Of the restaurants studied, some focus on local customers, others create their offering predominantly for visitors and one restaurant targets both local customers as well as visitors by offering both target groups the same service. In one other case, a more visible distinction is made, with a delicatessen shop providing lunches predominantly for local customers, while the evening dinner service is aimed to attract visitors. Thus, by providing different offers at different times of the day, opportunities are presented to alter the logic of revenue streams based on customer and offer.

Narratives

Restaurants differ in how they tell stories that support their business. Most of the restaurants studied use professional waiters to serve their customers. The service is casual in most cases, i.e. the emphasis is on a relaxed atmosphere where the guest should feel at home. Most of the restaurants stressed the local nature of the food during the meal, but they do so in different ways. Some note regional dishes on the menu or on the buffet table, and a few of them use storytelling, or narratives. Storytelling is centred on the locality of the food, the history of the people that have prepared it and, if appropriate, how the dish is linked to local food traditions. Storytelling plays a large role at one of the Icelandic fine-dining restaurants studied, where guests may be disappointed if the owner does not appear at the table to tell stories about the courses and their origins.

Narratives can be seen as a way to reinforce the experience of visiting a gourmet restaurant and consuming a meal. Stories can also be repeated and passed on to other people and thereby used in order to market a restaurant by word of mouth. Gourmet restaurants are not solely dependent on creating their own narratives but can piggy-back on existing narratives tied to their specific locations. Restaurants can tap into the existing "place-myths" (Urry, 1995) associated with the locations where they operate and adapt their menus and restaurant designs to fit the local myths. The importance of narratives has become widely recognised during the past years in studies of how places attract tourists and other visitors. For example, Tellström et al. (2006), show how places that are tied to specific interesting stories attract visitors and tourists, and how stories are important in the marketing of the particular places. The relationship between locations and restaurants also works the other way so that the supply of food and restaurants of a particular location can serve as an important element in the branding and marketing of places (Tellström et al., 2006). Such narratives are central in food tourism marketing, which has been credited as one of the fastest growing segments in the tourism industry.

Offer

The case studies indicate that high-quality restaurants vary in the degree of flexibility and breadth of their offer. The restaurants which define their locality in a narrow sense appear to me more flexible in their offer. Furthermore, this flexibility can be experienced not only in the character of the main offer but also in complimentary services, such as accommodation and culinary experience enhancers. For example, visits to suppliers to learn about products or participatory cooking, which provides the opportunity to be

actively involved in the preparation process. These differences distinguish rural high-quality restaurants from regular restaurants.

Menus

Most of the restaurants studied offer seasonal menus, both in terms of customs and the availability of raw materials. Two restaurants are exceptions to this observation, they offer the same fixed menu during the whole year, with one restaurant being focused on the promotion of local branded mutton. Furthermore, three fine-dining restaurants offer more variety in their set menus. One restaurant takes variation in menus to an extreme.

Cooking techniques

Cooking techniques used to stage dining experiences differ greatly amongst the restaurants studied. They range from basic and efficient techniques at one restaurant without a professional chef, to highly advanced techniques used at the fine-dining restaurants. The advanced techniques provide means to enhance the uniqueness of the restaurant by preparing basic components of their dishes directly from raw material and rarely using intermediary cooking products. In some cases, this leads the chefs to be involved in experimental work on the development of new processes, such as smoking meat or mixing herbs, but in most cases the chefs participate in cutting-edge training through culinary competitions and interaction with other chefs. The level of training in the restaurants seems to be dependent on the degree of variability of the menus, where the restaurants with the lowest degree of variability are least likely to provide advanced or cutting-edge training.

Local identity

The restaurants differ in what degree the dining space itself supports the local identity of the restaurant. In two Norwegian cases and one Icelandic case, little is done to connect the dining space to the local region. In another case, the restaurant is located in a building that has a specific historical link to the region. Some of the restaurants emphasise local designers and artists through the use of local furniture and artwork. Others use their own herb garden as a means to express the locality of the food.

Local food supply chain

The restaurants noted that most of the regional food supply value chain consisted of suppliers that had little or no experience of serving high-quality restaurants. In only one of the cases, a Swedish fine-dining restaurant, the suppliers had prior experience of serving demanding customers.

The size and composition of local food supplies vary considerably among the restaurants. Three of the restaurants have very few local suppliers. In one case, the main reason is the simplicity of their menu, but for two cases the reason is that the chefs are not happy with the availability and quality of local suppliers. Two other cases have a large number of local suppliers, many of which are very small. In a number of cases, some of the local suppliers are fairly large firms, at least locally. In these instances, the firms are usually meat producers, fish processing firms or dairy firms. The small producers may be specialised meat producers (e.g. Norse sheep or goat producers), hunters, individual fishermen, berry and herb pickers, micro-brewers or vegetable farmers.

Interaction with suppliers

The restaurants seem to split into two equally sized groups when it comes to interaction with suppliers. About half the firms maintain a business relationship with their suppliers, but are not very involved in their development or promotion. The other half are heavily involved in such activities. These restaurants encourage and help their suppliers to develop new products and to promote the products in the market in different ways. Having a high-quality restaurant using their products creates legitimacy for suppliers, as it signals quality. In one Icelandic case, it is notable that the owner has been instrumental in increasing co-operation among local suppliers through the creation of a local food network involving both suppliers and other restaurants in the area. In one of the Norwegian cases, the owner has worked in a similar way.

The level of interaction with suppliers depends on the need of the restaurant, the existence of experienced food supply chains, and how successful the restaurant owners have been in mobilising suppliers. When menus are fixed there is not much need for extensive interaction with suppliers. The quality of the raw material is important, but there is little need for development. When the requirements for variety and uniqueness are high, the ability of suppliers to be innovative is very important. If the local food supply chain is used to serving restaurants that have such requirements, they are likely to be able to accommodate this need for another new restaurant. However, if the local supply chain is not used to these requirements, as in most of the cases, the restaurateur/entrepreneur needs to mobilise and educate them. The restaurants differ widely to what degree they have been able to do this. For example, in one of the Norwegian cases, the owners have not been able to obtain raw material of sufficient quality from the suppliers. Their reaction is to do the hunting and fishing themselves. Similarly, one Swedish restaurant has only a limited supply from the island they are located on and depends on national suppliers in Sweden. In other cases, the owners have been able to foster and develop a substantial network of local suppliers that help the restaurants to develop their food offer. In one case, this has been done by creating a formal organisation for suppliers and service providers and the promotion of a label that marks the food supply and food offer as being based on local ingredients or traditions.

Being part of a destination value chain

For most of the restaurants there existed a primitive or intermediate mechanism for promoting the destination when they started to offer local food. Only in one case in Sweden were advanced mechanisms in place including a consortium of high-quality restaurants.

The restaurants differ widely when it comes to access to basic complementary services for their guests, such as accommodation and leisure activities. In a number of cases, there is limited access to complementary services, or the services are poorly developed or marketed.

Promotion

All of the restaurants use traditional advertisements to promote the restaurants. These advertisements appear in local, regional or national media outlets including newspapers, magazines, radio, and Internet. However, the restaurants have different opportunities and use different methods for marketing themselves as part of the destination they share with other service providers.

Listing in culinary guides is a method of promotion that is only used by the fine-dining restaurants. In Sweden, the *White Guide* evaluates and ranks all fine-dining restaurants. There is no equivalent in Norway and Iceland, but one of the Icelandic cases has been ranked in travel guides and guides for Slow Food enthusiasts.

Another traditional method of promoting restaurants is through travel agencies selling packages for visitors. This is the prime method for attracting customers for six of the cases: Iceland (one), Finland (three) and Norway (two). In the three Finnish cases these packages are often related to cultural events in the area, e.g. annual ballet and music performances. In one of the Norwegian cases, the restaurant is part of a chain, the Great Life Company, which links to a handful of similar destinations across Norway and thereby acts as a travel agency.

Local service providers

One way to link to the destination is through participation in a network of local service providers. All of the Finnish case restaurants belong to the Charms of Saimaa which is an organisation promoting tourism in the Lake Saimaa district. Two of the Norwegian cases are a part of Arctic Menu, which is an organisation promoting food from northern Norway, and one of the Swedish cases belongs to Kulinariska Gotland, which is an organisation of fine-dining restaurants. In one of the Icelandic cases, many service businesses promote the destination together, e.g. through advertisements, under the destination name *Akureyri*, not as a named network. Generally, the restaurant owners have not taken an active role in initiating, building and promoting these networks, with the exception of two cases where their owners have taken a very active role.

Advocacy for local food

Advocacy for local food is another way to promote the destination and the restaurant. This advocacy is performed in many different ways (e.g. through participation in events, lecturing, radio programmes, cook books, cooking classes and educational programmes), but this primarily promotes the owner/chef as a public person that is linked to local food in general, and the destination and the restaurant in particular. There are three cases (in Iceland, Sweden and Norway) where the restaurateurs/entrepreneurs advocate local food. In Iceland, this is done by initiating and organising various events, communicating actively with local companies and individuals, broadcasting its own cooking programme on the radio and book publishing. In all official appearances, the entrepreneur behind this wears his cooking dress as a signature and has become a well-known public figure, both locally and nationally. The two other examples include a Swedish chef with a similar strategy and a Norwegian case whereby the restaurateur is heavily involved in the Confederation of Norwegian Business and Industry and works by lobbying for the industry and her home village as a travel destination.

Managerial challenges and the experience value chain

From the data analysis, five managerial challenges have been identified as being most critical for creating and maintaining the experience value chain in high-quality restaurants. These challenges are interlinked, meaning that the entrepreneurs have to balance one with the other.

Addressing seasonality of demand and supply

In Nordic countries, there are large seasonal differences when it comes to climate and light. Hence, spring, summers and autumns tend to be short and winters are long. As a consequence, in addition to the uneven tourist seasons, the growing season is short leading to large variations in the supply of fresh local ingredients such as vegetables, fruits and berries.

The restaurants address this seasonality in a number of different ways. Most of them have seasonal menus or customised menus that reflect the availability of supply and the traditions of the area. In many cases, these traditions are related to specific methods for storing foods during the winter period, such as smoking. Some go to extremes and are able to become very flexible and opportunistic offering a set menu that may change during one night depending on the availability of raw materials and the number of customers being served. Others go to the other extreme and provide a very simple and robust menu that they offer all year long.

Creating uniqueness based on location

An important challenge for the restaurant owners is to nurture a uniqueness that is based on location but which can attract customers and create a competitive advantage. In some of the restaurants, this is done through the food itself and attention to food traditions, but in other cases this is done by locating the restaurant in a historic building or using local design and artwork to signal the connection to the local community. These effects can be further enhanced through storytelling during the meal, where the host tells the story of the place, the food, and the people who have prepared the food. The strongest effect is obtained by combining the uniqueness of place, culture and food ingredients, and to communicate it through the use of all five senses.

Building the supplier infrastructure

In all of the case studies except one, the food supply value chain had little or no experience of serving high-quality restaurants. This is challenging for the restaurants because the suppliers may not be able to deliver raw material of sufficient quality; customise their offer to provide the uniqueness that the restaurants seek; or experiment and generate interesting variety in their supply. All of the restaurants require high quality from their suppliers hence this is the number one challenge: to work with the suppliers to ensure quality. The restaurants, most notably the fine-dining restaurants, are interested in the uniqueness including the ability to generate variation. The latter is likely to require much more interaction with suppliers as one aims to change their frame of reference. In the case studies it was evident that one way to reach this aim is by tirelessly advocating for local food and changes in how suppliers co-operate with one another, even suppliers that are competitors.

At the onset of this project it was believed that logistics was a major obstacle for building a local food supply chain. During the interviews it became apparent that logistics were not a major problem for the restaurants. Most of the local suppliers were in close vicinity and able to obtain frequent deliveries of small batches. Only in a limited number of cases were logistics considered a problem, but they tended to pertain to non-local suppliers.

Assuring complementary services and experiences

Where access to complementary services is limited, the restaurant owners have to provide it themselves. While this can be challenging, as it requires substantial investment in facilities, it is a necessary requirement. Without it restaurants would not be able to attract customers. Restaurants established in the vicinity of complementary services are not required to provide these services. They can instead focus on the food experience and how it can be made more valuable through experience-enhancing activities. In only one case did the restaurant itself develop complementary services. Instead complementary services established by others, seems to be the norm.

Creating or linking into mechanisms of promotion

The most critical challenge of a new business is to attract customers. Mechanisms that promote the destination, such as networks of service providers highlighting the specific characteristics of the location are likely to attract people that are interested in the uniqueness of the destination, including food. In most of these cases, these mechanisms already exist in some form and have been further developed during the life of the restaurants. Very few of the restaurant owners have been directly involved in initiating and leading these networks. Instead, these activities are the consequence of a conscious policy by local and national governments.

Policy implications for the experience industry and tourism

The policies that have an indirect influence on the restaurants participating in the EXPLORE project include economic policy, innovation policy, rural and regional policies, and tourism policy. These policies are carried out at the national, regional and municipality level. Even if tourism policy is introduced in all the areas and about 75% of the tourists consider culinary experiences one of the main reasons why they visit an area, no sign of a direct promotion of this kind of service infrastructure was found.

The regional cases show that in all Nordic countries some promotional efforts to support the activities of rural high-quality restaurants have been introduced. These include:

- promotion and development of networking and building of social capital (Finland, Norway, and Sweden);
- creation of growth agreements (Iceland); and
- development and innovation programmes (Norway).

The most important contributions of the restaurants to their communities are their image and reputation; for example, venue decisions for meetings and conferences may be based on the service infrastructure of the location. When analysing the impacts of policies, it is important to emphasise that building successful social capital and networks are dependent on the enthusiasm and commitment of the actors. Entrepreneurs are willing to listen and take advice from their peers. Thus, the evaluation focus for the activities should be on outcomes of private actions and community entrepreneurship instead of monetary inputs and efforts in public promotion projects.

Although policies in the four countries studied have some common features, they are also quite different, i.e. two of the participating countries are EU-members while two are not. Therefore, the policy recommendations listed below should be considered in this light:

- Policy should not only encourage restaurant and food producers to co-operate but to regard the whole experience production chain (galleries, shops, etc.). It seems that most regional policies are primarily aimed at promoting the destination. Having a broader scope, by building an infrastructure of complementary services, will make it easier to attract guests.
- Reliance on local values can be used to create a story of the place and develop the place as a destination. Thus, measures to build a feeling of belonging and pride of being a member of the community, as well as efforts directed towards creation of place stories can result in more joint efforts towards attracting customers. Implicitly, increasing local competitiveness of the community and improving awareness of local specialties and local co-operation between different actors.
- Inconsistent quality of supplies was an issue for some restaurants. Measures assuring more training for suppliers or more network co-operation between suppliers and restaurants could lead to improvements in consistency and quality.
- Training programmes for the restaurant entrepreneurs in business skills, food identities and culture, production experience, experience value chains and creation of viable business models.
- Several local producers indicated that low volumes and relatively high transportation costs is a concern. A solution to this problem could be a showcase for the experience industry of regions in urban areas. The centre for the showcase could contain proper facilities for storing and selling food. The producers in the region could thus take advantage of common transportation and they could produce larger volumes.
- Finding personnel with skills and knowledge to handle different raw materials and prepare traditional foods is a concern and challenge for rural high-quality restaurants. It is recommended that different preparation methods using local ingredients in food production should be included in the curriculum of vocational training courses.
- Policies are needed to promote the food supply chain level. Interesting examples emerged from the cases where policy had mattered for local co-operation (Charms of *Saimaa*, Arctic Menu, and *Matur úr héraði*). The common denominator for these policies is co-operation, whether more formalised co-operation (including formal organisation and common promotion) or more *ad hoc* project-based co-operation (applying for governmental funding to carry out a co-operation project). These policies are important to promote innovation and viability in the local food supply chain. The findings show the importance of involving large as well as small producers in these policies.

In conclusion, policy programmes for experience industry and tourism, could place more emphasis and direct measures on the role of restaurants as part of the local service infrastructure.

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Further reading

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Chapter 4

Educating tourists in the art of gastronomy and culture in Italy

by
Alberto Capatti

National culinary traditions are strong but, as food becomes ever more globalised, authenticity of experiences may be threatened. This chapter explores the struggle to promote cultural approaches to food, rooted in respect for traditions, history, culture and nature. Tourists need to be assisted, advised and guided to fully appreciate gastronomy. Language and the use of words to describe culinerary experiences is just as important as that of taste buds and tongue. It translates, codifies and classifies sensations. The author lists a number of strategies to encourage linguistic, geographical, economic, sensorial and historic knowledge of the national culinary offer.

A cultural approach to food

Underpinning gastronomy, food and wine retailers, catering services and hospitality, is the production of food. Globalised gastronomy, preservation methods and distribution networks ensure that produce is available anywhere and almost anytime. The question of provenance is rarely raised. Often, only the sell-by date and information on the label influence purchasing. However, it may be argued that if food is to offer quality and be genuinely attractive, it should be identifiable, come from certified farmland in a very particular location, bear a name that is associated with a geographical area and its history. If quality is to be genuine, it must be guaranteed with natural fertilisers and environmentally friendly agricultural techniques that make the agrarian economy not only profitable but sustainable. Beyond this, a winemaker's experience or chef's creativity will ensure the originality of a wine or a dish, and increase the likelihood of its success and wider dissemination.

Small-scale local production has not been relegated to a bygone past; it represents a transcendence of standardisation, and a route to the future. Over the past 20 years, Italy has enhanced the value of its agriculture and livestock production, for which it has set quality objectives despite often modest quantities being produced. This has prompted the rediscovery of ancient varieties of cardoons (in Asti) and potatoes (in Genoa). Even an industrial sector such as pasta manufacturing has reverted to durum wheat and to shapes that were forgotten about in the race to profit in the 1980s. Rediscovering a vegetable species handicapped by an apparently modest yield, yet of excellent quality, and offering spaghetti that cooks well thanks to seed selection and great care throughout the production process, are developments which are now delivering considerable benefits. Quality creates a market, providing that the quality is known and acknowledged.

In Italy, the discovery of local foods dates back to the 1930s, when the first gastronomic guides enabled the public to discover regional specialities, but it is over the past 20 years that the practice has grown considerably. The causes for this are well known: the expanding agri-food empire with its genetically modified organisms (GMOs) and globalised networks, the extinction of vegetables and races of animals and the increasing rarity of quality-driven output. Leading the charge against this agricultural and gastronomic decline have been labels and trademarks, beginning with those recognised by the European community: protected designation of origin (PDO) and protected geographical indication (PGI). The mushrooming of guarantees is a logical consequence of the criticism of mass production.

The last 20 years in Italy have been marked by numerous gastronomic influences: cocktails by the culture of the American south, fish by Japanese cooking, meat by kebabs, vegetables by vegetarianism and raw **foodism**, and fast food by McDonalds and by pizza, the identity of which is growing increasingly indistinct. Cuisine that is (apparently) "cuisineless" has won over fans thanks to networks of foreign restaurants, distribution networks (take-aways), the ease of consuming food and the desire for fast food. The response of Italian gastronomes to this phenomenon has been to pay more attention to "popular" dishes labelled "traditional" and featuring simplicity of techniques, such as slow cooking, and the occasional availability of ingredients preferred for their seasonality. Using the term "tradition" to describe these practices is deliberately ambiguous because it evokes a history of food and a continuity that has been altered by modernisation. Nevertheless, the Slow Food movement, the success of the Turin Slow Food Festival and the introduction of commune-specific labels, have provided

counter-points to modernisation. In Italy today, the future is more than ever to be found in the recent past.

Slow Food in Italy and throughout the world has been struggling for 20 years to impose a predominantly cultural approach to food, rooted in respect for animals, plants and farmers – and for the rural backdrop of gastronomy. The standardisation of a world subject to the same production methods has neither taste nor savour. In contrast, rewards are felt when tasting food that stems from an individual craft which is identified with a specific place. Travellers and tourists are now keen to learn and enjoy local hospitality. Products are being developed that hone in on visitors' curiosity and their desire for new discoveries. Since there are no national gastronomic models that have colonised the entire world, each country is in a position to offer its own products, its own food-processing techniques and its own style of consumption. If this is to be possible in Italy, Korea or elsewhere, the know-how, crafts and heritage of the countryside must be protected, their survival ensured and knowledge of them spread. Without the big picture encompassing food locality and without an opportunity to get to know both the production and the cuisine, there can be no gastronomic tourism. The Italian Government's policies, through the Italian Institute for Foreign Trade (ICE) have promoted **all** products that share the "Made in Italy" label. Yet more influentially, the Slow Food movement, driven by an international non-profit association, has promoted local farming and ranching areas, and quality not just in terms of labels and sales revenue, but as the culmination of nature, human endeavour and consumption by people who know and care about what is on their tables.

Consumers and tourists are indirect participants in the production process. Consumers have always been important because their purchasing power helps to underwrite the future and commercial success of given products. However, in gastronomy, it takes connoisseurs to sample and analyse ingredients or dishes. A connoisseur and producer are mutually indispensable and reciprocally supportive. The same holds true in gastronomic tourism. It is crucial that gastronomy tourists share their experiences in order to derive any benefit from them: promoters must be aware of the need to ensure that travellers are briefed, and travellers must be motivated, both intellectually and with each of their senses. Visits to farms and producers, direct knowledge of markets and distribution points and product tastings are but preliminaries to exhaustive knowledge of how a country is nourished.

Hospitality networks promoting local products

Gastronomy tourists who explore the food of a country in which they are staying for the first time generally do so in restaurants. It is by reading a menu translated into their own language, or often in English, that they discover certain products and dishes. This reading is the trigger, and yet it can be misleading: only knowledge of the local area and long-standing familiarity with its food traditions can convey a structural knowledge of food and lay the groundwork for genuine understanding. Familiarity is built up slowly by handling and savouring ingredients. It is therefore by taking detours through fields, stables and fishing ports, visiting markets and making successive critical trials, that one becomes initiated in gastronomy. To be savoured to the full, each food type demands skills and cultural knowledge. For this to be possible, the tourist must be assisted, advised and guided.

There is one barrier that is more difficult to surmount than language when one travels to another country, and that is taste: the perception and ranking of flavours and the appreciation of dishes and how they are presented. This is a reality that often remains even more mysterious than the names of dishes.

Tourists therefore require assistance to initiate them in gastronomy. This is not necessarily true in only exotic surroundings: knowing how to eat can pose serious problems even within one's own country. Every Italian, when travelling knows that *al dente* pasta can vary from north to south. A northerner in Puglia might deem the spaghetti insufficiently cooked, while a Puglian in Milan might find it mushy and overcooked.

The majority of tourist guides provide information that is far too succinct in form to be really useful; in most cases they merely provide a vague idea of how to eat inexpensively, providing the names of a few well-known dishes. The first encounter with new cuisine may begin in the traveller's home country, for example a small Korean restaurant in Milan, or an Italian bistro in Paris. While the value of this initial contact should not be underestimated, it conveys a commercial and stereotypical image of gastronomic knowledge. Only through direct contact with the country can the process truly get underway. Yet for this to be possible an entire panoply of instruments, information and experience is necessary, of which the following are just a few:

- **Geo-gastronomical maps illustrating the distribution of rural communities, products and restaurants –** just as a traveller takes along a roadmap, a geo-gastronomy map provides the basis on which a tourist/consumer can make choices. This is irreplaceable for identifying specialities.
- **Illustrated and annotated itineraries enabling travellers to visit quality production sites and to stop at small restaurants that serve local cuisine** – alongside visits to monuments, information or itineraries should be provided to explore the culinary heritage.
- **Product tastings that can be organised by producers, restaurateurs or tourist offices –** each traveller should be advised of cultural and/or culinary happenings, just as they are encouraged to visit exhibitions. In Italy, fairs, markets, carnivals and feasts of the patron saints are sources of invaluable knowledge.
- **Programmes of meals scheduled at different restaurants –** *a la carte* or set menus, arranged so as to offer a full range of food and a gastronomic itinerary. A number of restaurants join forces to arrange a single programme. This is the equivalent of a programme of cultural visits spread over a number of days.
- **Guided tours of sites that are prestigious or important to a country's culinary culture (workshops, factories, cantines, farms, etc.)** – focus placed on nutritional aspects of ancient history for example, taverns or kitchens in Pompeii. In this way, a town represents a sort of contemporary museum of eating. Entry into this living museum constitutes a unique and on-going experience.
- **Didactic meals during which the tourist/consumer is told about names, dishes, ways of eating and drinking, recipes, the varying roles of cooks/chefs, etc.** – in gastronomy travel, especially to far-off lands, with culinary traditions totally foreign to the visitors, this is an invaluable opportunity to learn about and become initiated in the rudiments of local cuisine.

- **Contact with local associations** – in many countries (such as France and Italy, but also Slow Food in Japan and Korea), there are associations that promote local specialities and encourage gastronomic culture. Raising awareness of such groups and providing contact with them should also be an aim of tourist organisations, in order to respond to tourists on the lookout for truly exceptional experiences.

All of this produces and encourages extensive linguistic, geographical, economic, sensorial and historical knowledge of a country's culinary offerings. There can be no tasting without direct contact with the local population and their culture; all new experiences arise from a shared interest in gastronomy. The importance of this is paramount. What tourists acquire on the spot and take away with them will prompt them to renew the experience.

Knowledge systems in gastronomy tourism

Through channels of learning, memories are fashioned and one is initiated into a system of knowledge. Travel becomes interesting when people start comparing food experiences and are capable of formulating questions and judgements. The culmination of this learning process is a new itinerary centred on **gastronomy**. Whereas in the past, in France and Italy, hospitality was just one aspect of travel, in the 1930s, in Latin Europe, it became an integral component of travel itself. At that time, France discovered the wealth of its regions and of the south-west in particular, and Italians started driving from north to south on a quest for "another" country represented by *osterie* serving wine, fish and vegetables, and by Mediterranean landscapes. For many Italians, gastronomy tourism began with poorer and inexpensive parts of the country, travelling back and forth between areas in the north, the centre, and the south. Today, tours of Piedmont and Tuscan vineyards complete with cooking classes and food tastings, is a specialisation of the tourist industry as a whole and in some cases supplied by foreigners, since these regions now host knowledgeable foreign populations (Swiss, Germans, Britons, etc.) keen to help others discover the wine, markets and culture of particular areas. When promoting food, it is important to embrace experiences that call upon the impact, diversity and uniqueness of the host country.

Over centuries, tourists have travelled to learn other people's languages and ways of life and gastronomy tourism is an extension of this learning process. Food experiences are taking their place alongside other experiences focused on aspects of everyday living. The aim is as much to share objects or experiences as to treat the body or experience as something greater than mere comfort. As a form of well-being tourism, gastronomy tourism has the advantage of procuring unknown enjoyments through the senses, familiarising people with others and creating and renewing memories in a realm that is both everyday and exotic. Since its underlying principles are universal, i.e. production and consumption of food, an increasing number of countries have chosen gastronomy as a hallmark of excellence. At the same time, travellers are increasingly savvy or determined to taste the gastronomy culture of their holiday destinations. Gastronomy tourism also has the advantage that even with no knowledge of the language, food and drink can offer an acclimatisation and naturalisation of the tourist.

Culinary models in gastronomy

Despite a decade of cultural globalisation, national culinary models still exist. Whatever progress fusion cooking may have made, Italian, French and Korean cuisine are considered to be styles of cooking that require special products, techniques, forms and utensils. A city's culture can be at once Asian and American, as in Seattle, or both Italian and Neapolitan, as in Naples, but it still holds true that each community offers its own personal access to food traditions. It is for this reason that culinary models that are both localised and transposable elsewhere, such as the Italian model, are so important. Although it is made up of a large number of local variations, it appears sufficiently uniform to foreigners. A given local dish, unknown to the majority of Italians, can be put in the spotlight by the success of one of its ingredients by a clever restaurateur, or by travel agents focusing on a given region. For example, white truffles from the Piedmont province of Alba provided high gastronomic value in risottos and pasta dishes (*agnolottil, tajarin*), and even on baked eggs *en cocotte*. Similarly, sliced bacon from the small Tuscan village of Colonnata has become an *hors-d'œuvre* that showcases a restaurateur's ability. The skilfulness of stuffed pasta makers in the provinces of Cremona and Mantua has raised the status of pumpkin from that of a humble vegetable.

As Italian cuisine becomes more widespread, scattered over thousands of miles, the constraints to which it is subject become less restrictive: ingredients that have travelled far or have been imitated offer flavours that are generally adapted to the (foreign) host country tastes. A model exists in its purist version and in its adapted version, the latter is replicated elsewhere. This poses a problem of approach and authenticity. Tourists therefore generally approach a country via an adapted and watered-down version of its cuisine. Furthermore, most visitors would not concern themselves with production standards and maps of local products, since that is rarely what they would experience in an everyday city restaurant. The truth is that a great many dishes in Italian cuisine, as served daily in families, involve extreme simplicity of ingredients and techniques. When one speaks of *minestrone* one thinks of a mixture of vegetables, beans and lard that is cooked for hours; and when one makes *spaghetti cacio e pepe* one needs only noodles cooked in water, grated pecorino cheese and pepper. *Minestrone* and *spaghetti cacio e pepe* provide a perfect definition of everyday cooking as practised in Italy. Simplicity in the recipe does not necessarily mean that a dish has no history: behind *minestrone* there are centuries of popular cooking, as recorded in numerous testimonials written in the Milan of 19th century Lombardy. The Italians' taste for vegetables, their passion for vegetable gardens and the art of soup making would provide material for writing a lengthy narrative.

Imposing a model of authenticity need not be a thankless task. But the problem for tourists is that they generally know little about the food that is served to them, which is why they require information before their departure, during their travels and at the meal table. It should be added that there is no downtime and no time to lose in this area. Some meals are more demanding than others, but lunches are probably inexpensive opportunities, as are aperitifs and snacks. If each country has its minor and its grand ceremonies, they all deserve to be put to use. The experience offered to participants at the December 2010 OECD conference in Jeonju of a Korean breakfast in a traditional hotel and in one of the city's public establishments met these pedagogical requirements. If the guides and interpreters had provided a more detailed illustration of the dishes presented and of the service, it would have achieved this purpose to an even greater extent,

equivalent to a sort of "on-the-spot" lesson in gastronomy. Formal and informal training is highly useful, and involving gastronomy tourists facilitates learning and assimilation.

Europeans are used to enhancing the value of their eating habits through historical examples, citing ancient authors and cookbooks; at the same time, it would be useful to tell stories conveying an idea of the memories, traditions and customs of the clergy or royal courts, or visits to museums exhibiting and cataloguing ancient cooking utensils and vessels. In Europe, history is the backdrop to current events, which confers value on the present. Knowing virtually nothing about this aspect of a country's culture, tourists are no less appreciative of its past because it gives culinary choices multi-faceted authority. Accordingly, one should explain to an Asian tourist in Italy the special role that sugar played in Renaissance civilisation, or the uninterrupted role played by dry pasta from the 14th to the 21st century. Moreover, all of these details harmonise with an approach to ancient cities such as Naples or Venice via architecture, painting or music.

Teaching tourists about gastronomy models and history, that at times is inseparable from art and luxury, not only lends cultural importance to their status as travellers, but it also expands their freedom and cultural independence. Visitors must be made active subjects, and nutrition, with all its choices and constraints, is an ideal testing ground. Any food-related learning experience begins with nutritive pedagogy and then moves on to communication: people share their experiences, their tastes and new knowledge, and tales of tastings or meals will top up their culinary knowledge. This knowledge blends with visual memories and whets cultural appetites. Monuments and laid tables can be photographed, but the flavour can be conveyed only through language and speech. It is well known that written literature records only a part of a sensory experience, and that the art of speaking presides over banquets and wine tastings alike. To talk about cooking is a prelude to eating a dish or tasting wine.

Tourists by definition tackle food from the outside, often running up against the obstacle of language and resort to translating each dish and drink in terms provided by their own culture. This transcultural shift also marks essential moments in gastronomy history, such as the great influence on French cuisine of European cuisines of the 18th-20th centuries or the Catalan and Arab contributions to the cuisines of the Italian Renaissance. If today the mixture of culinary cultures from around the world has been accentuated, and if there are no borders to preclude the appreciation of acidic or *umami* tastes or of rawness in all its forms, the role of sensory experiences has been expanded in communication. To exhibit simple taste and a willingness to try everything is a recognised quality reflected in words and dishes passed from one tongue to another.

Interpreting gastronomy

The importance of knowing how to interpret gastronomy warrants further reflection. On a visit to Korea in December 2010, European participants staying in Jeonju were offered a number of food experiences: a welcome meal, buffet, two breakfasts, two lunches, dinner and a farewell banquet. While the protocol resembled that of any Western convention, the nutritive aspects demanded cultural flexibility and prior curiosity on the part of the Europeans.

Korean cuisine bears no resemblance to the Japanese model (which is fairly widespread in northern Italy), nor to the Western version of Chinese food, and it demands distinct and immediate understanding of certain dominant flavours, and particularly of acidic and spicy tastes, an ability to adapt to fermentation and a determination on the

guest's part not to seek refuge in the rice, which was the only familiar food (albeit cooked in an Asian manner). Combining various dishes, procedures for assembly and eating and choosing an order in which to sample the food presented in bowls set out on the table constitutes an amusing exercise. Breakfast represented a test of nutritive and gustatory faculties. In France and Italy, breakfast contains coffee, milk, hot chocolate, tea, bread and pastry, with butter (in France) or without butter (in Italy), and is almost always uniform. It is always a beginning free of surprises. Its repetition, like its uniformity, is the basis on which one subsequently moves on to variations throughout the day.

The breakfast served in Korea, twice in a traditional hotel and in a tavern of the city of Jeonju, would prove to be far more challenging for the European guests. Tackling and deciphering the liquids and dishes served would be complicated by the fact that curiosity gave way to a stubborn resistance to tasting and familiarisation. What was served would make a Korean smile, bowls that looked like a vegetable bouillon and hot, very spicy bowls, and rice. Seeing the rice at such moments comes as a sort of relief for a European. Rice represents a food that is neutral and restful. There was no bread or pastry, no sugar or sweets, but at least there was rice. As a visitor, the experience was disarming, as if confronted by an ill-timed tasting. How should one share this large bowl and all the little bowls that covered the table? Undoubtedly a Korean who would have guided the process, starting with the hot green liquid and moving on to combinations prepared and swallowed every morning with much pleasure.

Breakfast in Jeonju showed the extent to which an Italian gastronome, outside the bastion of Europe, lacks culture, critical faculties and adaptability. In this regard, a food historian resembles any other tourist cast away in an unknown country of which he knows only one or two words to get served a meal yet has no knowledge of when or how to use them. Words such as *bap* or *kimchi*, both being abstract, outside of the framework, outside of a ceremony (such as breakfast). How to avoid having tourists insist on exact repetition of the dishes they are used to? How to avoid serving, in the morning, the monotonous hotel buffet breakfast of American coffee, orange juice, cheese, bacon and oatmeal? The problem is not banal. If one is talking about local areas and specialities, one must draw upon knowledge from the past. Peasant soup bowls from yesteryear in which cabbage dominated all the other vegetables; or slices of cold *polenta*, the only accompaniment to a bowl of water tinged by a bit of coffee or milk. It is from this perspective, taking this detour through the past, that the breakfast in Jeonju can seem, if not familiar, at least understandable. But this is not enough. To accept unusual flavours in the morning requires friendly assistance – an interpretation of gastronomy that translates one system of food into another.

Eating behaviour

Nothing is simple when it comes to eating behaviour. One could well imagine a Korean friend flustered before a *caprese* salad with tomatoes and mozzarella, suffering from the thought of a meal of cheese alone, or at a loss, at 9:00 AM in the summer, in a Sicilian city, before a glass of *granita* served with a small brioche.

The problem is not the alien culture but the detour that is required to appropriate it. For example, beverages served as "wines" during the farewell banquet in Seoul, tasted like mildly alcoholic black currant or bilberry juice. In fact they were **wines** in the sense of the term used for fruit wine in 17th century France. It is thus narration in a known language, the presentation of a dish and of the special pleasure it delivers, the meaning of a morsel and a sip, passing from ear to pallet and that is repeated as one focuses on a

flavour, that determines the sharing experience. It can therefore be asserted that in order for breakfast to be understood, a prior general illustration and explanation, and guidance for each dish are required. One would be tempted to add that it needs to be digested from a cultural standpoint.

From this angle, the breakfast resembles a visit to an art exhibition. Each item demands attention and needs its story, catalogue or guided tour. The more knowledge one brings to the meal table, the more at ease one will feel and the more pleasurable the tasting. History itself plays a reassuring role. This does not mean that one is going to sit down at the meal table with a dictionary at hand. It should be added that encountering alien gastronomy is not only the preserve of foreign visitors. A beverage can be discovered just as well by a Korean tourist in Italy as by an Italian in Sicily. An Italian tourist would be incapable of comparing Lemon *granita* from Messina (which is neither ice cream nor sorbet and is served in the morning with a brioche topped off with a small scoop [*coppoletta*]), to any beverage served in other regions. Beginning the day with a shiver of cold runs counter to nature for most Italians. Like the hot bowl of the Korean breakfast, the *granita*, topped off with whipped cream, demands understanding.

Food laboratories

Over the past 20 years, in Italy, there has been astounding growth in direct contact with products and producers. Laboratories set up for the presentation and sampling of a product and/or a dish are among Slow Food's flagship events (*salone del gusto*, cheese, slowfish). These are listed in the programmes and they can be found, along with didactic objectives, in the association's everyday life. Local specialities are perceived and understood through the observation of production processes, and above all through tasting. They are present on restaurant menus with geographical glossaries or labels. The world of wine first passed this "contagion" along to that of cheese and cured meat products and then, little by little to all raw, processed or cooked foods. A large biennial fair, such as Turin's *Salone del gusto*, organised by Slow Food, brings together not only thousands of farmers, ranchers and artisans but an incredible number of **laboratories** in which products and dishes are tasted, commented upon, compared, ranked and rewarded. The aim is not only to acquaint visitors with foods and products directly, but also to enrich both the objective and subjective aspects of the food system with hundreds if not thousands of samples.

The **laboratories** are not merely sensory experiences. A person who tastes a wine must also be able to recognise it, describe it and talk about it. The use of words is just as important as that of taste buds and tongue. It translates, codifies and classifies sensations. One must then ask oneself why this approach has become so important – so much so as to become the key to interpreting the behaviour of visitors to the *Salone del gusto*, who are all there to see, get to know, purchase but above all taste food. The reasons for this are many. While tasting is no longer a part of buying, and it is forbidden in a supermarket to taste food before putting it in one's trolley, the *Salone del gusto* is the place *par excellence* where everything is run by the mouth and a tasting before being approved and purchased. Many foods, produced in small quantities, are rapidly depleted, and it is possible to find them only in a **laboratory** in which a tasting has been organised. During such tastings, the gastronome demonstrates knowledge via taste, enjoyment of rarity and able appropriation. A savour and a name enter into a sort of individual wealth that is shared with other persons and thus becomes group heritage in which the individual plays a specific role as witness.

Local specialities, manual labour and aromas are in this way shared and assimilated, and the result is a quest for a new experience, such as when a wine lover samples new bottles. This is a very serious game, which for some people becomes an all-consuming passion. Since the majority of those visiting the *Salone del gusto* are gastronomy tourists, these visits, which in some cases last the entire three or four days, take on airs of genuine internships while at the same time being periods of leisure time and holiday. An extensive study of the various forms taken on by these fairs, exhibitions and trade shows would yield a panoply of options that could be used to put together packages of interest to tourists, fans and professionals alike (as is the case in Turin).

One question remains unanswered: what is prompting an ever-greater number of foreigners to share these experiences, to approach Italy through an immense market bringing together a large number of products, chefs, farmers, and crafts people from around the world? It would seem that beyond a love of eating and a great passion for food, there is a new relationship with world knowledge through the ever-gratifying means of tastes and flavours. It would then be interesting to fashion travel on the basis of food, not only in farms or on fishing boats, but in sporadic or permanent markets that support eating and enjoyment. Places where it is possible to find rare and/or top quality products. Impressive establishments have already started sprouting up in Italy, and soon one will see them everywhere. The opening of the permanent high-quality food market, *Eataly*, in Turin, adjacent to the centre where the *Salon del gusto* is held, and the existence in Tokyo and New York of similar establishments bearing the same brand name – *Eataly* – would suggest that gastronomy tourism has new horizons in which food experiences will be increasingly gratifying (and complex).

The key to gastronomy success

The development of production, consumption and gastronomy in the promotion of tourism demands compliance with certain rules. These rules involve spotlighting the local production area and its products of excellence and the tourist's full enjoyment thereof.

First, quality products worthy of becoming priority objectives of gastronomy tourism are identified and promoted. For example, in France and Italy, tours of vineyards and wine cellars are organised that benefit the regions in which they are located. Likewise, quality local products and the areas in which they are made must be presented to visitors so they can get to know and appreciate them both and the linkage between them. This means that the producer and local promoters must also offer contacts for other hospitality services. Cross-marketing is important in developing the local market. Thus, the tourist will become associated not only with a consumer product, but with a community as well.

A second essential point involves communication about local production areas and their products. Their presence on the Internet, at exhibitions, in boutiques and lastly, in the restaurant trade is paramount. Because a product of quality is not recognisable by its image or label alone, it must travel within a country and beyond its borders so as to be sampled and committed to memory. Unless it is sampled, food remains virtual and unknown. In Italy as in France, strategies to promote the product tastings, demand know-how and services of regional councils, city halls and local or national associations (such as the Slow Food Association).

The restaurant trade is the third pillar in the dissemination of product knowledge. Restaurants need to be familiarised with products and therefore strategies for sampling are important. Restaurants provide an opportunity for local products to be savoured in

potentially infinite combinations. The presence of a product on a restaurant's menu represents a choice and association in the minds of the clients. The restaurant therefore is a vital contact point between the local area, production, market and consumer. It provides a culinary value test, even when located far from the products' place of origin.

The local production area, sampling and cuisine are not enough to consecrate a dish without the education of the tourist/consumer. Cultural, sensorial and culinary value entails not only learning but skill. Such skill can be acquired via educational programmes that can range from information printed in guidebooks to genuine courses that are needed to benefit from and to enjoy one's travels. Didactic assistance at each stop, along with food tastings, can be an invaluable asset for imbuing tourists with new cultural horizons, which are always the motivation for repeat visits.

For gastronomy tourism, focusing on areas related to clients' knowledge, operators' skills and tailoring them to local variables and travel options is a priority, and the key to success.

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Chapter 5

Promoting regional cuisine as intangible cultural heritage in Latin America

by
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Sustainable tourism development can contribute to easing poverty in rural and outlying areas of Latin America. In pursuit of policies to eliminate poverty and involve women in local development, interest in culinary tourism is gaining ground. With rising interest in culinary tourism and the impossibility of freezing culture in time, opportunities and challenges occur. Intangible cultural heritage represents the heritage of a community but it is also extremely fragile due to globalisation trends and resulting cultural homogenisation. Tourists often have less interest in regional dishes being authentic than in them appearing exotic. This is a challenge for those that hope to preserve and even re-introduce culinary traditions.

Local traditions as intangible heritage

Heritage tourism has its roots in romanticism, manifesting itself in the cult of history and finding its expression in tourists' love of relics, ruins, traditions and national heritage (Schlüter and Winter, 2007). Timothy and Wall (1997) point out that historical sites are among the most significant attractions for international tourism. They add that, in order to appreciate their importance, one simply has to look at the mass of tourists that visit the Coliseum in Rome, the pyramids in Egypt and the castles and cathedrals of Great Britain.

For authors such as García Canclini (1999), heritage does not consist solely of the cultural wealth created by the social elite, such as pyramids, palaces, and historic houses; it also includes the products of popular culture, such as indigenous music, the writings of farm and factory workers, systems of self-constructed housing, and so on. This cultural wealth embraces the cult of the primitive which, according to Wang (2000), emanates from romanticism and which stimulated ethnic and folk tourism. Since the past does not exist in modern urban society, it is often sought in remote destinations where there are places in which time has stood still. This has been called ethnographic, or sometimes ethnological, tourism. In essence there are only minimal differences between the two, since both value the entire culture, material and intangible, but in some cases heritage is limited to certain specific aspects of culture whereas in others it is unlimited (Schlüter, 2009).

The cultural aspects most used in tourism, are festivals, dancing and cooking. Each of these have symbolic meaning and are related to the behaviour, beliefs and emotional expression of different cultural groups. The main components of this heritage were incorporated in the umbrella term "intangible heritage" when UNESCO introduced this concept in 1997.

Intangible culture heritage represents the heritage of a community but it is also extremely fragile since changes within society and travel habits, as well as exposure to mass means of communication, lead to "cultural homogenisation" that tends to emphasise the features of industrialised countries at the expense of local traditions. This is particularly noticeable among minority groups and in societies furthest from major cities, and is very evident in Latin America where the influence of "junk food" from the United States is seen not just in the preference for McDonald's hamburgers, but also in what Merino Medina (2005) calls "cross-breeding of the stock", which consists of taking non-local foods and adapting them to local tastes. Examples include the Chilean hot dog, "which is called 'complete' for the sheer quantity of items it includes", pizza "not from Italy but from the United States, which has so many toppings that it would leave even the Italians speechless", and Bolivian sushi "composed of rice pudding and dried fruit, wrapped in something very delicate, but which was not that black shroud of seaweed they use in Japan".

Giving the local population a sense of identity and continuity is one of the objectives in the administration of intangible heritage (Pedersen, 2004). Cultural pride and identity are important and elements of a place's value constitute an essential ingredient for its long-term survival. Unlike monuments and other tangible heritage, intangible heritage is usually dynamic and constantly changing thanks to its close relationship with the particular practices of each community. In order to continue performing a significant social, political, economic and cultural role, intangible heritage has to be a living part of communities (Aikawa, 2007).

In the case of culinary heritage, Uma Narayan (in Álvarez, 2002) points out that "thinking about food greatly helps reveal how personal and collective identities are viewed. The simple act of eating is flavoured with complex and often contradictory meanings. Thinking about food can help reveal the rich and complex textures of attempts at self-understanding and at the same time the interesting and difficult understanding of relationships with others". He goes on to add that eating therefore, "involves a complex social event which is staged in a combination of varied and distinctive movements of production and consumption, as much symbolic as real. And, in this sense the consumption of food and the social and cultural processes which it sustains, contribute to the creation of collective identities and their expression in social and power relationships".

In a study of the affirmation of Italian heritage in the south of the state of San Catarina (Brazil), Savoldi (2002) observed that in typical celebrations, food is introduced in the festive context to reinforce the authenticity of its "Italian-ness". Roast beef is replaced by chicken, pasta or *polenta*, which always goes hand in hand with a good wine. *Polenta*, which initially was considered food for hard times accompanied by chicken, became the symbolic dish of the Italians in Nova Veneza. It is still prepared in the old style, in large pots which allow the participants to watch and taste as they try to "exorcise" the typical steaks characteristic of traditional south Brazilian celebrations.

Tarrés Chamorro (1999) states that by definition eating is a conscious voluntary process with its own rules in a given cultural framework within which each individual is conditioned from birth. Thus the idea of feeding involves both nutritional processes for dietary regulation and control, and the cultural and social context in which these behaviours and dietary norms occur.

Latin American culinary heritage

The enormous natural and cultural diversity of Latin America is one of the region's main sources of tourist attraction. This explains why displaying its rich heritage has been the focus of attention during the last couple of decades. Promoting new tourism offers, either to complement the sun and sand product or to provide a reason in itself for visiting, has become a preoccupation.

Vast culinary diversity throughout the region and in each country makes it difficult to reference a culinary heritage with unique characteristics. Nevertheless, Latin America has made a significant contribution to European cooking, allowing it to incorporate new products which have become indispensable. A good example is the potato, the scarcity of which created a famine in Ireland in the first half of the 19th century that forced a mass emigration to different countries in the Americas. Similarly, who can imagine Italian food without tomatoes, and where would Switzerland be without cacao, the basic ingredient of chocolate?

For their part the Spanish brought their culinary traditions to the countries they conquered, as did the Portuguese to Brazil, as did African slaves and groups of other immigrants with a well-established cuisine, including the Japanese in Peru, the Italians in the south of Brazil, and the Arabs in Brazil and Argentina.

The arrival of Europeans resulted in a transplantation of animals and plants coupled with other dietary habits which, on the one hand, when added to the local cuisine, created a much richer and more varied diet, but which, on the other hand, resulted in traditional produce (which was rich in nutrients for the human body) no longer being consumed

because it was considered peasant food. Many countries are now rediscovering traditional products and incorporating them into the local diet. One example is *quinoa*, a cereal which is beginning to be produced and, although still expensive and only available in specialist shops, is an ingredient in homemade dishes and on the menu of restaurants aimed at tourists looking for a gastronomic experience.

The main reason for this rediscovery is the pursuit of policies for eliminating poverty and involving women in local development. With a view to implementing these policies, the Forum on Hunger in the Countries of the Andean Region was held on 22 and 23 November 2004 in Quito, Ecuador, at which representatives of the UN Food and Agriculture Organisation and the UN Permanent Forum on Indigenous Issues, submitted a paper based on the experiences of those organisations entitled "Improved nutrition with local produce" with the aim of developing a dietary policy to defeat malnutrition not only among the peoples of the Andean and Amazonian regions but throughout the entire population.

The social and cultural dimensions of gastronomy meant that it was incorporated into the complex framework of heritage policies (Estévez González, 1999) and different countries now seek to incorporate their cuisine into the list of Intangible Cultural Heritage. Mexico's cuisine has received the greatest recognition on being declared Intangible World Heritage by UNESCO in November 2010. This recognition celebrates a natural and cultural mega-diversity that for 8 000 years was dominated by maize.

The aim of the presentation to UNESCO was to strengthen Mexican eating habits and reinforce traditional cooking, and now efforts are being made to create a network comprising the Ministry of Foreign Affairs, the Ministry of Agriculture, the National Institute of Anthropology and History, businesspeople with links to culinary industries, and prestigious academic institutions. In the first instance, the aim is to rediscover traditional dishes and their traditional form of presentation, to disseminate them and to avoid constant corruption produced by globalisation. Similarly, as Almodóvar (2001) has pointed out, "traditional cooking has not only been affected by the homogenising effect of globalisation, it has also suffered the effects of a post-modernism which at times represents a serious attempt at imaginative updating but which at many other times uses glazes, jellies, flames, muslins and fleeting aromas in a gratuitous and trivial manner".

Maize is not only characteristic of Mexico; its influence extends from Canada to south-central Argentina and Chile. In Mexico there were many different ways of preparing it, and it was the job of women to both grind it and cook it. There were also strong links between maize and the spiritual world.

According to Álvarez-Cienfuegos Hidalgo (in Schlüter, 2006), the Mesoamerican world made no great distinction between events that took place in the world of men and the realm of the different forces that inspired and controlled the processes of nature, and likewise there was an affinity between the spiritual world and the human world as a result of which there should be no surprise in the importance accorded to the former in its relationship with maize. The Earth, in the form of an enormous flower with 4 petals, each one corresponding to one of the 4 cardinal points, which converged in the centre, representing the centre of the universe, green in colour, communicated with the 13 heavens by means of 4 cosmic trees through which the influences of the supernatural world travelled. Sometimes these four columns were the *Tlalocs*, gods of rain and storm who were responsible to *Tláloc*, the fearsome god of rain who inhabited the eastern garden *Tlalocan*, paradise of the rain gods and a place of vestal abundance, and home in

particular to *Quetzalcóatl*, the Feathered Serpent, god of religion, art, literature and civilisation, which the civilising hero manages to reach in order to obtain the food of gods and men.

In the context of cultures heavily dependent on maize, Peru occupies a dominant position alongside Mexico, but its cuisine has been difficult to digest both for new generations of natives and for tourists. For this reason a number of different initiatives during the 1990s gave birth to *Novoandina* cuisine, whose goal is to rescue the typical ingredients of ancient Andean culinary traditions while using the preparation and presentation methods of international cuisine. It comprises well-presented lightly cooked dishes that are free of fat and lightly seasoned. Among the traditional ingredients this cuisine seeks to rediscover are *quinoa*, potatoes, and traditional Andean seasonings.

Novoandina cuisine is an important offering in Lima's five-star hotels. In general, luxury hotels offer a variety of cuisines in the restaurants, particularly French, Italian and the local cuisine, enabling each diner to choose. The introduction of exotic preparations also creates great interest among local elites, who can become aware of other cultures through eating without having to leave their respective countries (Schlüter, 2006).

Due to its size, its variety of natural systems and the large number of ethnic groups that live within its borders, Brazil is a country with an extremely rich and varied culinary heritage. The variety is between north and south, as different from the rest of Latin America due to having been, unlike the rest of the region, colonised by the Portuguese rather than the Spanish. Add to this the cultural stamp left by the slaves brought from Africa, who were particularly numerous in the north-east of the country.

The state of Bahia sums up African heritage, and the city of San Salvador is the place to go to try two typical delicacies of African origin: *abará* and *acarajé*. These can be bought in newsagents and from street vendors in the city's squares, as well as in the eating places most frequented by tourists.

According to Pinto (2003), *acarajé* and *abará* are differently shaped buns which vary in shape and size from large and orange to more oval and appearing similar to a pear or a papaya. The shape of *acarajé* depends on certain regional and mythological differences from the *iorubá-nagô* (Yoruba-Nago) culture. The two are made with practically the same dough, but they look very different. These tasty delicacies are prepared with a dough of *feijão fradinho* (black-eyed peas), dried shrimp, palm oil, salt and grated onion. They are served wrapped in paper, cut in half and filled with shrimp paste called *vatapá*, prawns and *salada* (a type of sour sauce) or peppers, according to taste.

The difference between *abará* and *acarajé* is in the method of preparation. *Acarajé* is fried in palm oil one hour before being eaten, giving it a crispy, copper-coloured exterior and a softer white interior. *Abará* is steam-cooked wrapped in banana leaves, leaving it with a colour that varies from light green to dark yellow. These dishes originate in the African religions practised in Bahia. In the rituals of the Candomblé, religion food is offered to the spirits and tradition dictates that only women initiated in the religion are qualified to prepare and handle these dishes which, in Bahian heritage, are more important than delicacies.

According to Caymmi (in Pinto, 2003), *acarajé* sellers were black women who walked around wearing typical dress carrying their trays on their heads; but what was most striking was that instead of shouting their sales pitch they sang it in both Portuguese (*vem benzê-ê-em, tá quentinho*) and Nago (a dialect of the West African language Yoruba) (*ô acarajé ecó olalai ó*), composing very unusual music.

Pinto (2003) argues that one of the strangest things about Salvador for non-natives is that the *acarajé* sellers wear traditional attire: skirts or long dresses with a lot of lace, accessories such as beaded necklaces (called *guías*, and native to the Orisha), bracelets, and, on the head, an immaculate turban. The white costume is regulated by the city government of Salvador, as is the minimum distance between each *acarajé* seller, which is 50 metres. This had to be introduced because the most prestigious vendors located themselves in the most commercially important areas, generating huge disputes between rival vendors which were reported in the local press.

The role of *acarajé* seller has been incorporated into Brazil's cultural heritage. It dates back to the days of slavery, and later served to support a great many families headed by women. Nowadays, it is a profitable activity, yet one which involves great sacrifice given the work that goes into making the buns.

At the southern end of the American continent, cultural heritage takes on different characteristics. The *gaucho* was the undisputed king of the wide open spaces that stretch from the state of Santa Catarina (in the south of Brazil) through Uruguay and Argentina. According to Assunção (1999), "the *gaucho* emerges as a consequence of the introduction of large herds which became wild or untamed […] before the effective and organised 'official' colonisation of these lands". In general, the name *gaucho* is given to the men who inhabit rural areas regardless of their economic situation. As well as having certain distinctive characteristics related to their personality, they have a diet based on barbecued meat (*asado*) and an infusion known as *mate*.

The preparation of the *asado* is simple. The meat – beef, mutton or goat – is placed on a long metal pole which is then driven into the ground where a fire has been made with small branches.

The *asado* is always accompanied by *mate*, the infusion *par excellence* of Argentina, Paraguay, Uruguay and the south of Brazil, where it is known as *cimarrón*. In general, it is drunk in private, and even the way it is prepared sends a message from the person offering it to the person it is being offered to. Its basic ingredient is the *yerba mate* plant *Ilex Paraguayensis*, belonging to the *Aquifoliaceae* family, which grows best in what is now Paraguay. It is a type of green tea which is served in a gourd with a kind of small tube – known as a *bombilla* – inserted into the centre. Although *mate* can be taken anywhere, and at any time, doing so usually constitutes a ceremony which implies communion among a group of people, given that everyone uses the same *bombilla*.

In Argentina both *asado* and *mate*, along with *Malbec* wine and *dulce de leche* (caramel), have been declared part of the national heritage, demonstrating their importance to the whole population.

Culinary practices and cultural tourism in Latin America

Azambuja (1999) points out that cooking is becoming an increasingly important aspect of cultural tourism. The main reasons for this lie in the search for pleasure through eating and travelling, but through a genuine, rather than a standard, experience. In addition, searching for culinary roots, and appreciating a place's culture through its cuisine, is rapidly becoming popular.

Interest in culinary tourism may help rescue old traditions which are in the process of disappearing. Álvarez (2002) points out that the need to revalue regional culinary heritage has recently been recognised, and it is one of the indispensable pillars upon which

cultural tourism ought to be developed. The author refers the reader to the UNESCO congress on regional tourism held in Havana, Cuba, at which a base document was drawn up which defined recipes as an item of cultural wealth just as valuable as a monument. Similarly, every well-conceived cultural policy should include the act of eating, as a tradition and at the same time as a creative process, rather than simply a nutritional action.

Cooking is gaining ground as an attraction for both locals and tourists. It forms part of a nation's culture, and nourishes the soul as well as the body. Every society has a substantial collection of traditions and customs, and tourism makes use of those to attract visitors interested in different cultural forms seen in both urban and rural settings. However, it is in the rural setting that most effort has been made.

In order for some aspect of a culture to be considered heritage, it must first be activated. In other words, it must be considered as such by some social agent interested in promoting a particular version of identity and seeking support for it. Certain cultural benchmarks are symbolic representations of these versions of identity, given that identity is something not only carried inside and felt, but something which it is necessary to express publicly (Prats, 1997).

Heritage may, however, be activated by tourists, since it is possible to find aspects of little importance to a particular community but with relevance for tourist consumption.

Sustainable development and local culinary heritage

Local culinary heritage is being incorporated into new tourist products aimed at certain niche markets, and this enables members of the community in question to be involved in the creation of these products and therefore participate in the sustainable development of the activity. This also forms part of the new demand on the part of tourists with an interest in culture.

Interest in gastronomy has permitted the development of genuine tourist products centred on a place's typical food. One of the longest-established tourist destinations of this type is found in the Welsh settlements of Patagonia in Argentina, where the tea offered encapsulates the whole culture of the earliest settlers who arrived in the middle of the 19th century and devoted themselves to growing wheat and breeding cattle. With a surplus of milk, cream and butter, added to the free availability of flour and eggs, the production of cakes began. The confectionery created was very different from that of their home country (Freeman, 1996) and now constitutes an attraction just as much for tourists visiting from Wales as for other international tourists visiting the region to see the coastal wildlife.

Culinary tourism began to take on a different character from the year 2000 onwards when it was incorporated into the country's National Rural Tourism Plan, which seeks to create culinary routes to boost the development of different regions of the country (Schlüter, 2003). In addition, various tourist development programmes were created at provincial level with a focus on culinary aspects while others, such as the example of the town of Tomás Jofré in the outskirts of Buenos Aires, arose spontaneously.

Today the gastronomic hub, Tomás Jofré, has 15 restaurants spread across 9 of its 22 blocks. Traditional old eating places are intermixed with newly constructed restaurants. From the mid-1990s, this location has made itself a centre of attraction. Nowadays the tourist offer basically comprises restaurants with a variety of physical

characteristics which capture the attention of the visitor. The menu generally includes a starter of locally produced beef or pork sausages, homemade pastas, grilled beef or pork and traditional desserts (Navarro and Schlüter, 2010).

In Chile, the Institute of Agricultural Development (INDAP) has a series of programmes for developing rural areas while preserving traditional cultures and promoting their gastronomy. One of them is the small farmers programme, in which many Mapuche women participate, which every year since 1998 under the name Expo Mundo Rural has united 130 businesses selling more than 2 300 products to approximately 150 visitors (Cassin, 2008). Created in 2001, Tastes of the Country: Rural Specialities Project is also run by INDAP and is a registered trade mark which acts as a large umbrella organisation for all rural enterprises. Two of the many projects supported by INDAP, with the aim of promoting rural tourism with gastronomy at its heart, are the National Rural Tourism Programme and the Farm Tourism Committee.

Another example of the use of a region's cuisine as a resource for cultural tourism is the *barreado,* prepared and enjoyed for hundreds of years in coastal areas of the state of Parana, in Brazil, particularly in Antonina, Morretes and Paranaguá, towns which are currently developing their tourist offer. By agreement among the towns the dish has a Portuguese influence, but more specifically an Azorean one. The link with the Azores can be seen in the use of clay pots and the slow cooking of meat with other ingredients (in the Azores, in improvised ovens using volcanic steam; in Brazil, in holes covered in embers).

Giménez (2011) argues that the basic ingredients are cheap cuts of lean meat, pork fat, spices such as cumin and bay leaf, onion, garlic, salt and pepper. Finally, and depending on the "special touch" that each cook wants to give the dish, other seasonings are added.

The commercial production of *barreado* began in Morretes in the 1940s, but it started to grow significantly from the 1990s onwards precisely when development of the region's tourism started. Today, Paranaguá is a town of 133 559 inhabitants (IBGE, 2007), with 7 establishments offering the dish to a maximum cover of 680 settings, Antonina has 17 581 inhabitants (IBGE, 2007) and 9 restaurants with capacity for 720, while Morretes has 16 998 inhabitants (IBGE, 2007) and 18 restaurants with capcity for 3 280 (Giménez, 2011).

Traditional dishes: Authenticity or adaption?

The expression of the commercial production of *barreado* has meant that the dish has become more widely available to visitors and thus strengthened the tourist offer. Adaptations of many other traditional foods can also be observed as a result of technological advances. The now common use of freezers and microwaves has changed the production process of many foods but also the substitution of gas stoves for wood-fired ones, or aluminum pots for clay ones, have not only accelerated the cooking process but also reduced the authenticity of the dish's flavor.

Culinary habits are extremely changeable and are influenced both by the dynamic constants of a society and by the technological changes which occur over time. Arduous agricultural labour which required a diet rich in fat has given way to increasingly more sedentary work which favours "light" food. The pace of modern life and a lack of space no longer permit long hours in the kitchen preparing food, which has led to the old wood stove being replaced by the microwave oven, not to mention the fate of traditional kitchen utensils, which increasingly appear in museum exhibitions rather than in home and

restaurant kitchens. This is seen even where the local cuisine has been declared a World Heritage by UNESCO, such as that of Mexico, where cookery books containing the recipes that earned it that distinction, such as the *Larousse of Mexican Cooking* (de'Angeli and de'Angeli, 2007), now append a list of the traditional kitchen utensils no longer used.

It is interesting to note that the tourist has less interest in the dish being authentic than in it appearing "exotic", in the sense that it looks and tastes different to dishes at home. In the study conducted in the Quebrada de Humahuaca, in Argentina, in order to identify changes in the local cuisine as a consequence of the greater influx of tourists following UNESCO's declaration of World Heritage, Álvarez and Sammartino (2009) discovered that in their eagerness to consume culture metaphorically tourists eat what is offered to them as "typical fare". In turn, the local population accepts the tourist's lack of knowledge about what they are actually eating. Although the majority lean towards the dishes currently served in Argentina, a group of people have started to lead a process of reclaiming identity which includes the reintroduction of the food they ate as children. They have gone back to growing *quinoa*, amaranth, different varieties of corn, potato, *oca* and *ulluco*, ground apple, and other produce such as peppers, onions, garlic, zucchini, *cayote* and fruit. In addition, they make *charqui* (dried meat or jerky), jellies and jams (Alvarez and Sammartino, 2009).

The creation of a culinary heritage had a significant bearing on the inclusion of traditional Latin American cooking as a resource of culture tourism. In turn, the preparation of traditional dishes grew in importance thanks to the interest of travellers in consuming symbolically the culture of the countries they visit.

It is very important to recognise that intangible heritage in general, and culinary heritage in particular, are dynamic, meaning that they have not remained stuck in time but they are constantly changing both for reasons intrinsic to the culture in question, and due to the technological changes that are happening in the world and which aid and simplify many tasks previously seen as complex and time consuming.

In Latin America, conquest and cultural colonisation resulted in the creation of negative cultural stereotypes which clearly influenced the disappearance of traditional food production systems, resulting in the loss of the staple elements of the original population's diet.

With the adoption of gastronomy as a tourist attraction and the impossibility of freezing culture in time, tourism and culture policies are primarily concerned not with the preservation of culinary habits but with the reintroduction of plants and original know-how. With this in mind, efforts are being made to achieve sustainable development of tourism in rural and outlying areas and ease poverty through the implementation of specific plans and programmes. Perhaps this is the main reason why culinary matters are given such importance in Latin America today.

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Chapter 6

Developing policy strategies for Korean cuisine to become a tourist attraction

by
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Korean cuisine is being promoted globally under the banner "Korean cuisine, loved by foreigners" and has the goal of becoming one of the top 5 international foods. This chapter examines strategies currently underway to promote Korean cuisine, such as: creating international meccas *for Korean cooking; expanding Korean cuisine establishments; supporting research and development; promoting hygiene and safety; simplifying and explaining menus and, developing internationally recognised brands. Food and local culture can paint a unique picture which are referred to in this chapter as "foodscapes". The author makes the case for more research to develop additional strategies to encompass all stakeholders that make up the foodscape.*

Foodscape

Food is an inherited feature of a culture and a precious tourist attraction that enhances the joy of travelling. Gastronomy is increasing in economic and cultural importance as the trend to transform food into tourism products is gaining momentum around the globe.

Food tourism refers to first and second stage producers of food, food festivals, culinary tourism and associated restaurants, as well as travel motivated by food. Food tourists can be divided into those who treat food consumption as part of the travel experience, those who use food as a basis for their activities and those who use food to select the destination itself.

Food reveals the identity of a region and food production has a real impact. Not only does food tourism have an economic effect but it is connected to consumption in the region, and the consumption and production of space. For this reason, food tourism increases the size of the regional food economy, and has the potential to preserve diversity and traditional roots of regional food, whilst upholding regional identity.

The International Culinary Tourism Association (ICTA) defines food tourism as something that "must be understood as part of cultural tourism. Even if it is not a high-class food establishment, it is a culinary experience that is unique and worthy of remembering." Food tourism also includes the study of food, drink products and methods of preparing a diversity of foods. Food tourism is about the process of enjoying and discovering different tastes and smells and is related to allowing the tourist to connect with the local food and drink (MacDonald and Deneault, 2001).

Although food tourism is an important element of theme-based tourism, it has not been recognised as such until very recently. For the majority of tourists, food is no longer a simple meal but rather an important means of understanding the local culture. Food is gaining the interest of the general public for other reasons too, such as the desire to pursue healthy eating options. Openness to new kinds of foods and food cultures has created new opportunities.

Case studies examined in this chapter note that food tourism is not just a case of simply selling food to tourists. Food tourism helps tourists gain a good understanding of local culture. When combined, food and local culture paint a unique picture which can be referred to as a "foodscape". For food tourism to work, it is not just food that must be sold but rather the entire "foodscape". By assessing policy and programmes in a number of countries and cities, it is possible to identify a variety of strategies that could be adopted in Korea.

The famous 18th century lawyer and gastronomist Brillat-Savarin said, "Tell me what you eat, and I will tell you what kind of person you are." These words emphasise that food is part of a culture and not merely a simple source of nutrition. The culture of food is important to understanding the culture and history of individuals and communities.

Food tourism forms the cultural map of a region and contributes to regional identity (Hall and Sharples, 2003). Food is also important in activating the regional economy. It has an effect on local economic development, creating jobs, increasing tax revenue and foreign currency reserves. It especially increases entry level and temporary employment. It also decreases the dependency on imports in businesses related to cooking, retail food sales and the distribution of food. At the same time, food tourism is a major component of the cultural tourism market. Selling food tourism products can help to disseminate and

reinforce information about the identity of the tourism destination. The Canadian Tourism Commission (CTC) has invested food tourism with an important role in its efforts to increase cultural development and reinforce the identity of Canada (Plummer et al., 2005).

Food reveals the characteristics of countries, and also of regions and cities, in terms of the differences in their natural, social, economic and technological environments. It is true that certain foods strengthen the local food culture, but food culture is also receptive to changes, adaptations and intermingling with other food cultures because of chance opportunities. Examples include Mexico's tomatoes being used in Italian cuisine for pasta dishes, and the Korean *gochu* (red chilli) peppers used in Korean *kimchi* (fermented cabbage), which is enjoyed in Europe. This process of spreading and adopting food cultures makes food ever creative, new and inspiring.

National case studies of food tourism

Italy

Italian cooking emphasises healthy living and is a cuisine loved by people of all nationalities. Italian food is characterised by creative and high-class recipes that represent a Mediterranean diet. Italian food products, such as pasta and pizza, have already become a common food for the masses all around the world.

Education plays a strong role in Italy. Italian people are taught at an early age about aesthetics, taste and the importance of enjoying good food. Furthermore, the Institute of Cuisine, Culture and Oenology of the Regions of Italy (ICIF) teaches Italian cooking in many languages in order to spread such knowledge throughout the world.

United States

Major premium shopping centres in the United States have formed alliances with restaurants as they turn their attention to culinary tourism. Research by the American Society of Travel Agents showed that 17% of people travelling in the United States had a strong preference for wine and food-related experiences. It also revealed that individuals who pursued culinary experiences were generally young, affluent and highly educated. Accordingly, major shopping centres are developing new marketing strategies such as "Today's Menu for Travellers" programme. According to research conducted by the American Society of Travel Agents, visitors to major cities, as well as those visiting more remote locations, tend to be very satisfied with the diversity of the food (*www.traveltimes.co.kr*).

Thailand

Thai food promotion strategies have done much to increase interest in ethnic food. Since the 1990s, the Thai Government has been interested in food globalisation. Since 2001, Thailand has promoted itself as "the kitchen of the world." Thai food establishments ventured onto the international stage in 2008 and the number of restaurants abroad has increased from 5 500 in 2001 to 13 000 in 2008 and the aim was to increase the number of Thai restaurants overseas to 20 000 by 2010 (*www.digitalagro.com*).

The Thai Select Programme was launched in 2006 to certify overseas Thai restaurants as part of their promotion policy. Excellent overseas restaurants are being singled out and given a public certificate for publicity purposes. The Thai Select certification involves regular scheduled inspections and a review every three years. To be considered for a Thai Select certificate, the kitchen and laboratory must be open to the public, the Thai chef must have considerable experience and the junior chef must have studied Thai cooking and have at least one year of experience. It is also recommended that 70% of the food ingredients be imported from Thailand. Thailand is a successful case study of how a certification system is being used to activate the export industry for a country's food ingredients and thus, increase employment.

Singapore

Many cultures co-exist in Singapore and therefore Singapore is a gastronomist's heaven where one can find Chinese, European, Mexican and other styles of food. This co-mingling is the core and driving force of the Singaporean Government's marketing.

The Singapore Food Festival offers the opportunity to taste Indian, Malaysian and Chinese food that have been localised into a Singaporean style. During the festival, there are many cooking lectures, contests and events related to many different foods throughout the region. The festival is attended by more than 650 000 people and it is a major tourist attraction.

The Singaporean strategy is to globalise their food by spreading knowledge about the variety of products. In order to do this Singapore holds many international events for gourmet food experts or enthusiasts every year. Select grape wine producers and high-quality restaurateurs are among those invited to these events.

City case studies of food tourism

Two of UNESCO's creative cities show how food can become a local resource with economic, cultural and social potential.

Popayan, Columbia

Popayan, Columbia, joined UNESCO as a creative city in 2005. The city of Popayan is the capital of the Columbian state of Cauca. A combination of cultural assets passed down from the indigenous population and favourable climatic conditions have meant that a diversity of gastronomic businesses have developed in Popayan. During the colonisation period, ingredients from Europe that could adapt to the soil and climate combined with indigenous agricultural products gave new life to local food. This mixed "fusion" food is still developing and ceaselessly changing. Popayan is becoming a recognised Latin American city for gastronomy. Typical local foods include *chulkiness* (made from the pith of wild sugarcane stalks), *tortilla* soup, corn bread, *karan tanta*, fried crab and potatoes as well as pickled foods that use peanuts. Such traditional local food recipes were passed down for generations orally and have recently been organised and published in books.

Popayan has remained focused on food culture as a type of cultural relic, as well as on mitigating the globalisation of fast food culture which is constantly threatening its ancient and traditional food culture. In 2003, the Popayan Food Culture Association was created and regularly holds a Popayan food exhibition. The exhibition is comprised of technological and scientific events for professionals and researchers, and visitors can

explore educational programmes about dietary medicine and cooking, wine tasting and food tasting. The success of the exhibition has raised strategic and financial support as well as the interest of public organisations and citizens involved with food culture. The exhibition is very important in the sense that it is a festival not only for pure gastronomists and wine *aficionados*, but also as a venue where specialists in a diversity of fields related to food can participate together with the public.

The Popayan Food Culture Association operates a diversity of programmes which have the strategic goal of reinvigorating Popayan as the top tourist city for food culture in south-western Columbia. The association is working together with Cauca University systematically and over the long term to conduct research related to traditional cooking. The association installed a seven-year advanced degree anthropology programme at the university which focuses on the study of food culture, history, methods and techniques.

A Latin American food culture network, formed at the time of the 2003 food exhibition, is comprised of Puebla (Mexico), Popayan (Colombia), and Lima (Peru). The network makes it possible to conduct academic exchanges and share experience related to indigenous foods. The international network is recognised for its influence on the economy of food, in areas such as job creation, tourism generation and opportunities for international co-operation.

Following Popayan's incorporation as a member of the UNESCO Creative Cities Network, international exchanges, food culture events, academic exchanges and governmental, non-governmental and private organisations related to food production became more prominent. Knowledge and expertise related to food are being effectively shared and this is expected to transform Popayan into a leading South American city for gastronomy.

Chengdu, China

Chengdu, China joined UNESCO as the second gastronomy city in 2010. Chengdu has a population of 11 million and is proud of being one of the oldest Asian cities and the birthplace of Sichuan cooking. With more than 2 000 master chefs and 300 cooks recognised nationally, this gastronomic city has many skilled professionals. The food catering business employs more than 25 000 people and Chengdu is home to more than 60 000 businesses. Building on the excellent ecological environment, its history and heritage, its stable economic growth and efficient city management, Chengdu is becoming a major gastronomic city for China.

The moderate climate in Chengdu helps a variety of cultivated plants thrive and the fertile soil provides Sichuan with an array of regional products. Sichuan provides one-third of all agricultural output in China. The central city of Chengdu uses 5 basic flavours to develop a range of unique fragrances and tastes, which make up 23 combined flavours and creates about 6 000 different kinds of food. Chinese lifestyle philosophy is pursued in food preparation and this spiritual connection provides a sense of harmony. Mass migrations over the last 2 000 years has brought with it different cooking techniques, making Chengdu the gastronomic city that it is today.

Chengdu is now a nexus of tourism, cultural and agricultural industries and since the gastronomy industry is the most important driving force of economic development, it is being promoted as a core business strategy. Since 2005, the government, private businesses and related institutions have been unifying gastronomy-related strategies both domestically and abroad as well as creating a network among themselves to

commercialise Sichuan cooking. Chengdu is in the process of creating specialists in Sichuan food and developing a system for protecting intellectual assets. The food industry in Chengdu has gone beyond the regional market and is exerting an influence on the markets of nearby regions. The food supply industry in Chengdu has grown by 10% every year since 1991, and the positive influence it has on the development of related industries can be seen in the fact that in 2008, the accommodation sector grew by 14.7% and the net income from tourism by 18.9%. It has also contributed to job creation; in the Sichuan area, 248 500 people work directly in the food industry and approximately an additional 2 million work in related industries (*www.unesco.or.kr*).

Historically, Chengdu was the starting point of the Silk Road. Today, it is becoming known in international circles for its broad-based international co-operative efforts in the gastronomy field. Its city relationships with Montpellier (France) and Ljubljana (Slovenia) are very close. It also has forged relationships with Linz (Austria), Palermo (Italy), Mechelen (Belgium) and Winnipeg (Canada) among others. In 2007, Chengdu also started running advertisements in Japan and Korea that were related to gastronomy culture. As a result it has assumed the role of inviting famous chefs and gastronomists, who contribute to spreading awareness of Sichuan cooking.

Chengdu city holds many events throughout the year which are related to gastronomy. Many of them are traditional events that were developed over its long history. The flower festival, that started about 1 000 years ago to commemorate the birthday of Lao-tzu, the founder of Taoism, is one example. The theme of this event was transformed from flowers to gastronomy and is the most highly regarded gastronomy festival in Chengdu. At the start of the 21st century, it evolved into the Chengdu International Food Tour Festival. Chengdu sponsors many other events, such as cooking contests, food critic events, a domestic catering festival, etc. With the city joining the ranks of the UNESCO Creative City Network, Chengdu is currently planning international forums, exhibitions, etc. This type of international co-operation will undoubtedly increase the importance of gastronomy in the city.

Korean strategies for food promotion

Since 1999, the task of turning traditional food into a tourism product for domestic and foreign tourists has been pursued with vigour.

Development of Korean gastronomy tours for experts

In June 2010, the Korea Tourism Organisation developed gastronomy tours in Korea in collaboration with Indonesia's top chef William Wongso. Wongso is a gastronomist who has operated restaurants, developed a banquet food service, undertaken food consultancy and, compiled books on cooking. Wongso, who had fallen in love with the attractiveness of Korean cuisine, was appointed Honorary Ambassador of Korean Tourism in 2009. The TV programme that Wongso appears on, has introduced Korean food and food culture. He has also actively promoted Korean cuisine at various food-related events held in Indonesia.

About 30 people took part in the gastronomy tour of Korea with a special visit from Wongso, and other Indonesian gastronomists from 10-13 June 2010. The tour included food-tasting experience involving rigorously selected foods. The Korean cuisine experience included spicy angler fish (*ah gui Jjim*) and black-bean Chinese noodles (*ja jang myeon*) from Incheon, ribs (*kalbi*) from Seoul, chicken soup (*sam gye tang*) and

Chuncheon buckwheat noodles (*mak gug su*) from Nami Island. To spread word of this special experience in Indonesia, Indonesian DJs accompanied the tour and they conducted a live broadcast for an hour every day to keep all interested parties updated.

The head of the Korea Tour Organisation in Singapore said "For the sake of the globalisation of Korean cuisine and to turn it into a target for tourism, overseas food experts will need to be brought in and a programme that suits their tastes will have to be continuously developed" (*www.newswire.co.kr*).

Participatory tourism products

The Ministry of Culture, Sports and Tourism (MCST) developed a tourism product in May 2009 based on the theme of Korean cuisine, in order to meet its twin goals of attracting 10 million overseas visitors in 2012 and becoming ranked in the top 20 in tourism competitiveness as a nation. The tourism product developed around the theme of Korean cuisine by the MCST is one in which the guests participate in the process of making Korean cuisine, including traditional fermented foods such as *kimchi*, sun-dried sea salt, red pepper paste (*gochujang*), bean powder paste (*doenjang*), cured and preserved foods (*jutkal*), soy sauce (*ganjang*), etc. The ministry is expecting this creative tourism product to be valuable and popular, as well as support the current trend for healthy eating. It is also expected to attract company sponsored tour groups, such as those on educational field trips, training sessions for government employees, etc.

Large-scale advertising

The MCST is also involved in large-scale advertising of Korean cuisine. The ministry is using overseas Korean Culture Centres and Korean plazas to offer classes on Korean cooking, to play videos publicising Korean cuisine, display photos, distribute publicity materials and sponsor events for visitors. Internet advertising is also an important part of the strategy, by placing ads for keywords on powerful search engines like Yahoo and Google. Further publicity activities are being planned that will link big domestic and overseas events and promote stories by famous overseas/online celebrities, etc.

The MCST also endeavours to sponsor large international meetings related to food such as the 2012 general meeting of the World Association of Chefs' Societies. In fact, the MCST is planning to sponsor 29 international meetings by 2013 to publicise Korean cuisine and has planned to participate in about 100 foreign tourism exhibitions. To produce publicity materials for Korean cuisine, they are sponsoring posters displaying pictures of Korean cuisine and UCC public exhibitions all under the theme of "Korean Cuisine to the World" and are publishing and distributing explanatory materials in foreign languages that explain Korean menus.

A community site about Korean cuisine for foreigners

The Korea Tourism Organisation launched the Internet site *www.koreataste.org* which is a community site on Korean cuisine for foreigners. The organisation uses the website to promote Korean cuisine to the entire world. The website presents comprehensive information about select restaurants that specifically focus on serving foreign tourists. The website is available in foreign languages, such as English and Japanese. Anyone interested in Korean cuisine can participate in forums on the website and Korean food specialists are encouraged to. Visitors to the site can challenge the contents and make comments, as well as share their own contents through social networking applications, such as Facebook and Twitter. The site features journalists who

write about food and food-specialist columns written by chefs and food professionals. Different sections include typical Korean dishes, information about restaurants selected by the Korea Tourism Organisation, blogging and an opinion forum, etc.

The head of the Tourism Environment Improvement section of the Korea Tourism Organisation says, "We will continue hereafter to unveil and present topics related to Korean cuisine that will be interesting to foreigners. We plan on expanding our coverage of restaurants that foreign customers deem trustworthy". He also said, "the Korea Tourism Organisation is going to promote events where one can experience local food or representative Korean cuisines, in collaboration with local independent (non-governmental) organisations and institutions dealing with Korean cuisine education" (*www.ajnews.co.kr*). The organisation is not content to stop there and is planning on instituting a diversity of participatory programmes, such as selecting active domestic and foreign Internet users who will in turn spread information through their own sites.

Appearing in food articles

A total of 30 journalists, including 12 from European regions, 10 from Japan and 8 from China, were invited in 2004 by the Ministry of Culture, Sports and Tourism (MCST) and as a result more than 40 articles were written overseas.

Festivals and events

Every year, the MCST supports the International Seoul Food Festival which aims to globalise Korean cuisine and transform it into a tourist product. The festival is responsible for "spreading the word" about traditional Korean cuisine. The MCST also sponsors, on an occasional basis, traditional palace food recitals, cooking classes, and publicity work in Japan and the United Kindgom notably. The MCST has also developed an experience-based exhibit on Korean cuisine at the International Pusan Film Festival and offered support for inviting foreign press workers on a familiarisation tour.

Adapting to visitors needs

Food services for foreign visitors have been refined. In 2005, the MCST designated about 100 food establishments as places especially designed for Chinese tourists. This number was increased to 200 in 2006 (Kim, 2009). The ministry is putting particular effort into improving restaurant culture to suit Chinese tourists by serving the foods they prefer. Since 2006, the ministry has developed a manual about managing restaurants for Chinese tourists. The ministry has also advertised the selected restaurants, carried out exit surveys, re-evaluation tests and provided education for food professionals.

By 2008, the ministry had developed 300 traditional Korean recipes and selected 100 foods loved by non-Koreans. With this information they wrote and distributed a cartoon book, CD, and the book, "Beautiful Korean Cuisine". At the Korean cuisine-related section of the 2008 Han ("Korean") brand exhibition, the ministry exhibited special menu items that had been developed by the Institute of Traditional Korean Food to suit the palates of Chinese and Japanese visitors. As such, the ministry has continuously carried out projects related to Korean cuisine.

Financial and legal support for Korean food promotion

In terms of financial support, until 2003, the scale of the ministry's financial support for food tourism and tourism was generally very small. Support gradually increased after 2004. However, in 2009, the budget rose to KRW 2.3 billion (EUR 1.5 million) (Kim, 2009).

Given the increased importance and widespread nature of the food tourism industry, there will be a gradual increase in the need to secure operating expenses and develop new businesses. Along with the globalisation of Korean cuisine by the Ministry of Agriculture and Forestry, continuous promotion and expansion strategies by the Ministry of Culture, Sports and Tourism is expected.

Under the vision of "Korean cuisine, loved by foreigners" and with the goal of being in the top five international foods, Korean cuisine will be promoted in scientific and culturally artistic ways. The basic strategy of globalising Korean cuisine requires "sharing our food and culture with foreigners with an open heart, and using creativity and imagination to globalise Korean cuisine and produce small yet strong repercussions that help it escape the mould of the past." (Kim, 2009)

The legal framework to commercialise Korean cuisine lies in the already established Restaurant Industry Promotion Law and the Food Lifestyle Education Support Law. The strategy includes:

- **Creating international meccas for Korean cooking** – this may involve universities agreeing to promote excellence in the area of Korean cooking and designating schools of special distinction. This may be achieved by offering support for educational facilities and forming partnerships with private organisations to form international Korean cooking academies. Consulting with other affiliated government departments will be necessary to devise a plan to promote the establishment of Korean cooking classes at internationally renowned cooking schools and to introduce an internationally valid Korean cooking certification system.
- **Expanding Korean cuisine establishments** – the government will expand Korean cuisine establishments at first-class hotels and prepare high-class Korean restaurant districts so that Korean cuisine can be nurtured into a cultural tourism product.
- **Supporting research and development** – domestically and abroad, R&D projects in the globalisation of Korean cuisine will be put in place to provide impetus to the development of technology related to Korean cuisine. For example, adaption of fermented foods, such as *kimchi*, *jutgal* and foods using salt, as well as traditional liquors to make them suitable for the palates of foreigners.
- **Promoting hygiene and safety** – in line with increased attention being paid to the safety of *makgeolli* (Korean rice wine), a history tracking system and the gold chain system will be strengthened to emphasise that the safety of Korean cuisine is one factor in its competitiveness. Increasing the level of hygiene and service will elevate the image of Korean cuisine.
- **Simplifying and explaining menus** – names on menus will be standardised so that foreigners will be able to easily understand them and so that Korean cuisine will seem friendlier. The ingredients, ways of eating and the manner in which

background explanations are given in foreign languages should also be standardised.

- **Correcting false information** – misleading or false information that is put into circulation by publicity activities that take place via overseas broadcasting companies, such as CBS, NHK and Xinhua, as well as on foreign Internet sites should be corrected.
- **Developing internationally recognised brands** – it will also be beneficial to promote a plan that will help to promote 100 international brands of Korean cuisine by 2020. Activities to disseminate high-class Korean cuisine culture to major overseas leaders will be an important part of this strategy.

The development of foodscapes

The development of food tourism is more than simply growing locally operated food businesses and requires the development of a model that allows for business growth in many different directions. The **foodscape** requires a combination of local food businesses, not just those directly connected to tourism, but also ancillary operations such as manufacturers of bottles, containers for salting or preserving, porcelain, etc. As such, more research is needed into developing a strategy and vision for food tourism that takes into consideration all of these different operations. Useful research might include a wide analysis of strategies to develop **foodscapes** in other countries. As this chapter demonstrates there is a great deal to learn from other approaches. This chapter for example has highlighted a wide variety of programmes and policies, ranging from private sector alliances (United States shopping centre partnerships), to certification systems (Thai select programme), early learning strategies (Italy) and at a local level, linkages with the UNESCO Creative City Network (see Popayan, Chengdu).

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Part II

Food, a key factor in tourism and country branding: Case studies

Chapter 7

Gastronomy as a key factor in branding Spain

by
Enrique Ruiz de Lera

Spain has become a name in the world of gastronomy. However, in the global all-out war for gastronomic influence, there are still many challenges for Spain including the need to: improve the gastronomic offer; globally create a brand image; increase Spanish restaurants abroad; develop the tapas concept; become a global reference point for culinary education; and provide tools for travellers to design their experiences and to connect with them (emphasising quality, authenticity, value, substance and comfort). Mass-customisation is becoming a new trend and with this new challenges are unfolding for the food tourism sector.

Gastronomy as a soft-power

As chef Ferrán Adriá said, "Gastronomy is the new Rock and Roll". Gastronomy is no longer just about food and cooking, it has become the latest fashion and a widespread subject of conversation. It reaches all kinds of publics, regardless of age, gender, cultural background or country of origin. It is an intercultural and intergenerational movement that has become a global phenomenon thanks to massive media coverage.

At the same time, the tourism sector is a major contributor to the world's economy. In 2010, there were 935 million international tourist arrivals, which generated revenues of EUR 693 billion worldwide (USD 919 billion), up from EUR 610 billion in 2009 (UNWTO, 2011).

In 2010, Spain received 52.67 million tourists, who generated nearly EUR 49 billion in revenue. Spain is the fourth most popular tourist destination if judged by international arrivals, after the United States, France and China; and the second by receipts just behind the United States (UNWTO, 2011). It has to be taken into account that tourism in Spain accounts for 10% of Spanish GDP, and employs 11.5% of the country's working population (IET, 2010a, 2010b). The tourists that visited Spain rated their holidays 8.5 out of 10 (IET, 2010a, 2010b). That is the reason why tourists return to Spain, with many of them visiting the same destination each year.

Gastronomy is gaining ground as one of the main reason for travelling to Spain. In 2010, of 52 million holiday makers visiting Spain, 6 million stated that gastronomy and Spanish wines were the main reasons for their choice of destination (IET, 2011). According to IET (2011), this generated more than EUR 5 010 million in revenue.

If tourism factors are considered, it can be seen that the travel sector has always been closely bound to gastronomy. The food and gastronomy sector is one of the main world economic sectors. In Spain alone, the food and agriculture industry contributes 7.6% of GDP and employs 400 000 people (National Statistics Institute of Spain). In addition, food and gastronomy has the best coverage rate and is the most dynamic sector for Spain's exports.

Spain is a country with 68 000 restaurants and almost 190 000 bars (FEHR, 2011). Food and wine are the second highest rated experiences in Spain, with visitors rating their satisfaction 8.3 out of 10. Therefore gastronomy plays a major role in the way tourists experience a destination and many travellers visit and return to the same destination to enjoy its unique gastronomy.

Like tourism, food is branded by "place" as a marker of origin and authenticity. Tourism authorities around the globe are recognising the potential of gastronomic tourism as a powerful tool to brand places, regions or entire countries. There are many examples of world-renowned products that have derived their names from their place or region of origin such as Neufchâtel and Champagne in France, or Parma and Tuscany in Italy.

A number of countries around the world are actively engaged in re-branding efforts. Examples include Korea, Chinese Taipei, India, Malaysia, Thailand and other countries. In many ways, gastronomy is a new way of increasing a country's soft-power and brand awareness worldwide. This phenomenon is often referred to as "gastro-diplomacy".

All predictions suggest that both tourism and food sectors are set to be two of the most dynamic in this century, due to the current tendency to reduce work hours and further a gradual increase in leisure time.

As travel is no longer a luxury but has become part of normal life for many, people are looking for different things to do. Many people are experienced travellers and have a tendency to look for new sensations. This is the main reason to create new **niche products**. The Internet has also helped to create skilled consumers who usually know more than the average travel agent about these niche products.

It is no longer enough to pitch products to a broad category, such as the family market. Tomorrow's success stories will cater to new subsets of the family niche, such as gay/lesbian parents, teens, single parents, active families, multi-generational travellers, multi-cultural families, and family gatherings. And then there are the new travel niches, from grief tourism (visiting Holocaust sites and Ground Zero), to danger tourism, slum tourism and *glamping* (glamorous camping).

As people have more stressed lifestyles and thus suffer so-called "time poverty", they need to have easy access to information so that they can make their own travel plans (a demand of the growing levels of independent travellers). Therefore, it is necessary to create and communicate different "experiences" in easy and digestible forms.

The consumer wants to be part of the experience, to live it, touch it, feel it…; emotional messages are becoming more and more important. Consumers expect tailor-made products.

"Mass-customisation" is the trend. Therefore potential visitors have to be given all the tools to design their experience, to connect with them, with an emphasis on quality (authenticity, value, substance and comfort).

A product and tourism portfolio

In order to look at how gastronomy has helped to build Spain's image as a country and position Spain's tourist brand, it is important to look at Spain's history. Spain can be considered the place where food globalisation starts. The discovery of America by Columbus was a huge contribution from a gastronomic perspective, as it increased the variety of products in the food market (chocolate, tomatoes, corn, avocado, vanilla). Many of the ingredients brought by Spaniards to Europe contributed to help reduce famine, e.g. potatoes. Italian gastronomy also changed significantly with the addition of tomato in their dishes.

It should be noted that Spain also took many products from Europe to the new world, such as wine, wheat, pork and lamb.

In the Modern Era, five different landmarks on which gastronomy in Spain is nowadays based can be found: the Mediterranean diet, regional diversity, the new Basque cuisine in the 1980s, the new Spanish cuisine, and tapas culture.

Spanish cuisine reflects the enormous diversity of the country. The country itself consists of 17 autonomous communities with diverse climates and topographies. Trying to summarise regional culinary differences is a very difficult issue. A gross oversimplification is that central Spain is well-known for roast meats, notably lamb and suckling pig. Andalusia specialises in fried fish and is home to the cold tomato soup called *gazpacho*. Valencia, on Spain's east coast is credited for the *paella* dish, popular all over the country and one of the best-known dishes elsewhere. Galicia, in northwest coastal Spain, is known for seafood and pork dishes.

Tapas culture (or *tapeo*) is the act of bar hopping in search of *tapas*. *Tapas* reflect the Spanish approach to life. And because home entertaining is unusual in Spain, *tapas* bars serve as *de facto* living rooms: places to eat, relax, meet friends, and watch a football match, have a quiet drink, and chat with the owner. *Tapas* have a long history. There are many different stories of how the *tapas* tradition started. One story is that the 13th century Castilian king Alfonso X El Sabio (the Learned) was instructed by his doctor to eat several mini-meals a day with wine, hence *tapas*. However, the most accepted theory is that *tapas* originated in Andalusia in the 19th century as small saucers set over wineglasses in taverns to keep the aroma in and the flies out. Today, there are more than 1 000 varieties of *tapas* and every region has its own specialties.

Tapas is a Spanish concept that consists of small portions to be shared and is a very important part of the country's culture including bar hoping, *tapas'* routes and friend's gatherings. In other cultures, the concept of sharing food is also present: the Japanese taverns (*izakayas*), the Brazilian *petiscos*, the *mezze* in the Middle East or the *dim sum* in China. They all follow a ritual of sharing small food portions among friends or family. The main difference is the way it is done in Spain. Family and friends get together for a drink that is almost always accompanied by *tapas*. It is not just a way of eating; it is a way of socialising. It is a ritual that is followed by all kinds of people, regardless of age or social class.

The third of these basic points in the history-line of Spain's gastronomy is the *New Basque Cuisine*. The Basque Country was already internationally famous for its traditional cuisine when a group of new chefs decided to take a number of these dishes and renew them in imaginative ways. This movement was moulded in the mid-1970s by a series of young chefs that now are *maestros* of renowned prestige, whose creativity fall under the title of so-called "signature cuisine".

Within a few years, experts all over the world spoke about the *New Spanish Cuisine.* Spain's culinary revolution headed by master chefs like Ferrán Adriá, one of the best chefs in the world and now the Tourism Ambassador for the Spain brand campaign in Asian, American and European markets; arguably, the most influential chef in history.

Finally, the **Mediterranean diet** has been recently included among new additions to the UN list celebrating the world's "intangible cultural heritage". "The Mediterranean diet constitutes a set of skills, knowledge, practices and traditions ranging from the landscape to the table, including crops, harvesting, fishing, conservation, processing, preparation and particularly, consumption of food" (UNESCO).

Gastronomy plays an important role in the new product portfolio that Turespaña is developing. This new product portfolio will guide Spain's strategic marketing plan for 2011-2014. In the portfolio, Spain's food and wine has been promoted to a higher level of importance due to the fact that gastronomy is one of the main motivations to travel to a destination. Within this category, products like Wine and Food Routes, *tapas*, *alta cocina* (*haute cuisine*), etc. are found.

Gastronomy and tourism are deeply intertwined, so private and public co-operation and co-ordination are necessary to undertake effective actions within these areas.

In public management, it is necessary to co-ordinate agricultural, world trade, education, training, external promotion and tourism policies. Permanent public and private co-ordination and communication among administrations also need to be established.

The Plan for International Promotion of Eno-gastronomic Tourism was developed thanks to a close collaboration between the Ministry of Tourism and the Ministry of Environment and Rural Affairs. The total value of the plan is EUR 9 million and was adopted by the Council of Ministers on 24 July 2009. It allowed the development of the "Tasting Spain" product as well as the organisation of the first European Congress of Tourism and Gastronomy, held in Madrid in 2010.

Spain can claim to be a tourist-friendly country, a place that is very easy to navigate. In cities such as Madrid or Barcelona, the number of bars and restaurants keep growing. There are five ways of projecting Spain's increasing culinary influences worldwide: a good culinary offer at home; a network of good quality restaurants abroad; food and wine exports (Spain is the second top wine exporter in the world); education and training by attracting talent (Basque Culinary Centre); and by positioning its chefs, for example, in a similar category with sportspeople and artists, and using their high profile to promote the country's image.

The new advertising campaign of Spain's Tourism Office, "I need Spain", highlights gastronomy as one of the key experiences. Ferrán Adriá appears as Spain's Ambassador and other cooks of high reputation from the New Basque Cuisine, such as Andoni Luis Aduriz, Martín Berasategui and Pedro Subijana are also present. In fact, in Spain's worldwide campaign, chefs are depicted with slogans such as "Art here is not only to be found in museums", "18 000 bars, who needs a minibar?", "Tapas, don't try to say it with your mouth full" or "Pinchos, haute gastronomy in miniature".

As part of Spain's marketing campaign, a channel has been dedicated to gastronomy in the website *www.spain.info*. Gastronomy is considered to be an essential element of a country's tourism offer; therefore, the information about it should be displayed on the Internet, allowing tourists to get information about the offer before, during and after the trip. Through this communication channel, tourists can find a host of information including, for example, recipes from typical dishes, gastronomy's route information and recommendations of seasonal products.

Creation of new gastronomic products

International gastronomic events and festivals are vital to promote a destination. Among the most important gastronomic events held in Spain are:

- ***Madrid Fusión*** is the world's leading gastronomic congress and considered the world's leading chefs' summit. It is a global gathering that showcases gastronomy trends and innovations. It has become a gastronomic trademark that attracts quality tourism and helps to increase the good image of Spain.
- ***Alimentaria Barcelona*** is one of the three largest food fairs with more than 140 000 professionals. Despite the current economic situation, there was an 8% increase in visitors in 2011.
- ***Salón Gourmet Madrid*** is the most important event in Europe for gourmet products and celebrated its 25th anniversary in 2011.
- ***San Sebastián Gastronomika*** is a fair open to professionals that recorded more than 10 000 visitors and 400 accredited media in 2010, 25% of which were international.

- **Basque Culinary Centre (BCC)** is set to be Spain's most important teaching and research centre for gastronomy. Basque Culinary Centre is targeting training and research, innovation and transfer of knowledge and technology in the different areas of gastronomic sciences, generating participative research processes between universities, technology centres, companies and public bodies, to develop a network capable of generating and transferring knowledge. The research and innovation centre is developing six research lines: education and eating habits; social alimentary responsibility; eating trends; innovation when managing companies in the sector; developing associated technologies; and producing, presenting and conserving food.
- **The First European Congress on Tourism and Gastronomy** took place in Madrid in 2010. The aim was to consider characteristics of gastronomic tourism in Europe and the influence of gastronomy on the creation of not only tourist products, but also on country brands that affect many different but inter-related sectors.

Furthermore, Spain is creating other gastronomic products, such as Wine Routes of Spain by ACEVIN (Spanish Association of Wine), a project launched in 2001 and aimed at developing rural areas linked to quality wine production, or Tasting Spain (Culinary Tourism Association), whose main objective is to improve and diversify Spain's international image as well as its competitiveness, develop experiences around gastronomic culture and create a gastronomic brand.

Acevín is an association of wine-producing towns that help create wine routes around Spain. At the moment, there are 21 routes, 16 of them are completely certified and comply with the standards demanded by the association and the Secretariat General for Tourism and Domestic Trade (Wine Routes of Spain and ACEVIN websites). Their goal is that wine becomes one of the reasons to travel. In order to create a full route and a product that can be marketed, they have to integrate chefs, wineries, hotels, tourist boards and travel agents.

Tasting Spain (*Saborea España*) is the first national platform to enhance tourism and gastronomy. Some of its goals are to transform tourist products into gastronomic experiences, to make greater the concept of culinary tourism by working with the idea of gastro culture and link it to destination and increase content and to give added value to the current supply.

Benchmarking

Media and tourism agencies use Michelin, Zagat, *Restaurant Magazine* with S. Pellegrino World's 50 Best Restaurants and Gault Millau as benchmarks, and these suggests that today Spain is one of the most influential countries in the gastronomic world.

According to *Restaurant Magazine*, not only the achievements of Ferrán Adriá in running the Best Restaurant in the world for five years in a row and being named the Chef of the Decade matter, but also the fact that in 2010 4 of the best restaurants in the top 8 (12 in the top 100) were Spanish. El Bulli, El Celler de Can Roca, Mugaritz and Arzak have made a great contribution to position Spain as a glamorous and innovative culinary destination.

The *Michelin Guide* and its star ratings are also an important benchmark: in Spain, there are seven restaurants with three Michelin stars, which is synonym of outstanding quality and service. San Sebastián as a territory has more Michelin stars per square metre than any other European city and more than Ireland and the United Kingdom combined. Amongst the eateries whose food quality has earned them stardom, there are the "three tenors" – Arzak, Berasategui, and Subijana, whose artistry has helped them win and retain the *Michelin Guide's* coveted three stars.

Challenges and new trends

Thanks to new Spanish cuisine and world renowned Spanish chefs, Spain has become a name in the world of gastronomy. However, there are still a lot of challenges including the need to:

- improve the gastronomic offer at a medium end, since this is the one sampled by the vast majority of incoming tourists;
- globally create and position a brand image of wine, food and agricultural products;
- set up a chain of Spanish restaurants where foreigners can participate not only as distribution channels but also as country image channels;
- take advantage of the *tapas* concept; and
- become a world reference in education and training, as well as an appealing place and a holder of global talent; a place where young chefs, *sommeliers* and *maîtres* around the world choose to study.

In terms of new trends, food and health will gain importance in the near future, as it will be taught at schools. New awareness of gastronomy will influence the use of seasonal products which are geographically close to each other, and promote responsible fishing or organic agriculture, etc.

Globalisation versus glocalisation is very evident. Southern Europe no longer monopolises world gastronomic leadership. New regions and countries such as Asia, the United Sytates or Northern Europe are emerging with more power as gastronomic producers and this will be a challenge for Spain.

In relation to food promotion, conventional communication channels have lost importance in favour of new digital means. Increased consumer empowerment through blogs and social networks are important trends to note.

The creation of new wine and food experiences such as tourism in oil-producing areas, wine tourism, language-related tourism (connected with gastronomy) and mycology tourism is increasingly important.

Gastronomy and tourism have each been main drivers in human behaviour and now they are set to be key economic sectors of growing social and economic importance. However, gastronomic tourism is still in its infancy, and it is clear that there is a global all-out war for gastronomic influence.

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Chapter 8

Globalising Korean food and stimulating inbound tourism

by
Jong-Moon Choi

Korea's legal and institutional framework aims to support active participation from private enterprises to promote Hansik globalisation. The author makes the case for supporting regional tradition and provides good practice examples that connect Hansik globalisation and the tourism industry. There is a favourable environment for Korean food because of the growing popularity of healthy food options. However, Korea might not be ready to take full advantage of this opportunity because of poor management techniques and know-how. Compounding the problem are increasing taxes and decreasing business profits due to rising costs of ingredients, labour costs and rental expenses. The economic recession is a fundamental problem.

Hansik globalisation

Korea's vision for *Hansik* (Korean cuisine) globalisation is ambitious. The Ministry of Food, Agriculture, Forest and Fisheries, the Ministry of Foreign Affairs and Trade, the Ministry of Culture and Tourism, and the Ministry of Knowledge and Economy, as well as local governments nationwide, have all been involved with strategies for *Hansik* globalisation. Policies are also funded and supported by the First Lady of Korea.

In May 2009, the Hansik Globalization Development Agency was inaugurated, which is comprised of 36 members from relevant government departments, academic institutions and CEOs from the food industry. The government-funded Hansik Foundation was established in March 2010 and in March 2011 the Foodservice Industry Promotion Act was enacted. These initiatives are set to ensure that the Hansik Globalisation Project is well-equipped to become a driving force.

With the support of Korea's academic and research institutions, as well as major newspapers, *Hansik* globalisation can firmly stand on the world stage as a national strategy. However, the globalisation of *Hansik* cannot be accomplished with sole support from government and related institutions. Food industries must participate actively and perform their role.

Twenty-first century nations are now becoming more aware of the impact of cultural industries and are cultivating traditional food culture as one of their key strategies. National food globalisation can be achieved through the development of food culture industries; by enhancing national images and providing rich cultural content through the nation's food and food culture; and by the development of the national economy through national image building. Due to the great impact of the Korean wave (*Hallyu*) in the United States, Asia and Europe, as well as the world's trend in pursuing a healthy food lifestyle, the environment is favourable for Korea to pursue *Hansik* globalisation.

The current world trend in food consumption is health-oriented. Citizens in developed countries are beginning to pursue a lifestyle focusing on well-being, while the preference to eat "slow food" is growing. The fact that demand for fast food is reducing is evidence to support this trend. Therefore, the health-oriented aspects of *Hansik* have great potential to arouse the world's interest.

Recent positive assessments from foreign media also contribute to a favourable environment for the development of Korean food culture. It has been expressed in the world's press that Korean cuisine offers the best diet and health foods. *Health Magazine*, in the United States reported *kimchi* (fermented spicy cabbage) as one of the world's top five healthiest foods, and *bibimbap* (rice mixed with vegetables and meat), served by Korean Airlines won prestigious Mercury Awards from International Travel Catering Association in 1998. *Bibimbap* also received the top prize for the International Catering Awards given by Singapore Airlines in 2001.

In 2006, the *New York Times* included 52 Korean food-related articles that included features about *sundubu* (soft tofu) as one of the best health foods, about vegetarian food in Korea, and the charm of *kimchi*. As such, the perception of Korean food from an international perspective is shifting in a positive direction. However, domestic food companies in Korea, which play a leading role in *Hansik* globalisation, are struggling with managerial issues.

Concerns are growing that it may not be possible to properly utilise and capitalise upon the favourable environment that currently surrounds Korean cuisine. Lack of management capacity and know-how are the major problem. In addition, businesses face the additional burden of increased national and local taxes and a decrease in business profits due to rising costs associated with ingredients, labour and rents. However, a more fundamental problem is the decrease in sales due to the economic recession.

Globalisation of the food service industry

When developing strategies to achieve successful globalisation of the domestic food service industry, current consumption trends should be reflected upon and appropriate methodologies sought. In this age of storytelling, it is important to develop a story-driven menu with a theme-oriented concept, which is expected to be the optimal model to encourage return visits by foreigners as well as hold their continued interest. To strengthen competitiveness, a menu that can adopt distinctive core values should be steadily researched and developed. Most of all, effective strategies and efficient promotional measures should be implemented.

It is fundamentally necessary to develop an appropriate management system for the globalisation of the food service industry, and even greater emphasis must be placed on this when considering that the competitors are foreign global corporations. The main focus points for the development of management systems are income management, kitchen management and customer care management. Other essential key points in marketing strategies include differentiated service strategies and service-sizing systems.

History of the food service industry in Korea

The global food industry accounts for approximately 11% of all industries (2007) and creates 250 million jobs worldwide (2008). *Hansik* is a concept that encompasses all aspects of Korea's agriculture and food industries, and it is the best alternative to develop Korea's agricultural competitiveness in the global market (Table 8.1).

Table 8.1. **Korean food and dining industry sales by year (billions KRW)**

	2000	2005	2008
Agriculture, fisheries, cattle industry	37 206	41 322	46 007
Food industry	30 389	39 058	47 319
Food service industry	35 472	46 252	64 711

Sources: KOSIS (Korean Statistical Information Service) and "Food, Agriculture, Forest and Fisheries Statistical Yearbook, 2011", own data processing.

The history of the food service industry in Korea is not extensive. It was only in 2003 that the Ministry of Health and Welfare established a team for the development of the accommodation/food service industry. In 2005, *Hansik* was included as just one of the chapters in an entire *Han* brand marketing strategy consisting of *Hanbok* (traditional Korean clothing), *Hanji* (traditional Korean paper), *Hanok* (traditional Korean houses), *Hangeul* (Korean language) and traditional Korean music of all genres.

Since the Authority for Food and Food Service Industries was integrated into the Ministry of Food, Agriculture, Forestry and Fisheries in 2007, development of a consistent infrastructure has been made possible. Various monumental achievements

include the Food Industry Promotion Act, the Korea Food Expo (KFE) (October 2008), the Globalization of Hansik Declaration (October 2008) and the International Symposium on Hansik Globalization (April 2009), as well as the joint public-private operation of the Globalization Hansik Development Agency (May 2009). In addition, since the establishment of the Hansik Foundation (March 2010), and the Food Service Industry Promotion (March 2011), the globalisation of *Hansik* has been promoted more actively.

The FTA (Free Trade Area) and DDA (Doha Development Agenda), which have yielded side effects such as the "stagnation of the domestic agricultural sector", also confirm the necessity for *Hansik* globalisation. In fact, the agricultural sector exhibited a low growth rate of 1.1% in 2007, whereas the food service industry displayed significant growth. The value of the world's food service industry grew from USD 3.7 trillion in 2005 to USD 4.3 trillion in 2010, recording a 16.2% growth rate over 5 years. In line with this trend, Japan and Thailand have become competitive in the cultural industry (specifically, the food industry).

The Korean Government expanded the Ministry of Agriculture and Forestry so that it became the Ministry of Food, Agriculture, Forest and Fisheries in order to upgrade the agricultural industry, and has also started building the foundation for the promotion of *Hansik* globalisation.

Hansik and national competitiveness

The Korean Government has been utilising *Hansik* globalisation as the instrument for strengthening national competitiveness, and adopted "*Hansik* enjoyed by people around the world" as a slogan. By 2017, Korea endeavours to advance *Hansik* into a common world cuisine, as well as one of the world's top five foods. By 2012, Korea plans to reach USD 10 billion in agri-food exports. There were 9 000 *Hansik* restaurants abroad in 2006 and the Government of Korea will implement ambitious plans to have 18 000 Korean restaurants abroad in 2012, and 40 000 in 2017, including 100 first-class *Hansik* restaurants. To invigorate national competitiveness through *Hansik* globalisation, the government plans to promote the inbound industry as well.

On the basis of this vision, the established goals of Korea are as follows:

- **A legal and institutional system for building the industrial base for Korean food:** the Korean Government enacted the Eating Life Education Act (May 2009) and the Food Service Industry Promotion (March 2011). In addition, the government enacted the Korean Alcohol Industry Promotion (August 2009) and will expand and reorganise the General Food Fund by 2013 as well as develop the Food Industry Funds. The Hansik Comprehensive Information Service has also expanded its activity. In efforts for deregulation, the Korean Government also established the Small Business Act and increased the scale of funding and expanded the portal's foreign language services.
- **Support for chefs of Korean cuisine:** the Korean Government has already selected and supported two universities specialising in *Hansik*. The government also operates a local professional food course as well as the *Hansik* Star Chef Training Course, as these programmes have fostered talented chefs. A professional global chef training organisation that represents the International Cooking School and aims to train global chefs is currently being planned and due to open in 2012 (Jeonbukdo and Jeonju University). In addition, a number of Memorandums of Understanding (MOU) have been signed to open *Hansik*

classes in several famous foreign cooking schools. The government is also striving to create more jobs overseas and new certification for international Korean chefs.

- **Star restaurant project:** the government is expanding the number of Korean restaurants in five-star hotels and is planning the 1st class *Hansikdang* (Korean restaurant) Street Project. Promotion and publicity, as well as funding and investments are being sought, processed and planned for the project. The government also created policies in order to discover and promote star chefs and publicise 1st class *Hansik* restaurants.
- **Creating *Hansik* enthusiasts:** the government is planning to mobilise 1 million people to build a global network supporting Korean cuisine. Moreover, it connects Temple Stay (a unique creative tourism experience) and the rural village experience to the project and endeavours to build a strong network among *Hansik* enthusiasts. The government also has plans to make Korean cuisine available for diplomatic occasions and will develop entertainment events to promote Korean cuisine.
- **Dispatching Korea's diplomats and chefs overseas for *Hansik* Cuisine Education:** the first education session conducted by Korea's diplomats and chefs who were dispatched overseas was successful (February 2011), and the second session was conducted during August 2011 (Minister of Foreign Affairs and Jeonju University).
- **The world's franchise powerhouse:** the G20 Seoul Summit was held in 2010, and the event that is considered to be the World Cup of the franchise industry, the 33rd World Franchise Meeting, was also held. The Presidents of 38 WFC (World Franchise Council) member countries, franchise industry experts and related business people discussed international co-operation for the advancement of the franchise industry. The event held exhibitions with 400 promotional stands.

It has been 30 years since Korea first introduced the franchise system and it has recorded approximately KRW 84 trillion in turnover, which is 7% of GDP, hiring 150 million employees worldwide. The fast growth of franchise industries was possible due to the rapid growth of the food service industries during the same period. Fast-food franchises such as Lotteria (late 1970s), McDonalds (early 1980s), Burger King, KFC and Korean franchising companies such as BBQ, and Nolbu have been great successes. According to research by the Ministry of Knowledge and Economy, in 2008, food service industries took in KRW 40 trillion (52%), more than half of the entire KRW 77 trillion domestic franchise market. The food service industry is followed by the retail industry (KRW 28 trillion, 36.2%) and the service industry (KRW 9 trillion, 11.8%).

Therefore, in order to make Korea a leading country in the global franchise market, focus should be placed on the food service industry. Food service companies are actively exporting Korean franchises overseas. The success of the most dynamic business arrangement in this century (University of Virginia, Professor M.A. Khan) eventually rests in the hands of the food service industry.

Measures to connect *Hansik* globalisation and tourism

According to the World Economic Forum's *Travel and Tourism Competitiveness Report* (2011), Korea ranked 32nd among 139 countries. The reasons behind Korea's relatively poor position in the ranking may arguably be partly related to food and food culture. In developed countries, the quality of restaurants between cities and more suburban areas have been standardised, and traditional foods which reflect the characteristics of the region have been developed. Therefore, visitors and travellers are more easily attracted by food. In Korea, however, regional cuisine has lost its own identity and characteristics in all apart from a few cities, such as Seoul and Jeonju, which makes it difficult to attract gastronomic tourists. It is therefore essential for Korea to develop dishes that contain regional flavours as tourism products.

According to a survey that the Korea Tourism Organisation conducted in 2010 with 300 inbound Chinese tourists, their biggest complaint was the "lack of signs and information in the Chinese language" (53.7%). The second largest complaint was that the "food did not suit their tastes" (33.7%). In fact, only 16.3% of Chinese tourists visited Korean food restaurants. Tourist satisfaction scores came in at 76%, but Korean food satisfaction was recorded at only 68%. A Chinese woman who experienced a four nights/five days low-budget travel product gave the assessment that *Hansik* was unsatisfactory. The 32-year-old career woman said that Korean food and accommodation are not satisfying, and that *gamjatang* (pork bone soup), which she had for the first time, did not suit her palate. She added that the service was lacking as well. A Chinese groom on his honeymoon stated that "Travelling in Seoul is travelling on a diet", and another 50-year old man said he "could not get enough stamina from the dishes being served in Korea". He complained that he had no meat or protein in his meal and only ate bean sprouts for three days.

If Korean food cannot satisfy foreign tourists in Korea, *Hansik* will not become part of the world's diet or be considered as one of the world's top five foods, nor will the goal of having 40 000 Korean restaurants and 100 first-class restaurants in foreign countries by 2017 be plausible. The four major complaints from Chinese tourists are "inadequate accommodation", "unsatisfactory food", "poor guides", and "lack of service". This must be resolved immediately. This is particularly important as the Korean Government has eased visa requirements in order to boost the number of Chinese tourists, which is projected to grow from 1.3 million in 2010 to 3 million by 2012. During the first half of 2011, Chinese tourist numbers surged by 38%. Perhaps due to the great increase of Chinese tourists to Korea, the complaints and criticisms from Chinese tourists concerning *Hansik* were seemingly more pronounced. Nevertheless, Chinese tourists will continue to increase in Korea in the future.

Connecting to events and utilising the unique characteristics of regional cuisine may be the most effective strategy to achieve results for both *Hansik* globalisation and regional tourism promotion:

Korea Year 2010 and the Korea Food Tourism Festival

Various programmes prepared for "Visit Korea Year 2010" provided great achievements. In particular, the Korea Food Tourism Festival, which was held in October 2010 in Jeonju, was a tremendous chance to promote and showcase the excellence of great regional Korean cuisine. The festival was an effort to utilise the Korean wave (*hallyu)*, which has been spreading out all over the world through Korean

soap operas and music for many years, as an opportunity to promote and create new excitement surrounding Korean food. Tourists who visited the venue could enjoy five senses of tourism (시(see), 청(listen), 후(smell), 미(taste), 촉(touch)), while tasting local Korean cuisine in Jeonju and enjoying the historical tourism resources, scenic beauty and diverse cultural and artistic performances and events.

The Jeonju Bibimbap Festival garnered the most attention. It was the venue to let the world know that Jeonju *bibimbap* is the most typical Korean food with potential to develop into a global menu item. Other menu items such as crab sauce and *toran* soup also received an exceptional response. A folk village with 700 houses, a pottery experience house, elegant traditional teahouses and Korean rice wine also gained positive feedback.

The Jeonju International Fermented Food Expo, which was the event for fermented foods from around the world, received great attention and recognition. This international event has been held for 8 years and 35 business enterprises from 10 countries overseas, including Japan and the United States, participated. Fermented foods such as *cheonggukjang* (fermented soybean paste), *kimchi*, and *makgeolli* (Korean rice wine) have already gained the reputation of being healthy foods and have emerged on the world's stage.

The musical B-bap

Bibimbap, already recognised as an international food, has been re-born through the non-verbal performance, B-bap. It is expected to follow the reputation and success of two Korean non-verbal performance shows, *Nanta* and *Jump*, which are already world-renowned. It is the upgraded version of *Bebop Korea* which the Ministry of Food, Agriculture, Forestry and Fisheries and Fisheries Marketing Corporation produced in 2009. During the Edinburgh Festival in 2010, the show was very well received in the local press, which stated "a traditional food, *bibimbap*, is promoted as the national treasure of Korea". B-bap is a shortened term used to express the concepts of *bibimbap*, Beat-box and B-Boy. The plot tells the story of two rival chefs at a famous restaurant battling to determine who the best chef is by making *bibimbap*. All of the steps, sound effects, and movements are expressed in beat box. Music and *acappella* songs compliment the range of emotions conveyed by the performers, and martial arts energise the entire production. B-bap Korea creates a unique performance by combining several different forms of the performing arts. The musical has coined the term "eatertainment". The musical B-bap can provoke curiosity for all audience members around the world because it is a non-verbal performance about food. The director of Bebop Korea and Musical B-bap, Choi Chul Ki, stated that the project is expected to contribute to *Hansik* globalisation and tourism promotion.

Rural cuisine concerts

The 121th regular concert (23-24 March 2011, Sejong Art Center) of the Seoul City Choir (conductor Oh Sejong) was deemed as the "rural cuisine concert". The repertoire consisted of songs like *My love, Kimchi, Bibimbap World, For octopus*, etc. With the theme being Korea's traditional foods, the entire concert is packed with tantalising images.

Suunjapbang and Chunhyang

Suunjapbang (수운잡방) is the first Korean cook book which was written in 1540 during the Joseon Dynasty. It is a remarkable reference for the cuisine and recipes of the Joseon Dynasty and provides an understanding of Korean ancestral food culture. If dishes can be created based on the book's recipes, it may be a wonderful tourism resource. For example, the book introduces a dish called *yukmyeo*. The way the dish is prepared, as well as its taste, may meet and satisfy the global palate. Another dish called *tarak*, which is comparable to yogurt, is also interesting. It uses a bowl of boiled cow's milk which has been fermented in a jar. This fermented milk dish could be an ideal choice in today's thriving well-being culture.

Another book entitled *Chunhyangjeon* is a love story set in the Joseon Dynasty. Looking into the story, 31 types of unique foods, such as *sinseonro*, *charyeonaen*, *juansang* and rice cakes have appeared. Moreover, it is not only helpful as a food reference, but also can be used as a storytelling resource to introduce Korean food.

The Korean Government's strategies for "*Hansik* globalisation" and the globalisation of the food service industry are in place. The priority is now to focus and put the strategies into practice and action.

The linkage of "*Hansik* globalisation" with inbound tourism may determine the success of the globalisation of *Hansik* policy. Therefore, it is a must to consider ways in which inbound tourism strategies can be connected with "*Hansik* globalisation".

In an era where cultural competition is important, the Korean Government must consider ways to develop and achieve "*Hansik* globalisation" and globalisation strategies for Korean food through enculturation and new cultural methods.

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Chapter 9

The culinary experience: A major pillar of Austrian tourism

by
Michael Scheuch

Austria has long been at the forefront of sustainable tourism. The author explores the philosophy behind the "Holidays in Austria" brand that promotes life-changing experiences for visitors to Austria. The National Tourist Office showcases not only eating establishments, from high-class restaurants to local eateries, but also unusual and varied products, gourmet regions, local specialties, prize-winning wines, etc. Priority is given to being a welcoming country for guests. Other attractive selling points are Austria's growing number of innovative food producers and Austria's ecological record which has seen a significant growth in organic farms.

Delivering a strong brand

In the ongoing international effort to create sustainable development, no other sector of the global economy attains the status of the tourism industry. The reasons for this are twofold. First, it does not mine, deforest, drill or otherwise exhaust the earth's natural resources. Second, its hallmarks are invariably the cultural attractions and beauty of a given destination, thus focusing attention on preserving and maintaining natural and cultural resources rather than exploiting them.

Austria has long been at the forefront of sustainable tourism for the simple reason that Austrians themselves treasure their own nature and culture enormously. This has led them to preserve and maintain them on their own, long before the touristic advantages of such conduct became evident.

Austria is among the leading tourist nations of the world. Approximately 13% of the gross domestic product and 6% of foreign currency revenues stem from tourism (Tourismus Freizeit, 2009).

This important industry is spearheaded and managed by the Austrian National Tourist Office as the sole authority for organising, designing and implementing tourism and its marketing measures in Austria on a nationwide scale. Its mission is to:

- create, enhance and support through innovative marketing measures the fields which promise the greatest international attractiveness and success;
- pioneer the "Holidays in Austria" brand.

This entails distinguishing Austria from its competing holiday destinations around the world. In order to do this, the Austrian National Tourist Office has developed a wide communication strategy using "Holidays in Austria" as a banner and brand.

More than ever, a strong, singular brand is decisive in a destination's success. Competitive pressures are inexorably increasing; potential guests are often faced with overwhelming product variety and information overkill, from both classic and new media. They seek a handhold to reduce the time and effort needed to research and purchase a holiday. Safe, dependable brands that concentrate the high points of a given destination into a short, concise message are indispensable. Strong brands deliver that message.

The following hallmarks distinguish trustworthy tourist brands:

- **credible** – built on the genuine inner character of the region;
- **unique** – focused on the distinguishing features that the destination offers (distinct from its competitors);
- **emotionally rewarding** – highlights the usefulness and benefits for the target audience (rather than glorifying its own achievements);
- **attractive** – designed to speak directly to a pre-defined target audience and their corresponding desires.

The brand "Holidays in Austria" fulfils these requirements because it:

- builds upon authentic and pertinent strengths of Austria as a holiday destination;
- focuses on attributes which distinguish it from all other destinations; and

- has ascertained and explored its core target audience and thus addresses precisely their specific needs.

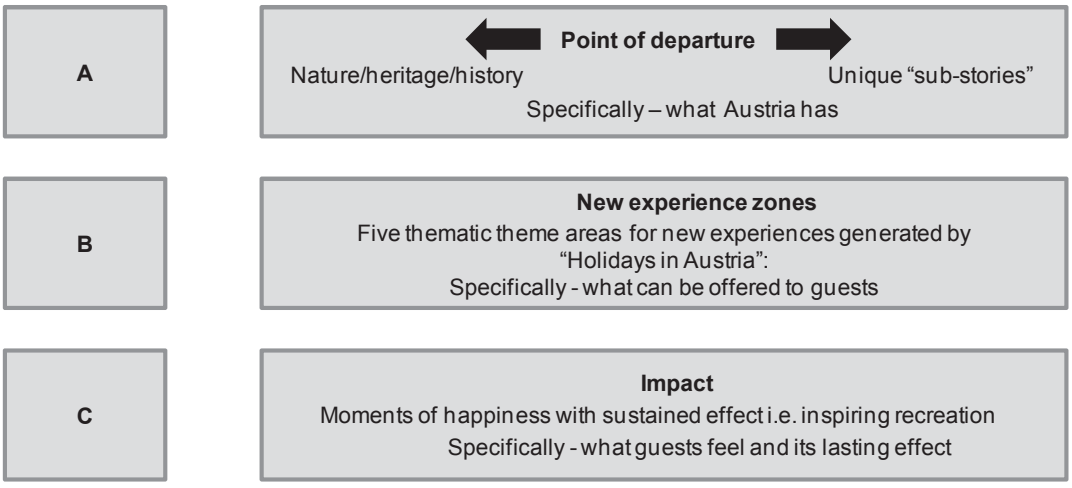
As a professional provider of holiday experiences, it defines and articulates its brand-oriented promises to address the deepest desires that the identified target audience wishes to have fulfilled on a vacation. The brand offers the target group the possibility to discover, reinvent and experience new chapters of their own personal evolution.

With this message, Austria clearly distinguishes itself from its immediate competitors, i.e. Switzerland, South Tirol and Bavaria. The target-oriented and correct use of the "Holidays in Austria" brand is thus one of the most important success factors in attaining the overall objectives of the Austrian National Tourist Office.

Holiday expectations at the core "Holidays in Austria" target group, namely established post-materialists, have long transcended the strictures of a pleasant vacation with pleasant experiences. They yearn for a time window to discover new facets of personal happiness which create intense, sustainable effects in their lives.

The anatomy of the "Holidays in Austria" brand consists of clearly defined modules which fit together with the destination and whose interaction coalesces in an unparalleled promise of "inspiring recreation" embodied by the brand. The ability of the "Holidays in Austria" brand (Figure 9.1) to promise "inspiring recreation" is illustrated from three different viewpoints:

Figure 9.1. **Holidays in Austria**



Points of departure

Nature provides an ideal basis for Austria as a longstanding, popular holiday destination: from the Alps to the Danube to the flatlands of Pannonia, Austria possesses many of the natural settings Europe has to offer (mountains, forests, lakes and arable land in abundance). Moreover, these natural settings are intact and healthy.

Nestled in the scenery are also beautiful cultural landscapes such as the Wachau, Lake Neusiedl region, the Hallstatt-Dachstein region, the old towns of Vienna, Graz and Salzburg and Schönbrunn Palace, all of which have been declared World Heritage Sites.

Diverse landscapes, natural scenery, cultural zones, historic old towns and an attractive climate are not exclusive possessions of Austria. The elements which make Austria inimitable and incomparable are closely linked with the extraordinary people who live here, together with their unusual history and their special talents and achievements. These are dubbed "typically Austrian attributes", whose sources lie deep in our past and which continue to play an important role, providing sub-stories. They are an important part of the brand name message.

Sub-story 1: A country that is the cultural heartbeat of Central Europe

Austria combines historic traditions with modernity. Once upon a time, the pulsating imperial epicentre of the Habsburg monarchy, Austria fused influences from Eastern and South-Eastern Europe, Italy and southern Germany for centuries. This complex constellation gave rise to the era of Viennese Classic music (Haydn, Mozart, Beethoven), to the waltzes and operettas of Johann Strauss and Franz Lehar and to the Modern Viennese art trends (Art Deco, Psychoanalysis, 12-tone music, etc.). Today's arts and culture scene builds upon this historic backdrop as a long-standing European cultural centre which has not lost its lustre or international aura.

Sub-story 2: A country that knows how to live

Austria's attractive, health-enhancing climate and preserved landscapes have given rise to a decidedly relaxed way of life. This is characterised by a heart-warming, deeply humane attitude and genuine ability to savour the best in life and the oft-cited "*gemütlichkeit*", what today translates as an easy-going, laid-back, "chilled" approach to things. The rough edges of life are softened and rounded, the pleasant sides savoured to the full. That is how a culture of well-being came about, which today enriches the visitor experience.

Sub-story 3: Hosts dedicated to creating holiday happiness for their guests

Enduring traditions of hospitality make Austrians particularly professional and dedicated hosts. They anticipate the needs and desires of their guests while proceeding sensitively to fulfil them. They create the necessary background conditions and infrastructure for attractive special offers while motivating guests to try out new experiences, aware that time and tempo are highly individual matters. In this way, Austrian hosts make it possible for guests to discover their own personal paths, take joy in life and make new discoveries.

New-experience zones

Nature, World Heritage Sites and typically Austrian attributes provide an enviable point of departure for developing unforgettable holidays. Austrian tourism professionals have further intertwined these advantageous prerequisites into typically Austrian experiences for guests. Five attractive portals to "inspire recreation" have been devised and called new-experience zones:

New-experience zone – nature

Austria contains all types of landscapes found in Europe. Some areas are protected areas, e.g. national parks and nature preserves. Nature in abundance is available to explore, enjoy or conquer in sporting ways. National park rangers, biologists, hiking

guides and other savvy professionals provide expertise and support, making it possible for guests to discover and experience new things. Highly modern technical facilities such as cable cars and lifts are indispensable aids to these memorable moments, increasing ease of access to high alpine zones and making unforgettably intense richness possible in a short time.

New-experience zone – culture

The historic heritage, together with the opulent contemporary scene of art and culture offered not only in urban areas but also out in the beating heart of nature, supply extraordinary experiences of culture. For example, the lakeside stage of the Bregenz Festival, important museums of modern art and art installations in public spaces. Some appear to be contradictory, e.g. *Jazz on the Alm* and classic open-air concerts at Grafenegg. And yet, precisely this juxtaposition of seeming opposites which "click" together, classical intellectual culture side-by-side with *avant-garde* culture, multiplies exponentially the possibilities for new experiences of culture.

New-experience zone – culinary

Austria spares no effort to further improve and refine its gourmet offer and make it accessible to visitors. Prize-winning restaurants, world-renowned wines and gourmet regions are merely one facet of culinary creativity and the enjoyment-oriented Austrian lifestyle. Austria is also a world leader in certified organic food production. Many restaurants set store in using seasonal and regional produce and preparing unique specialties typical of the surrounding countryside. This draws gourmets from all over the world. Behind this experience zone lies the passions of innovative creators and hosts who take their guests on a culinary journey.

New-experience zone – regeneration

Austria has a long-standing historical tradition of spa "cures" and invigorating summertime refreshment that still thrives today; healing, thermal wellsprings, crisp and clean air quality, salt galleries and fens are outstanding and support medical recovery. These sources of well-being have been developed in remarkable ways over the years, sometimes offering a regional accent. The palette of offerings reflects highly varied needs for health and restoration and aims specifically at making sure that post-vacation time is filled with the desire and the know-how to increase personal well-being.

New-experience zone – personal encounters

The travel incentive as a way to encourage, inspire and provoke personal encounters in a new culture and to immerse oneself in, is something for which Austrians have wide open ears (and hearts), something they are pre-eminently qualified to fulfil. Getting to know the land and its people, delving into the highways and byways of the Austrian soul, whether through lifestyle, culinary specialties or everyday existence, is made easy and accessible to guests, and is performed with pleasure by the population. Friendliness, cordiality and a restrained, yet genuine interest in the well-being of their guests are traits which make personal encounters with Austria's hosts a heart-warming experience. Visitors feel welcome, accepted, they even feel integrated right away, as well as touched by the typical "lightness of being" which characterises Austrians.

The "Holidays in Austria" brand treads a modern path in what it promises. The brand's core is not infatuated with itself; it instead concentrates its message on the ways in which an Austrian holiday will bring about a change, a real transformation, in guests.

Regardless whether they spend a vacation in the mountains or at the lakeside, whether in winter or in summer, in the city or the countryside, what matters in each and every case is to awaken an anticipatory joy in the target audience that "Holidays in Austria" can fulfil their deepest desires for an enriching new experience of themselves. Thus, the brand proposes, outlines and promises no more and no less than a new, unforgettable impact, so-called "inspiring recreation".

The given vantage points of Austria which have been expanded and intensified by talented, competent Austrian hosts and turned into easily accessible new-experience zones make it possible to:

- find yourself again;
- (re)discover the "lightness of being";
- recharge your batteries with new modes of energy;
- palpably feel motivation, ideas and courage towards further steps of personal evolution;
- achieve happy, strong harmony with yourself and the world around you; and
- take home new orientations for your personal future.

The challenge for "Holidays in Austria" brand communication is to ensure that the target group receives, becomes aware of, and is stimulated by, this message.

The culinary experience in Austria

In Austria, the overall tourist offer has many components. One indispensable pillar of the structure is the culinary experience. This is not something which had to be devised; Austrians cherish good eating and enjoy varied cuisine.

There is a certain irony in the fact that so many people first think of the *wiener schnitzel* when they hear the words "Austrian cuisine". In point of fact, that particular dish comes from Milan. If truth be told, the Moors also made a dish of meat fried in breadcrumbs. Yet the meal did not become what it is today until it reached the kitchens of Austria, where flour was added to the breading and lard was used instead of oil for sautéing.

Many other classic Austrian dishes were also imports originally, most came from the lands of the former Danube monarchy. For hundreds of years, the Habsburg Empire, lynchpin of a world-spanning territorial complex, brought a wide panoply of cultures to Austria and sent its own representatives into those cultures as administrative agents. Today, the politics have dissolved, yet the culinary stamp of diverse cultures has remained. As a result, Austrian food contains traces of Hungarian, Bohemian, Slovakian, Polish, Croatian, Italian, Serbian, German, Lombard cuisine, to name but a few.

Austria keeps up with the times: many traditional dishes that once were made to be filling and supply calories are now prepared in lighter, more digestible ways. In many places, Austrian and exotic dishes, both old and new, have been restyled and revamped so imaginatively that you would not recognise them as traditional at first glance. At the same time, many excellent old recipes have been rediscovered and returned to the culinary table.

Whether such dishes are traditional or innovative, the people of Austria enjoy eating and attach considerable importance to having fresh, local ingredients that have not travelled long distances. This is not difficult to achieve in a country so richly endowed by nature: with mushrooms, berries and herbs; with succulent fresh fruit and vegetables; with freshwater fish and alpine deer. Austrian cuisine is further enhanced by seasonal and regional specialties, e.g. apricots from the Wachau region, Styrian pumpkins and arctic char from the Aussee region, Vorarlberg special cheeses and Tirolean bacon. Thus, it is no surprise that the restaurant landscape in Austria is also varied.

Restaurants range from the "*heuriger buffet*" with homemade, authentic snack specialties set in cosy taverns and country pubs, to the exquisite ambiance at superb award-winning restaurants.

The world of Austrian desserts hardly needs introduction: pastries, creams, *tortes* and the culinary cluster known locally as *mehlspeise*. Most are familiar with one or another of these sweets, yet very few people are aware of how far-reaching the sweet industry is. Coffee houses and pastry shops are their natural "*salons*" but tour proposals that focus on them or teach anyone interested how to make them are perennial highlights. The Viennese coffee house is an institution in itself and an important magnet for locals and tourists alike. For more than a century, it has been a classic meeting place for illustrious authors and artists, as well as the average man on the street. This is also an ideal place to cherish Austria's sweet delicacies.

For centuries, Austrians have sipped and loved wines, a passion originally nurtured and still maintained in the vineyard picnic gardens known as *heurigen*, where winemakers present their young wines, served along with simple foods. But over recent decades, Austria's wine culture has developed exponentially. Underpinned by geology, the highly varied micro-climates of the Wachau, Lower Austria, Burgenland, and rolling hills of Styria make for an astonishing variety of grapes. The winemakers underwent an awakening about 40 years ago and have untiringly pursued the refinements of their winemaking craft ever since. The results are manifold. They are responsible for the appearance of many new varieties of grapes and wines appearing on the market and finding popular acceptance, while they themselves continue to explore the requirements of each respective grape and improve the wines made from them. They have also worked unflaggingly at their own winemaking processes, sometimes going "back to the roots" by reviving age-old wood wine presses, sometimes transforming their winemaking to high-tech wonderlands of stainless steel vats, presses, etc. They have submitted new, popular grape varieties, e.g. syrah, sauvignon blanc, merlot, to the unique Austrian climates, then further refined the processing of them. And lastly, they have experimented with the alchemy of *cuvées*, of combining various wines to unique-tasting creations, something new in Austria, where wine lovers lean towards "pure" varieties. And, a handful of winemakers in Burgenland have brought the art of dessert wines to a new zenith of quality.

Innovative cuisine and culinary developments

Another attractive phenomenon in Austria's culinary scene is the growing number of innovative food producers. Examples include:

- **Wild, young winemakers** (following in the footsteps of the worldwide movement of "wild, young chefs"), these are grape growers and winemakers who have been inspired by the recent decades of wine evolution in Austria. They are

young (aged 20-30), often female, form unusual co-operatives as pairs or small groups and, most important of all, have not the slightest inhibition to study, import and remould trends from around the world. They are, in a word, savvy and daring. Their professional mastery of the technicalities of winemaking is breathtaking, down to the physics and chemistry of each step. And their successes are already making headlines. Modern-designed wine cellars and graphically innovative labels from local artists are part of the overall work of art in whose production they are engaged. What perhaps surprises the "older" generation of winemakers most of all is the patience and tenacity of these young winemakers, who are willing to see through an idea until it is proven or disproven, often after years of arduous work. What is less surprising is the fact that young winemakers are popping up in every wine region in Austria, including some in villages which until now have never yet produced truly great wines. As venerable as the wine traditions of Austria are, these young men and women are demonstrating that a great many pleasant surprises are in store for the years to come.

- **A Burgenland farmer** who gathered and experimented with seeds of tomato plants from all over the world now raises more than 300 varieties, with exotic names reminiscent of hybrid roses. Her innovations continue with cultivation: she never waters the plants, never ties them back; she leaves them, in other words, in the knowing hands of nature.
- **Inhabitants of a valley in Tirol** conducted their own research into the taste of milk and cheese and concluded, not unreasonably, that milk tastes like what the cow was fed. They tried all available types of fodder to measure effects on taste and concluded that nothing compares with the milk from cows fed solely on grass, simply scythed and spun. No artificial feed, no silo storage. They formed a co-operative to implement their research findings. Each farmer in this co-operative delivers to the local cheese-making facilities only milk from cows fed nothing but grass, i.e. real hay. The labour entailed is enormous, of course. But the cheese from this co-operative is highly popular.
- **A Styrian confectioner** was bored by the taste of traditional chocolate and irritated by the fact that cacao was usually grown by farmers unaware of the chocolate-making requirements of their cacao plants/beans. His innovative contribution to food processing was twofold. First, he decided to only make chocolate from untouched, unroasted beans which he had transported to his own confectionary kitchens, under the motto "bean to bar". He conducts every stage of the process from A to Z (cleaning, roasting, breaking, grinding, rolling and conching) at his own confectionary. Zotter is now the only European chocolate maker who not only processes everything from this early stage, but in certified organic quality and strict adherence to "Fair Trade" regulations. Second, and perhaps more pertinent, he is experimenting with highly unusual, occasionally bizarre sounding taste combinations, e.g. chocolate with chili peppers, cinnamon, ginger, etc. The prizes he has won, together with the continuous expansion of his business, are proof that again, this is not an eccentric hobby but a respected *rouage* in the economy.

Responsible food producers

Austria's organic agriculture is driven by a higher per capita consumption of organic produce than in any nation on earth. In 2007, 11.6% of Austrian farmers produced in strict adherence to organic guidelines. By 2009, Austria had risen to top position in Europe in the field of organic farming. This lead was again expanded in 2010. In 2010, 545 000 hectares were organically cultivated by over 21 900 organic farms. Thus, 19.5% of Austria's agricultural area is managed organically. Between 2009 and 2010 alone, there was an increase of 26 500 hectares and 900 recognised organic farms. EU-wide, only about 4% of the agricultural area is currently managed organically. That means Austria has five times as much organic farming as the European average (Austrian Federal Ministry of Life, 2009).

Importantly, alpine pastures are now considered in the calculation. On most of Austria's alpine pastures, product management adhering to the precepts of organic farming has long been pursued. However, certification by an independent control agency is necessary to be recognised as an organic area. The latest ministry statistics state that, "At present, about one-third of all alpine pastures are certified organic areas, which means that about one-third of the 8 500 alpine pastures are recognised organic alpine pastures" (Berlakovich, 2009). These figures, given the driving forces of Austrian farmer and consumer preferences, will inevitably rise further.

Genuss Region Österreich

Austria is known for its artist's palette of highly varied regions, each one singular unto itself, which unfold the multi-faceted cultures of the country in stimulating fashion. In order to make these regions more clearly visible and user-friendly, *Genuss Region Österreich* was established. The task of this initiative is to shape and showcase highly distinct profiles of regional food products and specialties. Its heartbeat is the information presented to tourists and consumers about the specific culinary offerings in each particular region.

By linking culinary products to their agricultural source and their (often) unique manner of processing, the link between cultivated farmland and culinary products is made transparent. Foods which are typical of a given region do not merely provide eating enjoyment; they also contribute to cultural identity and a sense of belonging to the land. The icon of region-plus-product thus melds into an unmistakable brand, multiplying the added value which can be drawn from it. This in turn enhances and reinforces the value of the rural, agricultural countryside. Thus the achievements of farmers, processing operations, dining places in every variation and tourist organisations are made visible and comprehensible to guests and visitors.

A total of 113 Gourmet Regions have been established in Austria, each focusing on a different set of local specialties. A few examples include: Alpine cheeses in Vorarlberg, mountain lamb and beef in Salzburger Land, asparagus and apple/pear juices in Upper Austria, venison and air-cured bacon in Carinthia, apples and wild game in Styria, apricots in the Wachau, trout in Lower Austria, strawberries and chestnuts in Burgenland, fresh vegetable produce in Vienna.

Culinary festivals

There is no better proof of the economic resonance of a given phenomenon than a festival; an abundance of variations in a specific cultural sector, which by the very virtue of its countless organisational and financial risks must find great appeal and consumer approval to continue to exist. For that reason, culinary festivals were developed as an additional economic basis over recent years. This is a wide-ranging field, extending from presentations of new products, to innovative food processing, to maps of regional specialties, to gourmet temples providing the finest dining imaginable. A few examples of this are:

- a springtime festival in the Wachau spotlighting a special variety of apricot, unique to the area, with all the dishes which emanate from it;
- a culinary festival in Burgenland concentrating on small food-processing operations;
- a cheese festival in the state of Carinthia;
- a "Vienna Culinary Enjoyment Festival" focusing on non-elite enjoyment of regional specialties; and
- numerous festivals revolving around wines, their harvesting and processing, etc.

Festivals and gourmet regions are only one way to market Austria as a culinary paradise. Others include the following:

Seasonal spotlights

What would springtime be without asparagus? What would autumn be without grape picking? What would summertime be without a garden chock-a-block with produce? What would wintertime be without cold-water trout or char or carp or *sheatfish*? Sometimes the focus is the calendar. Christmas and Advent markets draw attention to mulled wine and its accompanying, scrumptious tit-bits; the Carnival period concentrates on *krapfen* doughnuts so beloved by the people. And even the *lenten* season, not known for its opulence, highlights certain age-old specialties of the land and its people. Throughout the various regions, restaurants and inns turn themselves to the calendar too, providing seasonal spotlights and offering corresponding creations on their menus. This entices visitors not only to go out to eat, but to eat often long-neglected foods of yesteryear or try out new, seasonal creations.

Famous chefs

Chefs who have made a name for themselves abroad, as well as chefs who have created temples of fine dining in Austria are important ambassadors. The culinary offer is expanded by chefs who have established cooking schools around their own restaurant or revolving around their own cooking style. As evident from their addresses, the great restaurants in Austria are not only to be found in the metropolises, they dot the countryside as well. Many star-studded chefs have retired young enough from renowned establishments to open their own, equally good restaurant somewhere out in the countryside.

Restaurants and inns

Ordinary and enduring inn and restaurant culture in Austria did not need a facelift. Austrians have long frequented such places to dine as a regular part of their lifestyle. They firmly believe that living well is the best, perhaps the only way to celebrate life itself and Austrian habits and customs are proof that such celebrations do not need to be exotic or expensive. The art of living well, for the vast majority of Austrians, includes culinary joy at its epicentre. Thus, going out to eat plays a permanent leading role in Austrian culture. The places to eat are themselves usually attractive and cosy.

In recent years, a young and innovative restaurant scene has evolved, much in the manner of the ”wild, young winemakers” who have mastered the techniques to perfection, yet are not restrained by tradition in the slightest. These chefs and restaurateurs also search for an overall work of art, including highly modern restaurants, often with a bold architecture and some in extraordinary locations, e.g. perched atop high alpine ridges, where guests enjoy a meal while gazing at telescopic views of magnificent mountain peaks. They also show skill in preserving aspects of traditional cuisine, architecture, interior decorating, while impudently introducing new facets and combining them in ways previously undreamt of. The common trait binding them all together is an outstanding culinary level.

Culinary experience as a pillar of tourism

Austrian products, food processes, mealtimes, special dishes and restaurant culture are distinct and this distinctiveness is something the local people have always celebrated and supported, economically and emotionally. It is also something which the Austrian National Tourist Office can, and does, exploit to boost tourism to unprecedented levels.

This chapter has demonstrated to what degree and for what reasons the culinary experience in all its manifestations is so important to Austria and Austrians. What needs be underlined is how important the culinary experience in Austria is as a pillar of tourism and as a strategic focus in National Tourist Office campaigns.

Viewed through the lens of the National Tourist Office which defines and manages the “Holidays in Austria” brand, visitors from all over the world (with a pointed focus on its chosen target audience of established post-materialists) are drawn to Austria through an invitation to enter five new-experience zones. One of these zones is the culinary experience, making it a major drawing card of the country and an important reason to visit.

The “sub-stories” are manifold and draw great attention to the culinary experience:

- Austria’s central position in Europe, geographically and historically, rests nowadays on the culinary experience as major heir of its past political grandeur and pre-eminence. Not to put too fine a point on it, the Habsburg Empire may be gone, but its culinary heritage is omnipresent and vital.
- Demonstrable proof that Austrians “know how to live” places the culinary experience at the top of what awaits visitors who go there. In underlining this culinary know-how, the National Tourist Office showcases not only a wide-ranging dining scene but also unusual and varied products, gourmet regions, local specialties, prize-winning wines, etc.

- Priority attention is given to dedicated hosts throughout Austria who are able to point out what is worthwhile in culinary terms in the immediate surroundings and make the experience possible for guests.

The National Tourist Office also highlights a variety of regions as gourmet focal points, spotlighting the outstanding culinary secrets they bear and makes them accessible to guests.

Austrian history, Austrian lifestyle expertise and Austrian dedicated hosts are placed at centre stage in the unfolding culinary drama as written and directed by the National Tourist Office. Visitors are invited not to watch this drama, as with a stage play, but to join it, partake in it. The National Tourist Office makes it clear that everyone who comes to Austria is an actor and having participated, will return home a richer person.

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Chapter 10

Promoting Japanese food culture and products

by
Maïko Murayama

Japanese chefs are expected to study related artistic fields including flower arranging and pottery. Japanese food based on umami, meaning a pleasant savoury taste now fascinates famous chefs all over the world. This chapter provides insight into concrete measures being used to promote food exports and Japanese food culture abroad. Japan has adopted a "General Strategy for the export of Japanese agricultural, forestry and fisheries producers and food" in co-operation with public and private sectors. The chapter outlines the main challenges facing Japan External Trade Organisation (JETRO) in its quest to substantially boost food exports by 2017.

Food and tourism in Japan

Not only is Japanese food well balanced in nutrition, it is also delicate, sophisticated and beautiful. Professional cooks have many techniques for preparing food: cutting, dressing and combining textures. In addition, top Japanese food chefs study related artistic fields including flower arranging and pottery, as if they were producers of scenery for dining. In this way, Japanese traditional food represents several aspects of Japanese culture. Japanese food based on *umami* (meaning a pleasant savoury taste) now fascinates famous chefs all over the world.

Certain Japanese dishes have been developed incorporating dishes from abroad. For example, Japanese style curry and *ramen* are totally different from the curries of India and the noodles of China. These so-called casual modern Japanese foods are very popular with foreign people as well as the Japanese. Moreover, lots of foreign foods are available in Japan such as Italian, French, Chinese, etc. Food counters in department stores act like show rooms of world foods, filled with countless items of foods from all around the globe, including Japanese traditional and casual modern foods. They attract not only Japanese consumers but tourists who visit Japan including chefs and food buyers. Tokyo is one of the most important cities for food as it is famous for a number of three Michelin star restaurants.

According to the results of a survey on motivations for visiting Japan, the number one reason was Japanese food (58.5%), which indicates the important role food plays in tourism (Tables 10.1 and 10.2). It also shows that foreign tourists are especially happy with traditional Japanese food such as sushi and sashimi, but at the same time, they are happy with *ramen* and Japanese-style curry. It shows that Japanese casual modern foods are also strongly supported by foreign tourists.

Table 10.1. **Motivations for visiting Japan**

2008		2009	
Purpose of visit	%	Purpose of visit	%
Shopping	39.0	Japanese food	58.5
Japanese food	37.0	Shopping	48.5
Hot spring	32.3	Hot spring	43.4
Historical site	28.7	Natural landscape, pastoral scenery	41.8
Natural landscape	24.0	Traditional landscape, historic site	37.6

NB: Answered by foreign tourists visiting Japan during 2-90 days (multiple answers allowed).

Source: Japan National Tourism Organisation (JNTO).

Disseminating Japanese food

Disseminating a range of Japanese foods which attract foreigners has two significant merits. First, people who experienced Japanese fine food in countries other than Japan would have an interest in Japan itself and they will be potential tourists for Japan. Secondly, the spread of Japanese food will lead to an expanding food export. The food market abroad is very important for the Japanese food industry, particularly in the context of an aging population and a declining birth-rate in Japan.

Table 10.2. **Satisfactory dishes in Japan, 2009 (%)**

Sushi	42.1
Ramen	20.8
Sashimi	19.8
Tempura	11.1
Udon	8.9
Seafood dishes	7.2
Soba	6.0
Shabu-Shabu	4.9
Yakiniku	4.5
Tonkatsu (pork cutlet)	4.1
Okonomiyaki	3.5
Curry	3.0
Yakitori	2.6

Source: Japan National Tourism Organisation (JNTO).

In 2004, the Ministry of Agriculture, Forestry and Fisheries (MAFF) set up a specialised office to promote food exports and the dissemination of Japanese food culture. The Japan External Trade Organisation (JETRO) is a governmental-related organisation that aims to accelerate external trade and investment between Japan and the rest of the world. Originally established in 1958 to promote Japanese exports abroad, JETRO's core focus in the 21st century has shifted toward promoting foreign direct investment into Japan and helping small- to medium-sized Japanese firms maximise their global export potential. As of July 2011, JETRO had more than 70 overseas offices in over 50 countries across the world and 1 600 people working abroad.

The agriculture, forestry and fisheries division in JETRO is also promoting food and agricultural products for export and disseminating Japanese food culture with the co-operation of MAFF.

Japan has set a goal to boost the value of agricultural, forestry and fishery products and other food exports to approximately JPY 1 trillion (around USD 11.8 billion) by 2017. Until now, the amount of food exports peaked at JPY 516 billion in 2007 and has since been declining; though it recovered to JPY 492 billion in 2010 (Table 10.3). Exports are concentrated mainly in Asia (74%), North America (15%) and the EU (5%) (Table 10.4). Principal export products are fishery products (40%) and processed products (27%).

Table 10.3. **Trends in agriculture, forestry and fishery products and processed food***

	2007	2008	2009	2010
Agriculture, forestry and fishery products	5 160	5 078	4 454	4 920
	14.9%	-1.6%	-12.3%	10.5%
Agriculture products	2 678	2 883	2 637	2 865
	13.5%	7.7%	-8.5%	8.6%
Forestry products	104	118	93	106
	15.6%	13.6%	-21.3%	13.6%
Fishery products	2 378	2 077	1 724	1 950
	16.5%	-12.7%	-17.0%	13.1%
Global export value	839 314	810 181	541 706	673 996
	11.5%	-3.5%	-33.1%	24.4%
Cars	126 834	119 466	57 971	78 980
	15.6%	-5.8%	-51.5%	36.2%

*First line: export value (JPY 100 million); second line: percent increase or decrease compared with the previous year.

Source: Ministry of Agriculture based on the statistics on international trade, Ministry of Finances.

Table 10.4. **Details of export value by country and region**

	2009	2010	Evolution in %
World	4 454	4 920	10.5
Asia	3 145	3 622	15.2
Hong Kong, China	991	1 210	22.1
Chinese Taipei	585	609	4.0
China	465	555	19.2
Korea	458	461	0.6
Thailand	181	212	17.1
Vietnam	119	155	29.8
Singapore	124	138	11.1
Philippines	50	60	18.2
Malaysia	40	47	18.5
Indonesia	38	45	17.0
North America	782	738	-5.6
United States	731	686	-6.1
Canada	45	46	0.9
Europe	317	349	10.3
Netherlands	44	47	8.0
Germany	48	45	-5.5
Russian Federation	48	71	46.4
United Kingdom	44	45	2.8
France	41	43	5.6
Oceania	122	107	-11.7
Australia	55	53	-2.2
New Zealand	26	25	-5.9
Africa	57	64	13.4
Cooperation Council of the Gulf (GCC)	60	78	30.7
United Arab Emirates	35	53	50.8
South America	33	40	21.3

Source: Ministry of Agriculture based on the statistics on international trade, Ministry of Finances.

Measures to promote food exports and Japanese food culture

Japan has adopted a "General Strategy for the export of Japanese agricultural, forestry and fisheries products and food" in co-operation with the public and private sectors. The aim of the strategy is to promote exports by:

- improving the export environment;
- adopting strategic measures by food item, by country and region;
- supporting highly motivated producers; and
- developing overseas markets.

When exporting meat, fishery and fruit and vegetable products, there are some restrictions including import bans and in some cases complicated procedures for the purpose of quarantine and/or food sanitation. Therefore, the Government of Japan negotiates to improve conditions and, in addition, it strengthens the system for issuing export certificates.

MAFF undertakes measures to promote exports by taking into account the suitability of items for different countries and regions, for instance, fresh fruits for East Asia, etc.

It is very difficult for small- and medium-sized producers to find relevant information and partners in the countries they would like to export their products to. Therefore, MAFF and JETRO provide information on regulations, overseas markets, good practices, etc. They also set up the opportunities for producers to have business meetings both in Japan and overseas. Concrete programmes include the following.

Trade shows

MAFF and JETRO organise Japanese pavilions at B2B trade shows all over the world including SIAL in France and China, ANUGA in Germany, IRFS in the United States as well as FOODEX in Japan. They also participate in some B2C fairs. For these trade shows, publicly selected exhibitors have business meetings in each booth, while organisers demonstrate Japanese cuisine, give lectures on Japanese food and food culture, and distribute brochures and DVDs to promote Japanese food.

MAFF and JETRO, in co-operation with Japan National Tourism Organisation (JNTO), make use of these opportunities to introduce tourists to Japan using brochures and posters, so that those who visit the Japanese pavilion might become interested in visiting Japan.

Buyer invitation

Overseas buyers are invited to Japan for business meetings. MAFF organises orientation meetings for the preparation of exports in each region in Japan, some of which include a buyer invitation programme. In addition, JETRO organises business meetings nationally and regionally with Japanese food producers with invitations to overseas buyers. The buyers take this opportunity to look around department stores where they can find a wide range of food and local food products. These activities deepen the buyers' understanding of Japanese food.

In all these events, MAFF and JETRO use the logo agreed in 2007. This logo represents high-quality and delicious Japanese food and also supplies a means by which consumers overseas can see what exactly has been made in Japan. Food manufacturers

and distributers need to submit applications and be admitted by the competent authority to use the logo for their products and brochures.

Japanese local enterprises abroad

With JETRO branches around the world, Japanese enterprises can meet and visit overseas buyers and gain a better understanding of local demand for Japanese food and possible markets.

Antenna shops

MAFF sets up antenna shops in marketable regions and countries in order to research sales possibilities as well as provide tastings and conduct questionnaires with local consumers.

The role of restaurants in promoting Japanese food

Dissemination of Japanese food overseas is achieved through a series of steps. First, Japanese people living overseas are the main customers for Japanese food. Next, local people experience Japanese food mainly at restaurants. Then, they start buying from Japanese food retailers. As a result, the Japanese food market spreads overseas and food exports increase. Japanese restaurants have the effect of disseminating the food culture of Japan and at the same time, they provide foreign people with more opportunities to get a feel for Japan. In this sense, the role of Japanese restaurants abroad is really significant not only for the food sector but also for tourism.

Placing value on local resources

The Government of Japan encounters some key challenges in working to increase exports of agricultural products and processed food products as well as its food culture.

Sushi and sashimi are the symbol of Japanese dishes and diversified Japanese dishes are not well recognised abroad. The potential of food tourism is not being fully realised because it is difficult to recognise the value of those things which are familiar. It is therefore considered important to recognise the value of familiar resources, including food and food culture, and to utilise them to attract foreign and domestic tourists. Japanese food plays a major role in attracting tourists but currently various foods and cuisines, abundant in local regions, are undervalued.

Many chefs open Japanese restaurants abroad on the basis of the popularity of sushi, even though they do not have any special technical education. This is a serious issue as theoretically skilled sushi chefs need five *toten* years training to be recognised as fully fledged chefs in Japan. These kind of restaurants have contributed to making sushi popular overseas by serving it at low cost, but on the other hand, some of them need to improve technically on how to deal with raw fish, because otherwise this could create a food sanitation problem. This issue should be resolved with the co-operation of the government and the public sector.

Linkages between food culture and other cultural areas (such as *manga)* and literature are lacking. Furthermore, the organic linkage between sightseeing-based tourism and food tourism is still lacking.

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Chapter 11

Promoting food and lifestyle: The French experience

by
Jocelyne Fouassier

Sopexa has over 50 years experience in promoting the French agrifood industry and supporting branding of French food. France has developed important linkages with territory and regional products however, with increasing international competition, strategies for promoting agrifood products need to highlight the quality of products. Sopexa demonstrates a full range of strategic elements that can be adapted to each tourism and culinary product offer. Their experience indicates that industrial producers need better preparation-segmentation-innovation strategies, accompanied by clear and strong messages.

Sopexa: A long-term commitment to promoting food culture and products

Despite increasingly tough competition, France has for decades now enjoyed an unequalled reputation for its gastronomy, its chefs, its wines, its know-how, and the diversity, quality and safety of its food offerings.

In terms of total exports, France is still the fifth biggest exporter in the world and the second in Europe. Its foreign trade rose by 13.5% in 2010. The world's leading exporter is China, followed by Germany. For food products, France is still in fourth place behind the United States, the Netherlands and Germany. Agri-food industries account for 72.9% of exports, and agricultural products for 27.1%. Among French agri-food exports, beverages are the biggest item, at 23.3%, followed by cereals (11.9%), dairy products (11%), and meat and offal (6.4%).

Tracing the pattern of French exports of wines and spirits, it can be found that the ten largest customers represented a stable market share of 74% in 2010. The United States, United Kingdom and Germany accounted for 39.8% of the market in 2010. The change relative to 2009 was significant for some countries: Hong Kong, China rose exponentially by 88.3% to eighth position among French customers, China was up by 78.6% to fifth place, and Singapore stood sixth which was up by 39.1%.

The fact that France has succeeded in establishing such a reputation over the years is due to the combined efforts of businesses, associations, chefs, as well as the tourism industry and Sopexa which, through its many promotion and communication efforts over the last 50 years, has contributed to the reputation of the French agri-food industry and everything associated with it.

When promoting food internationally, Sopexa considers the entire chain of events, starting from foreign visitors in France that discover its dishes and wines, its *terroirs*, its regions, their specialties, and who upon returning home seek to retrieve the atmosphere through these products, to regain the lifestyle that was discovered and appreciated. These tourists become excellent ambassadors for France, for its products, for its recipes. The link between tourism and cuisine is therefore undeniable and promotional efforts need to capitalise on these "willing converts". Yet, efforts cannot be confined to these core targets and must seek out and capture consumers who are less aware but are potentially open to discovering new cuisine.

Sopexa has made its expertise and its bicultural teams available to the Ministry of Agriculture, business associations and French agri-food enterprises for nearly half a century. Its ability to work with businesses and its promotional skills have not only been strengthened but also adapted to changes in circumstances and in society, through the development of new tools and means of communication and influence on the international stage.

Very early on, the French authorities, and the Ministry of Agriculture in particular, recognised the need to export French gastronomy and agricultural and agri-food products. In 1961 an agency devoted to promotion, Sopexa, was created, under the banner "A company for the expansion of sales of agricultural and agri-food products". The minister of the day was very clear about its objectives: "to produce know-how, to do it well, and to present it well". It was the third mission that was directly assigned to Sopexa. In 1964, Sopexa set up offices in London, and then in the United States and Canada. In 1966, it covered Europe and began to make inroads in Asia. Starting in Hong Kong, China, the first exporters' clubs were created.

It was not until the 1970s and 1980s that foreign trade in agricultural and agri-food products really took off: exports of agri-food industries (including wine), nearly nonexistent in the 1960s, were now an important trade item. Until the 1980s, the agri-food market consisted primarily of small- and medium-sized enterprises heavily focused on Europe.

By the early 1980s, Sopexa was already convinced of the need to invest in creating a trademark, a "Made in France" brand, and to pool efforts to make it more effective and visible. In this way, the first brand associations were created, first for dairy products, followed by other products. In 1988, France became the world's largest exporter of agri-food products (including wines). By the 1990s, promotion was seen as an essential weapon and the internationalisation challenge was fully taken up.

As a benchmark group for international marketing of food, wine and lifestyle, Sopexa is devoted to boosting the image and promotion of the French agri-food sector. It has nearly 2 000 activities underway around the world. For every one of them, effective and innovative marketing solutions have been studied to connect products to the main European and world markets.

In 2011, Sopexa looks back on 50 years of intimate association with the broad trends of French agri-food in a context of globalisation that has been favourable to trade despite ever sharper competition. The image of French agriculture and agri-food has become a growing asset in a setting of ever tougher competition.

Significant changes in international trade

The international trade environment is characterised by ever stiffer competition and a number of social changes. There are several trends to note:

- Increased trade can be explained by the democratisation of world travel and the explosion of information, particularly over the Internet.
- Consumers are increasingly open to the discovery of new culinary experiences and to new taste adventures, and they are looking for practical products that are easy to prepare.
- Products from the most diversified sources are increasingly available in the stores. This reality of distribution in developed countries is not limited to the capitals and major cities but extends to the provinces and regions as well. In fact, there is now a place and a curiosity for every kind of culinary culture.

These trends call for promotion and communication efforts that pay attention to differentiation and scale so as to make products stand out in face of lively international competition. With the arrival of new players on the international food scene, a multiplication of potential exporters is being witnessed. The rising power of countries such as Brazil, China, Israel and Thailand, to name just a few, can be seen in their growing participation in the most influential international trade fairs. More than 106 countries were represented at SIAL 2010 in Paris, the world's most important food fair. It should also be noted that 30 years ago China accounted for less than 1% of world trade; in 2010 its share was 10%.

These trends mean that players, countries, producers' associations and regions must take action for promotion and communication in order to differentiate themselves, to build their reputation, to capitalise on their assets and their distinctiveness. The most common approach is to create umbrella brands.

"You can't sell surplus output anymore", explains Jean-Noël Kapferer, a world-renowned French branding expert, "and so we must rely on the country brand analogy to recast the problem and establish a framework for thought and action". It is hard to address the question of branding without reference to one of the leading specialists on the subject.

A brand is a name that has power, a name that carries a message and values, translated by specific signs such as a logo or special packaging. A brand is built over time through meaning and coherence. With its external targets, it has the power to influence customers and hence distribution channels.

A brand has the power to make customers:

- consider (add to the shopping list, recognise);
- prefer (trust, desire, familiarity);
- buy again (return, stay loyal); and
- feel an added value (a guarantee of security for the consumer).

To define a brand means thinking about values, specific features, assets that characterise and give meaning to a company, a sector, a country, a product. Food is a symbol as much as a nutriment and a brand therefore must translate imagination and speak to experience. The values transmitted can cover many fields: cultural, sensory, scientific, environmental, diversity, quality, naturalness, safety, know-how. Each of these facets has to be examined without overlooking the notions of pleasure, taste and flavour. Attraction and surprise must also go into preparing the brand.

Building a brand

In 2008, Sopexa made a proposal to the Ministry of Agriculture, Food and Fisheries to create an umbrella brand, "*France bon appétit*", for the agri-food sector, with two main objectives in mind:

- to standardise and boost the visibility of French agri-food abroad; and
- to bring all French stakeholders (small, medium and large enterprises and business associations) together under a single banner.

A logo was created to ensure immediate attribution of French origin, using a simple and slender portrayal of the Eiffel Tower, an icon recognised around the world, accompanied by the "*bon appétit*" slogan that suggests sharing and conviviality, values strongly associated with French food culture.

This umbrella graphic identity was then relayed among different communication channels and developed in the context of various campaigns: publications, Internet site, food fairs, events, promotional materials, etc.

Food culture is a major element of the French identity and appeal. To be distinguished from the French food model, it can be defined as all the food products consumed and the uses associated with them. It is also the link that unites people with their food and the social, historic, geographical and philosophical determinants.

For many tourists, France not only evokes romance but also culture in its broad sense (the Louvre, Versailles, museums, festivals and gastronomy, through its products, its *terroirs*, its landscapes). Champagne and camembert are readily cited as characteristic features of France, ahead of the TGV and Airbus. France has the reputation of a country where one lives well, to the point where the Germans talk about "living like a god in France". Time spent at the table is also one of the very real features of French life. The meal remains, in its form, its composition, its timing, a basic pillar of French society, even if it is changing. All of this means that France has a special relationship with food, a unique importance on which it has capitalised for years in order to make itself better known, better appreciated and to export more.

To make people dream about France, its strengths, its assets, its pleasures, its images, is what marketing and communication is all about. The idea is to differentiate French products from the competitors to stand out.

Linking food to land or *terroir*

Food differs by region: the north is characterised by the consumption of butter, cream, beer, meat, cow's milk cheese; the south by its consumption of olive oil, vegetables, fruits, goat and sheep's milk cheese; and the coasts by the consumption of fish and shellfish. These specific features reflect the local origin of products that date from a time when neither people nor products travelled far. Regional cuisines developed in France with very strong local recipes. Products are still linked to their territory, for they depend on the physical conditions of their setting (soil and climate) as well as on the way they are made (know-how). This link to the *terroir*, particularly well known for wine, extends to many other products and has been recognised by the creation of "marks of origin" and quality, recognised today by the European Union and envied by many foreign countries that are now trying to imitate what France has done (e.g. China, Japan or Vietnam). Interest in establishing an official system for recognising and protecting designations of origin is to confirm their link with the territory and the fact that they cannot be "off-shored" which, in a global trade setting, is particularly important. Denominations of origin are different from commercial trademarks, which merely associate a name with a manufacturing process. To conserve the wealth that products owe to their *terroir*, the essential thing is to associate the material with the immaterial aspect and the infinitely small with larger elements for example, a cheese with a breed, breeders with a landscape or perhaps a history. Denominations of origin are a guarantee of the durability of territories beyond their undeniable commercial interest, both in the territory and within France.

France was quick to encourage discovery of its regional products *in situ* and the regions have capitalised on their gastronomic wealth. Products have become a pretext for tourists to discover a place. In France, there has been a proliferation of tourism offers highlighting cultural and food territories and their products. Tourists can follow gastronomical, wine and cheese routes, they can attend product exhibitions and events, and they can even spend a creative holiday on a farm in the Périgord where they can learn how to make *foie gras*.

Wine, a strategic industry for France and its gastronomy

Wine plays a pre-eminent role in France's economy thanks to the dynamism of production and distribution. Wine also has a significant environmental role, through the preservation of landscapes; and a cultural role, with its strong influence on French lifestyles and traditions. These three values, economic, environmental and cultural, contribute to the spread of French culture and gastronomy around the world. The wine industry is a strategic one for France.

Increasing numbers of tourists are now visiting vineyards and wine-making operations not only to taste, buy and discover the wine but also to become familiar with the surrounding region. The demand is obvious in the great numbers of tourists who visit the French *caves*, estimated at 12 million a year (Atout France, 2010). For the producers, the added value of wine tourism comes from direct purchases of wines or, more generally, from increased publicity for a specific product or an *appellation d'origine contrôlée* (AOC). For tourism professionals, they benefit from the reputation and attractiveness of the wine destination in which they operate. This allows them to attract more visitors by boosting a *terroir* and its identity. A wine tour can become an opportunity to discover an entire destination – its heritage, its landscapes and its know-how. With a view to structuring the offer, a co-ordinated approach involving viticulture, tourism and cultural activities is recommended, focusing on the destination as a whole rather than just the product. It was from this perspective that the *Vignobles et Découvertes* (Vineyards and Discoveries) label was launched in 2010 by the French Ministries of Tourism and Agriculture in order to promote wine tourism. This label is awarded for three years upon the recommendation of the *Conseil Supérieur de l'Oenotourisme.*

A marketing and communication strategy

Developing an offer for a target market requires a multi-stage approach to marketing and communication:

- **Assess global food trends and their specific features by market:** the great majority of consumers are looking to save time and want more practical products. They also want to buy products that are more natural and protect the environment or, more broadly, that are good for sustainable development.
- **Examine the intrinsic added value of the offer in all its components in terms of the target market:** this should include strengths and weaknesses of the product, potential for association with local cuisines in order to propose alliances, complementarity with local dishes, while still allowing isolated acts of consumption.
- **Think of values in terms of usage:** values may or may not be shared, concerning meals, food and products on target markets. This makes it important to understand usages, tastes, practices and specific culinary features in each market.
- **Identify priority targets:** whom do we want to mobilise? Trendsetters and purchase advisors first, then consumers?

Targets and the means selected to reach them will depend heavily on the size of the promotional budget. Advertising is the ideal way to reach large numbers of consumers but this requires significant resources that only larger international food brands can

afford. In order to strengthen their capacities to act, smaller players may find it more effective to pool their efforts under a collective label.

Once the above elements are in place, a strategic promotion plan can be defined depending on the maturity of markets, the specific features of the products to be promoted, the particular aspects of distribution and the restaurant business, while being sure to observe maximum complementarity with local dishes. Encouraging new culinary experiences, urging people to discover and taste, creating a desire or in other words, getting as close as possible to consumers, has been shown to be a successful approach to promotion. It is also important to ensure knowledge and understanding of the offer. This can be managed by hosting training sessions. This is especially important for complex products.

All of these actions, including participation at international fairs, promotional activities with the distribution and hotel/restaurant businesses and the organisation of public events, will be more effective if they are backed by a media campaign to reinforce their visibility and reputation. The better equipped an exporting country is to create synergies among its different sectors of activity the better placed it will be to give scope, coherence and visibility to its efforts (in tourism, food, culture, trade, handicrafts).

In any export drive, it is important to be in tune with the image that consumers have of the country, which they may have acquired from their travels or from viewing films that convey its spirit and lifestyle (e.g. *Amélie Poulain*, a film that enchanted many foreign audiences).

A strategic presence in the most important international fairs

First and foremost, an export strategy must have a presence at international fairs, which represent a showcase for products and a venue for a commercial contacts and meetings between professionals. Such participation is an opportunity for people to see, taste and discover and to create a presence in their mind.

One way to establish an immediate and qualitative relationship is to organise meetings with carefully selected local buyers. Such meetings are essential for a company trying to break into international trade: they are a simple, economical and effective way to initiate or reinforce international prospecting initiatives.

In order to familiarise exporters with local distribution and its peculiarities and constraints, it is a good idea to arrange a general presentation on the market as well as some visits to points of sale in advance of participating in a fair or meeting with buyers.

Informing trendsetters about products and offers that require understanding and learning

Promotion requires accepting and adapting the offer to the market, and sometimes making sacrifices. It involves identifying and mobilising the most credible local trendsetters, those who will be most widely listened to: these will be professionals and also the media, on and off line, bloggers and other influential personalities.

Depending on the degree of culinary and cultural affinities or divides, training can be essential in certain markets. This is particularly necessary in emerging markets, but it can also be useful in markets that are more mature and culturally closer. This is especially true for an offer of products such as wines and cheeses, because of their unique production, their diversity and complexity require pedagogical initiatives. In this context,

training should not be confined to the products themselves but should extend to everything that surrounds them, for example, a presentation on the French wine-growing regions and their specific features as they relate to the particularities of the products. Local wine stewards' associations are natural partners in these training sessions, and in fact all professionals involved in the wine business, wine stewards, restaurateurs, wine merchants and wholesale buyers, should be invited.

Two examples of training sessions offered by Sopexa:

- In the United States, "Bordeaux Wine School" seminars were organised at Cornell University and brought together more than 8 000 consumers, professionals and students, providing a unique opportunity for future professionals to come to terms with Bordeaux wines.
- In Portugal, during training sessions, the marriage of flavours and origins was highlighted, with a cross-tasting of French cheese specialties and Portuguese wines, accompanied by the design and distribution of a book at points of sale, at newspaper stands and in supermarkets.

Competitions: An effective marketing tool for French products

Competitions are useful marketing tools for French products. In Asia, and especially in Korea and Japan, trendsetters are key to the market. In the course of competitions among wine stewards, pastry chefs or cooks (recognised professionals) they become ambassadors for the products and lifestyle of France. These competitions are prolonged by sustained market development work with corporations and associations involving these professionals. This kind of activity can transmit know-how to the best known chefs and wine stewards or the most promising apprentices, to create a dynamic among local professionals, and to generate strong media interest in the markets concerned. Sopexa organised the very first competition on French wines and spirits for sommeliers in Japan in 1980. The first seminars on French wines were held in 1977. Today, Japan has more than 15 200 wine stewards. Imports of French wine to Japan now amount to 6.9 million cases, compared to 650 000 in 1980. In 30 years, wine exports to Japan have increased by a factor of more than ten. In 2010, Sopexa organised 15 wine tastings or cuisine competitions in 9 Asian countries. The final round of the ninth edition in Seoul in 2010 featured 8 of the country's best wine stewards, selected from among 269 candidates. The prize for the five winners was a study trip to France to coincide with the wine harvest in the Bordelais, the Rhône Valley and Alsace.

The apéritif à la française (French cocktail hour)

Public events and demonstrations in shopping centres or in the high street can bring products closer to the consumer and boost their reputation and that of their origin. They can be very useful in a context where differentiation is essential.

Since 2004, Sopexa has designed and hosted a multi-country, multi-product event every first Thursday in June, supplemented by publicity and promotional activities at points of sale in the majority of participating countries (26 000 events around the world). The types of activity vary by country: in the United States there are "house parties" organised in consumers' homes. In Japan, famous chefs come into the street in eight participating cities. A hundred chefs, 32 associations and more than 10 000 consumers take part every year. This annual get-together, eagerly anticipated in some

markets such as Canada, for example, helps to keep foreign consumers loyal. It is a festive and convivial occasion that perfectly reflects French lifestyle.

Image and promotional tools: Going digital

A website devoted to French agri-food was developed in 2008 to highlight the values of French products and also to make available to local operators a directory of export firms around the world. It offers the usual communication tools: information on products available, newsletters, social networking, and digital facilities.

Beyond French flags, banners and other identifiers of this kind, Sopexa has developed a number of very useful identification tools that French professionals can use to promote their goods and indicate their origin and that can also help foreign professionals understand the range of offerings and appreciate and become familiar with their specific features: creation of maps of French wines and French cheeses, more detailed works on wines, on marks of origin and quality, a guide to food safety provisions, etc.

Digital technology is of course fully integrated into product promotion strategies. People now spend more time on the Internet than they do in front of the TV in France, the United States and Great Britain. Two-thirds of web surfers now mention word of mouth as the determining element in their purchases. "Trade online" operations have been deployed and iPhone applications developed in India and Denmark are now helping users to better understand French wines.

Sopexa, an effective group devoted to promoting food and lifestyle

Strategies for promoting agri-food products must focus on highlighting the quality of products. For industrial producers, this means better preparation-segmentation-innovation, a strategy that will only work if it goes hand-in-hand with a clear and strong message.

Beyond promoting the "*image France*" supported by the state, Sopexa is working with industries, firms and food and wine brands around the world in their communication and promotion campaigns, their digital strategies, and their PR events. The strength of the Sopexa group lies in its integrated network of truly bicultural experts, giving it an unequalled capacity for adaptation in every market.

The Sopexa group's added value lies in experience, knowledge and understanding of consumer habits. It is a guarantee of appropriate communication and relationships built on trust that its teams have built up over the years with players and trendsetters allowing the group to guide French and European businesses (and perhaps someday those from third countries) towards the most appropriate partners.

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Chapter 12

Innovations in Korean culinary tourism

by
Jia Choi and Daniel Gray

O'ngo Food Communications research, plan and initiate innovations in culinary tourism programmes in Korea. A full understanding of the clients' cultural needs is seen as a necessary part of cultural diplomacy. Enhancing the visitors' experience and providing customer satisfaction are vital components of new culinary tours that are starting to supplant traditional tours. The powerful impact of Information and Communications Technology on individual restaurants is explored in light of their low-cost potential to spread knowledge by word of mouth. Food generates a new wave of tourism in Korea.

Culinary tourism is a new niche market that is gaining ground in Korea. According to a report conducted by the Korea Tourism Organisation (KTO) in 2007, 41.7% of tourists considered food as one of the top reasons to visit Korea. In 2009, this figure rose to 49.2% (KTO, 2009, 2010). This information indicates that more travellers are becoming aware of Korean food and it is becoming one of the attractions for visitors to come to Korea.

Culinary tourism is important for Korea because the country has spent much time, money and energy developing its industrial base while largely ignoring tourism. Although new tourism attractions such as design islands, palaces, bus routes, etc. are being built, they will not be ready for the growing tourism market for many years. Culinary tourism makes food the attraction and it uses the existing infrastructure already in place. It seeks to preserve the historic and authentic restaurants and/or locations. By demonstrating to tourism agencies and businesses that these are sites that tourists seek, it provides a tourism base that supports preservation of the old instead of costly, new developments.

As Marcel Proust once said, "The real voyage of discovery consists not in seeking new landscapes but in having new eyes" (1923). Most people travel with this idea of discovery. Selecting great restaurants with delicious cuisine is important. However, the restaurants and the food that might be chosen might not be the "national representative dishes" of a country. Food that can be embraced by tourists from many different countries is key, while incorporating elements of surprise and entertainment into the culinary tourism experience.

Korea has made efforts in the past to use food as part of the tourism experience, examples include Korea's national dish, *kimchi,* which received international attention after the 1988 Olympics. Now there are a number of cooking schools in Korea that focus on teaching tourists how to make different types of *kimchi*. *Makgeolli* (Korean unfiltered rice wine) is another of Korea's typical food products and was promoted at the 2009 Tokyo Food Expo. According to the Korean Customs Service, in the first half of 2010, 2 635 kilolitres of *makgeolli* were exported. Almost 90% of the *makgeolli* was exported to Japan, with most of the rest going to the United States, China and Australia. *Makgeolli*'s popularity has led to a growth of these types of restaurants in Korea and Japan (Kim, 2010). Consequently, a rice wine academy, *Susubori*, has been teaching tourists how to make rice wine. A third example is *bibimbap* (a spicy mixed rice dish with vegetables, meat and egg). There are a number of *bibimbap* restaurants in Korea and there have been efforts by several companies to expand overseas. In Korea, it is common to take tourists to a *bibimbap* restaurant for lunch. There are also many cooking classes and a musical, *B-bap* using this dish as its theme.

Experimental culinary tours

New types of culinary tours in Korea are starting to supplant traditional tours. Savvy travellers are looking for more in-depth knowledge of Korean culture. Many business travellers to Korea also go on specialised tours to gain insights into the culture of Korea. Due to the rise of Korean cuisine, many food industry experts have also come to Korea specifically to research Korean food.

Agritourism

With the popularity of the local and Slow Food movement, travellers to Seoul have asked to see the farming practices and artisan producers in Seoul. One of the major companies leading this movement is Big Farm. For the last two years they have offered

farm tours for Koreans and for international chefs. The tours are especially popular among young Korean mothers because of their desire to feed their families high-quality food. It has also become a trend to do these tours with corporations such as banks and IT companies as team-building exercises.

City culinary tours

Seoul can be difficult to navigate due to its complicated address system and because many restaurants are hidden in side streets and alleyways. Knowing a new city like Seoul takes time and this is something that tourists often lack. Tours have therefore been developed to take guests to several different destinations to try a variety of different foods previously only known to local residents.

Restaurant tours

Professionals in the hospitality industry, writers and entrepreneurs arrive in a country with different objectives than most travellers. They seek concepts, flavours and ideas that they can use in their own markets. Specialised tours give restaurateurs first-hand insights by showing them the kitchen system, restaurant design and other concepts. Tours are extended with classes on flavour profiles of food, interviews with staff and culinary professionals, and consultation on the viability of Korean cuisine in other markets.

Fish market tour

The *Noryangjin* fish market has been a draw for tourists for many years. Tourists find the market exciting with all the sights, smells and activities. However, the overwhelming number of shops and a lack of foreign language-speaking vendors make it difficult for guests to experience it fully. Many tour companies have made this market an attraction by accompanying guests and ordering the meals for them.

Tea tour

In many parts of the world tea is an important part of everyday life. Korea has a very long tea history, but this is relatively unknown. Korea also has a variety of grain and root teas that are very different from other countries. Tea tours seek to explain the different processes of making tea, demonstrate the ceremony, show the ceramics, and explain the history and culture around tea drinking.

A new approach to planning culinary tours and cooking classes

O'ngo Food Communications' approach to tourism has been to develop a strong relationship with their clients to try and understand their needs and expectations. This relationship can then be used to develop a tactile and totally immersive experience that uses the city streets and restaurant environments to explain Korean food culture through storytelling.

Since the dinner table is considered a forum for conversation in most cultures, guests discover the culture through observation and questioning and making their own interpretations of the country they are visiting.

O'ngo's approach to culinary tours and cooking classes has been to create programmes that are immersive journeys, hands-on and based on storytelling.

Immersive journeys

As in any destination, tourists are looking for places that are historic and different from their own countries. One of the most popular destinations for tourists is the Jongno area of Seoul. This area, especially Insadong Street, is rich in culture. Because of the large numbers of tourists that visit, many vendors can speak English and there are numerous information booths. There are also many palaces, temples, traditional villages and restaurants around these areas so it is a destination for tourists.

O'ngo starts the tour from their modern school and then goes into the alleys of Jongno as the guides explain interesting historical and cultural aspects of the area and point out restaurants of note as they walk. The path is not direct and aims to avoid the main pedestrian traffic areas in order to make people feel like they are in a different world. Walking through streets gives people a tactile experience that they would not get from riding in cars or buses. The restaurants that they stop at are rustic, local places that might be a converted traditional house or offer food that is exciting and foreign. O'ngo has interviewed the chefs so they can tell guests the history behind the restaurant. After the restaurant experience, they go to the traditional market, which is the highlight of the Night Dining Tour. The night market is brightly lit and the food is laid out as far as the eyes can see.

Hands-on

The hands-on tours are designed to focus on process. Eating food in another culture might seem unapproachable to tourists because they are unfamiliar with native customs. The job of the culinary tour guide is to be the initiator and the educator on how to eat properly. Eating etiquette and process is something that is important in every culture and the idea of learning a new custom is often exciting to tourists. O'ngo's guides demonstrate how to properly cook Korean barbecue at the table, dip it in sauces, and how to wrap the meat with a leaf to eat. They also show the proper way to pour a drink and how to toast.

Storytelling

The purpose of a food tour is not just to eat food. If a tour was operated in such a fashion then people would get bored and fill up too quickly. Since Korean food is relatively unknown in many parts of the world, many guests have questions about the food that might seem elementary. However, the goal of the tour is to be fun while being informative and the answers to questions aim to give cultural insights. For example, one of the questions that O'ngo often gets is: "Why do Koreans use thin, metal chopsticks?" The guides are trained to answer:

> "There are several reasons: first, Koreans often eat barbecue right off the grill so wood would burn and plastic would melt. Also, Koreans have used brassware, especially spoons and chopsticks for the past 1 000 years. During the period of World War II, lots of metal was needed to make weapons and machinery such as guns and tanks. All the brassware was therefore taken from almost every house. After Koreans regained sovereignty, adhering to past traditions, Koreans started to make spoons and chopsticks with modern material such as nickel or silver and later with stainless steel"

Drinking and eating customs are another topic of conversation. Koreans rarely drink or eat alone and often food is shared among friends and family. Through storytelling, Korea is portrayed as a family-focused society that values friendship, good food, drinks and is full of people that work and play hard.

Customising culinary tours

Since tours are open to all to join, there is often a diverse group of people that come from different backgrounds, cultures and have different motivations for joining the tour. There are also some that have specific dietary and personal preferences for food. On tours, O'ngo has had vegans, fish eaters and some guests that have allergies to certain foods.

Guests have different objectives for the tours (e.g. chefs doing research, journalists or Koreans wanting to learn about their culture) and O'ngo tries to make a personalised experience for all these groups.

With bigger groups such as an incentive tour or a chef's research tour, the groups are kept private so they can better achieve their objectives on the tour. One group requested a private dining space in a modern restaurant with a cooking demonstration and wine. Another group was a team of chefs from the LSG Sky Chefs company that had the goal of discovering new dishes and flavours that they could incorporate into their airline menus. O'ngo picked dishes for the cooking class that they felt could be easily made for service on airlines.

Different cultural backgrounds

O'ngo has learned from past research that each culture has different concepts and ideas of what is food and what is considered a "full meal". For a market research project (KTO, 2009, 2010) O'ngo interviewed groups of French and Americans to see their reactions to Korean food.

By interviewing French and American residents, visitors, professionals and restaurateurs in Korea, O'ngo discovered that certain foods that appealed to American audiences did not appeal to French people. French visitors seemed to enjoy traditional approaches with an emphasis on ingredients rather than the notion of a star chef, in contrast, food as a sport and modern approaches appealed to American guests.

During interviews, several French interviewees emphatically said that they did not like *bibimbap*, whereas many people of other nationalities ranked it as a favourite food. When asked why they disliked this dish, answers ranged from "not attractive" and the texture was "mushy", "chewy", "crunchy" and "too mixed up". It can be concluded that the French place an emphasis on appearance and texture. In contrast, American guests said they really enjoyed *bibimbap*. One person even commented, "It's like a healthy rice salad".

When O'ngo asked the same subjects what they thought of *samgyetang* (Korean chicken and ginseng soup) they obtained very different responses. The French overwhelmingly said they enjoyed this soup. Many comments included "rustic", "interesting", "unique," and "oriental". Several said that it reminded them of a French dish, *poule au pot*. However, most American guests did not care much for this dish. Overwhelmingly, they used words like "pale", "medicinal", "weird", "rubbery" and "too many bones". These guests did not have an equivalent dish in their culture and they

associated ginseng with medicine, therefore it tasted of medicine for this group rather than food.

When O'ngo asked the same guests what they thought of the idea of eating live octopus (*sang nakji*) the answers were split along gender lines. Women said they were not interested and that it was "scary" while men thought it would be "exciting".

Further cultural observations have been made of guests that participated in cooking classes and tours. Guests that have positive and enjoyable experiences are important to any tour company and it is important that expectations are met.

O'ngo has learned through its tour programmes that each culture has preconceived concepts of what "food", "a complete meal" and even of what "Korean food" is. For example, the Korean idea of a meal includes rice. A bowl of rice is the main dish and everything else is secondary. At a Korean cooking school, it was observed that 30% of cooked rice for their cooking classes was thrown away when they had guests from North America and Europe. This percentage was higher when they gave a *sundubu* (spicy, soft-tofu stew) and *haemul pajeon* (seafood pancake) class. Koreans must have rice at every meal, whereas other cultures could have any starch substitute such as pancake or noodles in place of rice.

O'ngo has also made cultural observations about guests from the Philippines, Hong Kong, China, Malaysia and Singapore. Overall, these groups come in groups of 10-20 people. They come as families and look for family-oriented events and activities. In terms of food, these nationalities tend to eat more rice than other guests. These guests also prefer sauced meats and cooked or sautéed dishes to blanched side dishes and *kimchi*s. Often these guests ask for visits to the fish market, but they preferred cooked fish dishes rather than raw dishes. Also, these guests often ask for hot tea with their meal, which is uncommon at the fish market. In order to please these guests, O'ngo has had to procure tea from a local store so that guests would be comfortable. Finally, the enjoyment of the children is paramount among these groups and when their needs are addressed, the parents seem to enjoy their own experiences more.

Each individual and group is different and these cultural observations are not meant to stereotype any ethnicity or gender; however, O'ngo has found that keen cultural observations have been key in giving each guest an enjoyable and worthwhile experience.

Before starting a tour or class, O'ngo asks questions to see how to tailor a tour or class to a group's specific needs. The idea behind the questions is to help find the group's cultural associations to food and to help find a central understanding from which to relate Korean culture to them. The idea of "food diplomacy" is necessary in order to help find a common foundation from which dialogue about a new culture can stem from. There are other intangibles to consider that go beyond cultural differences. Some guests may have allergies or others food preferences for religious reasons or personal beliefs.

By understanding and balancing all of these notions, O'ngo has, through trial and error, tailored a flexible culinary tour experience that can be applied to many different cultures.

Marketing and communication

Regardless of how meticulously planned and thought out the culinary tourism programme of a country might be, without proper marketing there would be no tourists to share the cuisine with. The modern method of travel planning relies greatly on the

internet, so O'ngo Food Communications has focused most of their efforts on using blogs, social media channels, search engine optimisation and other new methods of Internet marketing along with using traditional channels such as magazines, newspapers and television.

Using the Internet is the fastest and most cost-effective method of marketing. Most travellers these days will search and plan their trip before they arrive. By advertising on highly ranked sites, O'ngo was able to move quickly through the search rankings. O'ngo started to work with associates such as *www.seouleats.com*, *www.koreataste.org*, *www.eatyourkimchi.com* to quickly move up in page rank as they piggybacked off the popularity of these sites. Then by using very specific search terms and by advertising a focused food programme, they were able to focus in on travellers whose interests revolved around food. Also, by being in traditional media and marketing channels such as magazines, newspapers and television they brought credibility to their programmes.

O'ngo's marketing strategy is to be as visible in the Internet "cloud" as possible and then get potential travellers to search specifically by its name, "O'ngo Food Communications." Once a traveller does this search, they are able to see everything, good or bad, about the company. This level of transparency is important in this modern era.

The Internet is also able to generate augmented word of mouth because of the searches that come up. Reader generated blog posts, videos and reviews are very important for any company. One of the most popular international review sites, Tripadvisor, has O'ngo Food Communications listed as the top attraction and the top tour in Korea. With over 50 excellent reviews it is able to grab the attention of travellers.

Most travellers do not rely on one site and they will use different search terms relating to a city. As different search terms bring the company's name up over and over again, the traveller will start to take note. Once the traveller starts to read reviews, they can gauge the quality of the activity. O'ngo's marketing strategy has achieved a strong market share in a relatively short time.

New technologies are also having an impact on local, smaller and otherwise hidden culinary establishments. Tourists often seek places that are considered "local" and "authentic" but these are often hard to find. Culinary tour operators usually seek the types of restaurants that are hidden and away from main streets because it gives the guests a sense of exclusivity. The focus here is not so much the cuisine but on the atmosphere and the chef's touches to make the restaurant unique.

These are usually establishments that are remote and protected from the tourist trade because of location. By physically taking tourists to these locations, it widens the available pool of restaurants. After many nights of being in a city, travellers often return to a restaurant they visited during the tour because they have a sense of familiarity with the restaurant. With so many restaurants in close proximity in Korea, if the restaurant that was on the tour is full, the guests will go to another restaurant in the area. Culinary tour operators usually go to the same restaurants because they can get a higher level of service from the restaurants or cafes. Competing culinary tour companies would have to seek out other restaurants in order to differentiate and be competitive.

In the age of connectivity, going to a location is instant marketing. Technology such as digital Smartphones, tablets, digital cameras, GPS and much more allow travellers to pinpoint exactly where a restaurant is. This type of advertising is free and instantaneous. Software such as Facebook, Twitter, Foursquare, Trip Journal and much more allow travellers to post pictures, text, video and reviews in real time. This form of augmented

word of mouth is the best form of advertising a small restaurant can get and it is more cost effective than buying advertisement space in traditional media. This form of advertising is also incredibly effective for a country's tourism market and for the country's brand image.

A survey conducted by the Nielsen rating system in 2007 stated that 78% of respondents said they trusted word of mouth recommendations, 63% trusted newspapers and 61% consumer opinions posted online (Nielsen, 2007).

According to Facebook, the average user has 130 Facebook friends. The Guardian states that the average Twitter profile has about 127 followers. If each person has 130 Twitter or Facebook followers this means that if one person posted or "tweeted" a picture or a comment, then 130 would see their post. If these 130 shared this with their friends then 16 900 people would see their post. If these 16 900 people shared this with their 130 friends then almost 2.2 million people would see their post.

One of the pubs that O'ngo has visited during the last year is "Story of the Blue Star" which is hidden on one of the many side streets in Insadong. During this time, the pub has been featured on international television, on the programme Rudy Maxa's World, written about in countless magazines and even named "The Coolest Pub in Asia" by Huffington Post (Yourgrau, 2010). This little pub has been able to get millions of dollars of global advertising without spending any money.

Food tourism – a developing market

The U.S. Department of Commerce (2009) reported that in 2009, 30.3 million U.S. tourists travelled overseas spending on average USD 2 708 per trip. Eighty-two percent of respondents (multiple responses were allowed) said that they dined in restaurants, 72% shopped, 50% visited historical places, 42% visited small towns/villages, 41% took in city sightseeing, etc. From this report, it is apparent that most travellers want to eat in overseas restaurants and see historic and cultural attractions different from their own (United States Department of Commerce, 2009).

In a report by the Travel Industry Association and *Gourmet Magazine*, Erik Wolf, president of the International Culinary Tourism Association, stated that "Culinary thas reached the tipping point as a niche and industry. Unique food and drink are the perfect attractions, especially for second and tertiary destinations that now must market more proactively in the globally competitive market." The report states that "on average, food travellers spend USD 1 194 per trip with over one-third (36% or USD 425) of their travel budget going towards travel related activities. Travellers that are considered 'deliberate' food travellers spend on average USD 1 271 per trip and 50% is spent on food" (Travel Industry Association, 2007).

Eating in another country is nothing new, but in the past there have been taboos and personal inhibitions against the exploration of foreign cuisine. Now that the world has a more open-minded attitude towards international cuisine, food is one of the main reasons to travel overseas.

Korea is a country that has a diverse food culture and culinary tourism is one way that this unique culture can be discovered and shared.

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THE OECD-KOREA WORKSHOP

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