



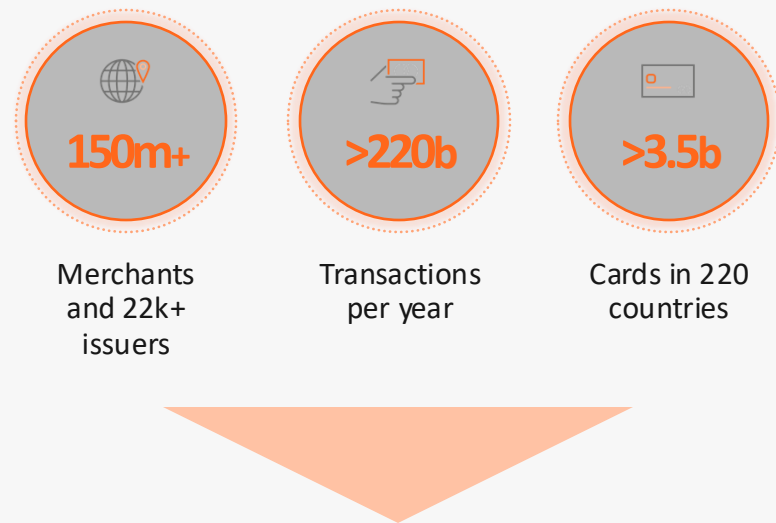
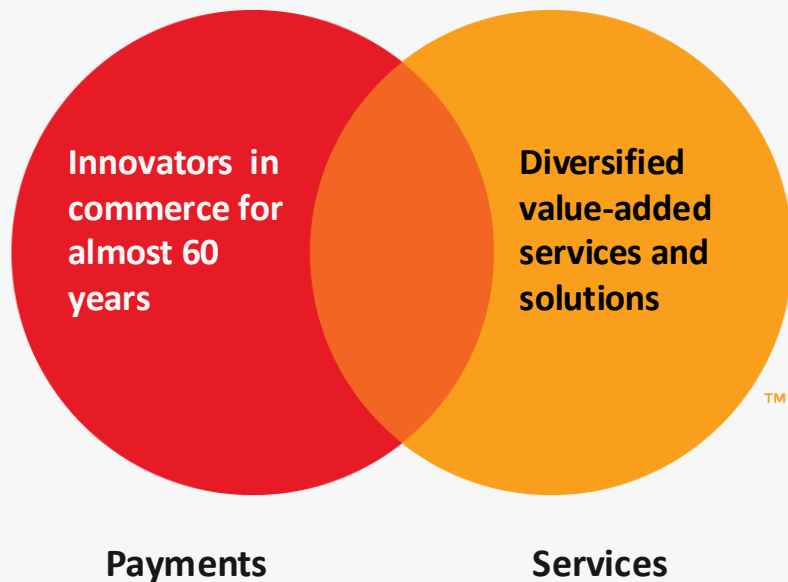
# Analyzing City Tourism Competitiveness

Insights for City Tourism Strategies and Programs

October 28, 2025

Andreas Spycher Mastercard Asia Pacific

# Why Mastercard?

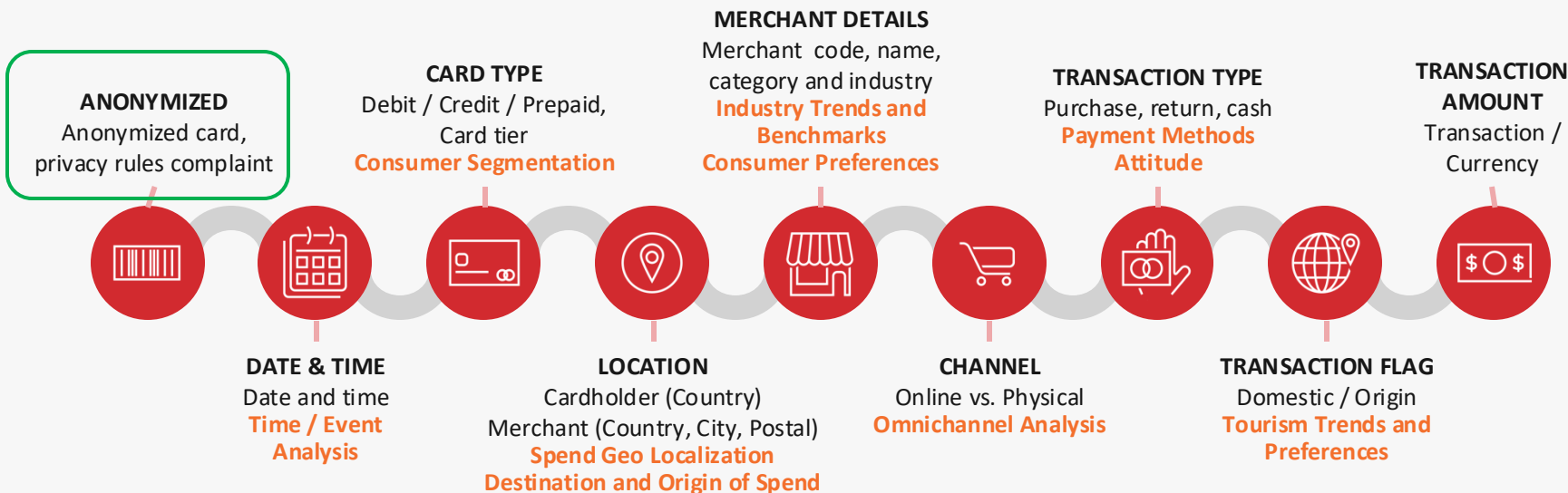


**+1.4 billion tourists** travel out of their home country each year and while traveling spending **over \$1.9 trillion**



# Why Mastercard? - One of the world's most comprehensive transaction databases

There are different metrics in each transaction allowing to generate insights to define and enhance insights, develop strategies, execute programs and measure impact.



# How Mastercard looks at Tourism Strategies and Programs

A balanced Tourism strategy and its execution is based on insights and cooperation across sectors



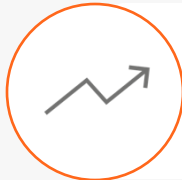
# Tourism - Consumer Challenges

The tourism industry is facing a series of new challenges as they want to attract new visitors



## Value seeking travelers

Tourists seek destinations with affordable luxury, due to shifting perceptions driven by economic changes



## Off-season tourism growth

More travelers, especially (western culture) take advantage of flexible leave and lower prices in shoulder seasons.



## Shift to luxury experiences

Tourists are favoring high-end stays and dining over luxury shopping.



## Forex Exchange Rates drive Spend

Strong currency Travelers from EUR, GBP, USD, HKD, and SGD spend more. Sudden, large FX drops (15%+) boost inbound tourism



## Business, Bleisure, and Flexaction

Shift to longer trips, less red-eye flights, combination with flexible work arrangements, cloud cloud-based storage and 5G networks



## Evolving market preferences

Most emerging-market travelers prefer dining over retail shopping



# City Competitiveness – Example Prague Czech Republic



In Q4, Prague competes mostly with Vienna, Budapest and Berlin. There is a hidden potential from Spain and Italy

Seasonal travel preference of selected countries based on spend share of Q4

Observed cities/ Selected countries	Austria	France	Germany	Israel	Italy	Korea	Netherlands	Poland	Russia	Spain	Sweden	Switzerland	United Kingdom	United States
Amsterdam	Low season	Mid season	Low season	Mid season	Mid season	Mid season	NA	Mid season	High season	Mid season	Low season	Low season	Mid season	Low season
Barcelona	Low season	Low season	Low season	Mid season	Low season	High season	Low season	Low season	Low season	NA	Low season	Low season	Low season	Low season
Berlin	Mid season	Mid season	NA	High season	Low season	Low season	Mid season	High season	High season	Low season	Mid season	High season	Mid season	Low season
Budapest	Mid season	Mid season	Mid season	High season	High season	Mid season	Low season	Low season	High season	High season	Low season	Mid season	High season	Low season
Prague	High season	High season	Mid season	High season	Mid season	Low season	Low season	Low season	High season	Mid season	Low season	High season	High season	Low season
Vienna	NA	High season	High season	High season	High season	Mid season	High season	Mid season	High season	High season	Mid season	High season	High season	Low season

Low season
  Mid season
  High season

## Comments

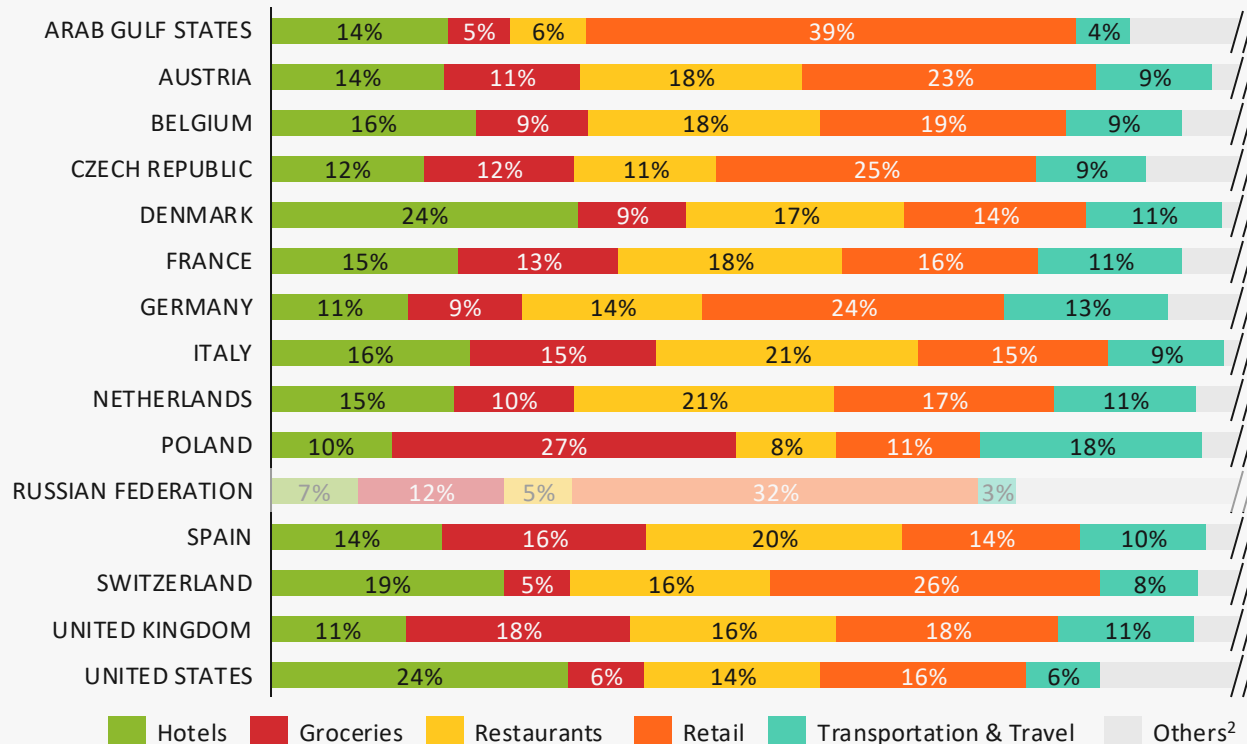
- In Q4, Prague is relatively a popular travel destination especially in comparison to Amsterdam and Barcelona which gets its majority of travelers in different seasons.
- Prague competes mostly with Vienna and Budapest, partially also with Berlin for pre-Xmas & Xmas
- Israelis, Russians, Swiss and Britons choose Prague among Vienna and Budapest or Berlin
- Italians and Spanish tend to prefer Vienna and Budapest over Prague
- Germans opt for Vienna more commonly



# Leisure Competitiveness – Example Prague Czech Republic Spending Mix



Distribution of total spend across selected categories per origin country, %, 2024



## Comments

- 3 main segments have been identified based on the spend behavior of visitors from across the origin countries:
  - Shoppers: Arab States
  - Enjoyers: Italy, the Netherlands, Spain
  - Comfort Seekers: the US, Denmark
- Visitors from the remaining origin countries show mixed spend patterns



# New Leisure Targeting Segments Emerging

## Shifting from socio-economic to psycho-demographic models



### Emotional Value / Instant Dopamine

Shoppers seek comfort, nostalgia, and emotional resonance (quirky collectibles). Purchases increasingly serve as emotional anchors. Quick hits of joy matter. .



### Health & Wellness

Across incomes, wellness is prioritized. Surging sales in outdoor sports, anti-aging beauty underscore wellness as a mass-market trend and a premium aspiration.



### Value for Money & Trading Smarter

Consumers are not trading down, but balancing affordability with selective premium upgrades. Loyalty is fading.



### Subcultures

Fandoms, cosplay, and other niche interests are going mainstream. Younger consumers spend in entertainment, leisure, and beauty linked to cultural trends



### Silver Economy & Slow Luxury

Seniors (60+) are reshaping consumption. Their spending intentions on leisure, healthcare, and travel now surpass middle-aged consumers. This group values quality, durability, and “slow luxury”.



### Pet Economy

Pets are replacing traditional companionship for younger consumers, becoming both emotional anchors and spending drivers.



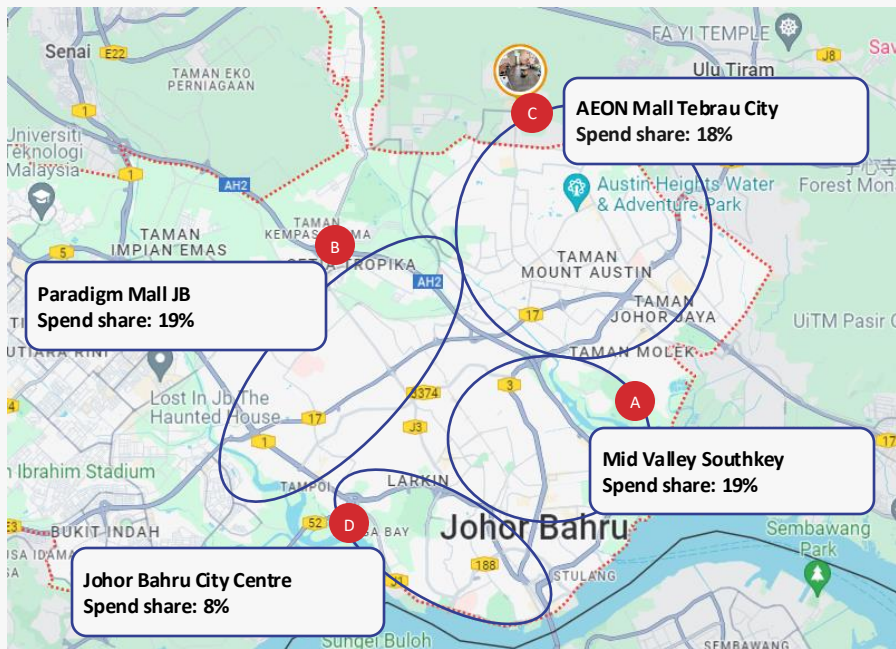




## Product Competitiveness – Example Johor Bahru Malaysia

Mastercard Advisors performed a deeper analysis on key mall and spend clusters in Johor Bahru (Malaysia) to understand spend behavior which then led to create persona-based offerings

### Areas with top spend (% of spend in JB city)



### Singapore Profiles

#### Value Hoopers

SG spend is on fuel, groceries, emphasizing the appeal of **cross-border grocery value shopping**.



#### Saturday Shoppers

SG spend is concentrated with **dining, fashion and well-being as top categories**.



#### Food Indulgers

SG spend is on **dining**, reflecting the interest in the diversity of food Malaysia has to offer.



#### Family Gateways

SG spend is on **attractions / entertainment** highlighting the interest in family activities.



# Product Competitiveness - Product Design and Execution – Seville Spain



Five distinct routes have been created to embody the spirit of Seville. At the end of each route, exclusive perks were offered to the visitors.

## PRODUCT DESIGN

### Route 1

The “**origin**” of the city: past, present and future

### Route 2

The crafts, smells and Sevilla’s “**flavors**”

### Route 3

La Cartuja and the Guadalquivir, tour with “**spectacular views**”

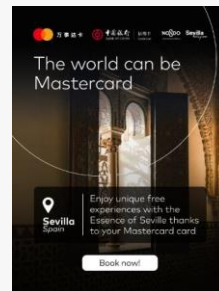
### Route 4

Craftsmanship and flamenco “**passion**” in the heart of Triana

### Route 5

“**Football**” and enjoy exclusive discounts at the temple of shopping \*

\*El Corte Inglés, reinforced on-destination *Essence of Seville* experience with a shopping experience and a special discounts



## DIGITAL IMPACT / AUDIENCE

**1,2 million**

Digital impressions on Trip.com

**40 million**

Digital impressions on Bank of China channels

**15,7 million**

Digital impressions Air China



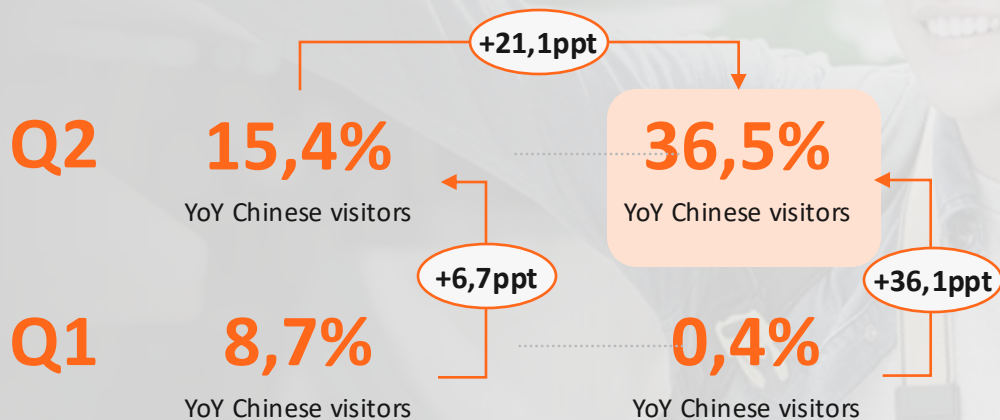


## VISITOR IMPACT

### YOY Q2 VOLUME OF CHINESE VISITORS

SPAIN

SEVILLE



## VISITOR SPEND

SEVILLE

**€13,8 million  
micro & small  
retail spend**

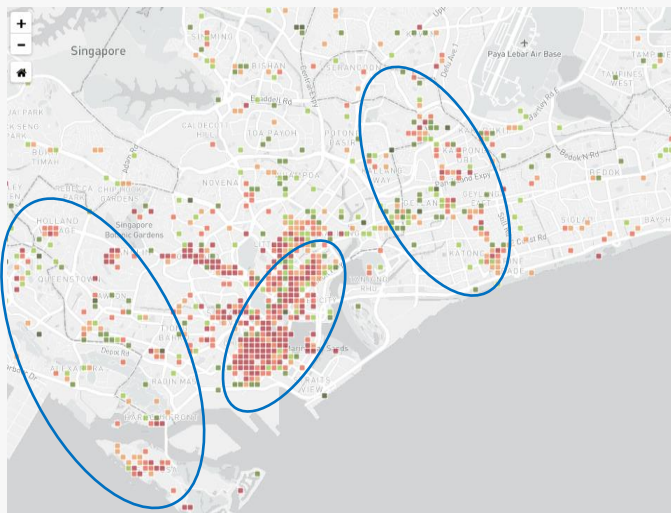


# Inclusive Competitiveness - Measuring and Sharing Impact



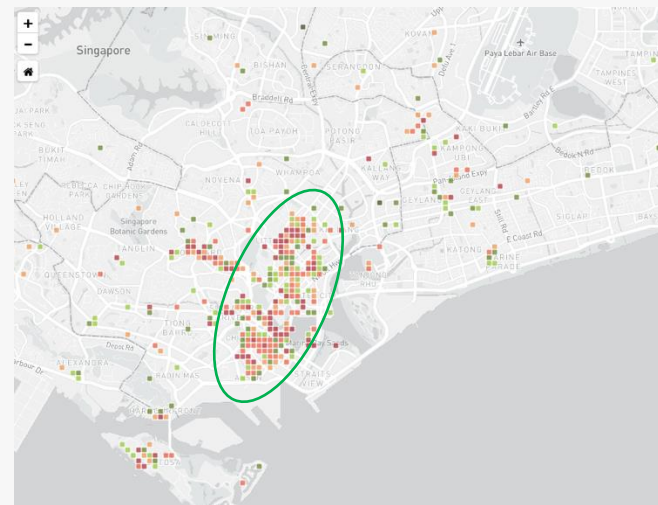
The power of geographic spend data and footfall data

## United Kingdom Visitor



British visitors show a larger geographic coverage venturing from the **east**, heavily around **China town**, **Sentosa** to the hidden gems in the **west** of the main shopping areas and CBD

## Indian Visitors

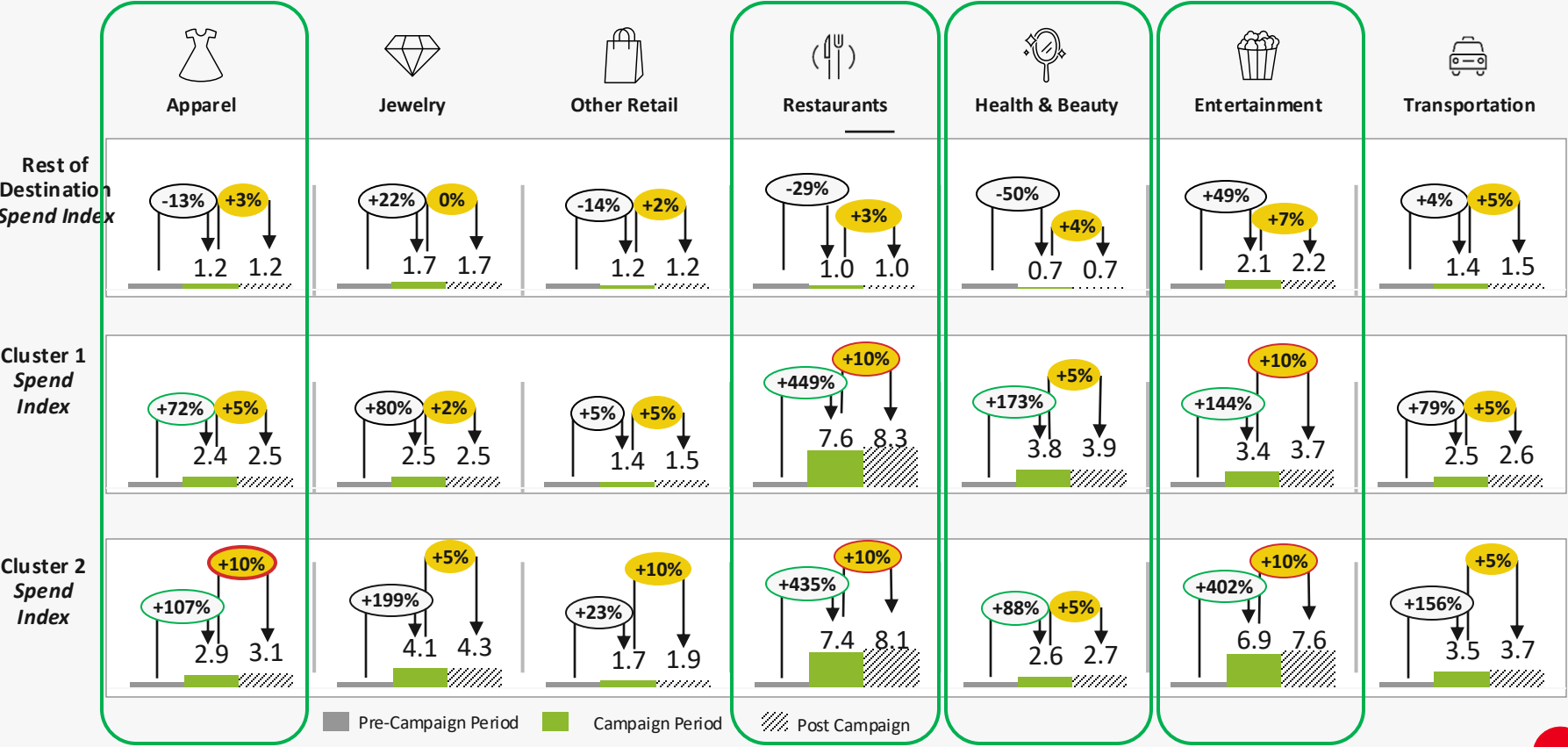


Indian visitors show a more consolidating coverage around **Little India**, central shopping malls, Clark Quay and CBD



# Measuring Impact and Optimizing Programs

Overview of tourism spend changes by category and understanding carry-over / knock-on effects



City Tourism Competitiveness are well managed with best-in-class Execution

Cities are facing new challenges requiring them to gear up their execution capabilities

## Tourism Industry Competitive Challenges

- 1 Attractiveness of Destinations**  
Driving visitor spend to small businesses and to more local experiences
- 2 Sustainability and Environment**  
Managing crowds and balancing environmental impact
- 3 Health and Travel Protocols**  
Digitizing visa, travel requirements, visitor protocols, and levies
- 4 Business travel**  
Balancing the shift in business travel and MICE
- 5 New Traveler**  
Engaging with the new traveler's purpose, behavior and needs



## Competitive Strategies / Execution Capabilities

