

VisitBritain's Business Plan 2009/10

Introduction

In response to the recommendations of the British Tourism Framework Review, a set of 'building blocks' were developed as the basis for our 2009/10 Business Plan.

As a result, VisitBritain will:

- Inspire the world to explore Britain
- Deliver a global overseas network to champion the brands – England, London, Scotland, Wales and Britain
- Be the authority on maximising the value of the visitor economy and co-ordinate the voice of British Tourism Policy
- Provide transaction and technology platforms that extend the reach of industry to the consumer
- Create a shared services unit to serve VisitBritain and VisitEngland.

This document outlines what we will do in 2009/10 to achieve these goals in what will be a year of transition while we bed-in the reorganisation and work with strategic partners to agree a set of memoranda of understanding. We will develop common performance indicators with partners, as well as a service level agreement with VisitEngland.

We will report on progress against these objectives as well as financial progress against budget.

INSPIRE THE WORLD TO EXPLORE BRITAIN THROUGH MARKETING

In 2009/10, VisitBritain will develop marketing collateral and toolkits to promote the Britain brand, supporting our overseas network to deliver marketing activities in our Britain-led markets around the world. We will launch the next generation of our main web portal, visitbritain.com, which will be the primary channel for this. This will provide consumers with web innovations that they now demand, e.g. web 2.0 functionality and increased emphasis on the importance of User Generated Content (UGC). We will also continue to attract incremental visitors to Britain by supporting bids for cultural, sporting and business events.

Value Campaign

In 2009/10, VisitBritain's marketing focus will be establishing Britain as a great value destination. A Value Campaign will be launched in April 2009, encouraging visitors to explore more of Britain and its wealth of attractions, accommodation and destinations, taking advantage of special offers from hoteliers and carriers. This activity will run in Europe and the USA alongside a major campaign in Asia-Pacific markets. The campaign will promote the benefits of the free museums and galleries that are one of Britain's major appeals over rival destinations. It will also use the strength of the US Dollar and Euro against Sterling as a major reason to travel to Britain now as part of the value for money positioning.

Destination PR

The Value Campaign will be supported by a Global Media Tour in May 2009, bring top quality international journalists to Britain to show them our value for money offer. The Destination PR team will generate maximum positive editorial coverage of Britain as a visitor destination (leisure and business) in international markets, helping to stimulate demand and boost tourism revenue to generate advertising equivalent value

Britain Brand

Resulting from the Framework Review, VisitBritain will review its destination brand delivery overseas to reflect our working in partnership with our strategic partner brands of England, Scotland Wales and London. This review will also refine the delivery of the Britain Brand consolidating our corporate and consumer identity to coincide with the London office move.

London 2012 Leveraging

During 2009/10, VisitBritain will be laying the foundations to secure Britain-wide tourism benefits for the London 2012 Olympic and Paralympic Games with our Olympic partners. In addition to delivering the value story we will be strengthening our relationships with and present VisitBritain's services and assets to Games stakeholders in the run-up to 2012, with a specific focus on media and broadcast partners. Through our presence at the Vancouver 2010 Winter Games, we will work with Visit London to promote Britain as a destination and as next host destination of the Summer Games.

visitbritain.com - Version Five

VisitBritain's key web presence is visitbritain.com and our focus in 2009/10 is to progress the shift to the next generation of online platform. We have selected Sapient, ranked 1st in the New Media Age list of Top 100 Interactive Agencies 2008 as the best-fit supplier for VisitBritain's requirements to work with us to design the next generation sites. The project will commence in 2009/10.

Business Visits and Events

Business Visits and Events is one of the first points of contact for event planners and British bidding partners and venues. It provides targeted support for our partners when bidding for events (cultural, sporting and business) to ensure a higher conversion ratio of bids won for Britain.

<i>Budget</i>	<i>Measures</i>
<p><i>£3.547 million (including £0.514 million for London 2012 activity)</i></p>	<ul style="list-style-type: none"> ▪ <i>Launch a £6.5m Value Campaign in April 2009 (£2.0m VisitBritain budget)</i> ▪ <i>Support VisitBritain's overseas offices to deliver destination PR value in excess of £3bn, building on the Global Media Tour in May 2009 supporting the Value Campaign</i> ▪ <i>Generate Britain brand partnership marketing activity of at least £7.5m of in-kind marketing support with fashion, film, music and sports partners</i> ▪ <i>Launch visitbritain.com V5, delivering at least 20m visitors to VisitBritain's web platforms</i> ▪ <i>Deliver £1.0m of cash NGF from Britain based industry activity from trade shows and exhibitions, e.g. World Travel Market and the Best of Britain and Ireland</i>

DELIVER A GLOBAL OVERSEAS NETWORK TO CHAMPION THE BRANDS - ENGLAND, LONDON, SCOTLAND, WALES AND BRITAIN

The overseas network's aim is to support and champion the five tourism brands. In agreement with our strategic partners, VisitEngland, Visit London, VisitScotland and Visit Wales – VisitBritain will run the overseas network as a platform to deliver activity on its own behalf as well as on behalf of the strategic partners and the travel industry. All of the countries that VisitBritain operates in have been placed in one of four quadrants, to reflect those countries consumers' understanding of the five British brands and whether the countries are long or short-haul. England, Scotland, Wales and London will lead in devolved short and long haul markets such as France Spain and Germany, USA, Australia and Canada while Britain will lead on marketing in non devolved markets.

VisitBritain will specify varying levels of activities that it will carry-out in countries dependant on which quadrant they fall into.

All markets: VisitBritain offices will deliver insights, maintain connections with the travel trade, Press and PR and public diplomacy communities (Level 1 activity)

In all Britain led markets and long haul devolved markets we deliver an appropriate selection of:

- Country-specific consumer marketing campaigns (Level 2 activity)
- Cross-regional consumer marketing campaigns (Level 3 activity)
- Multi-regional campaigns (none planned in budget at present) (Level 4 activity).

Normally VisitBritain would concentrate its activity on cross-regional campaigns in the Britain-led markets. However, given the current economic downturn and the opportunity presented by a weakened pound, we have agreed with strategic partners that in 2009/10 to execute significant large scale Britain tactical campaigns in devolved markets. Airline partners have signalled strong interest in part-funding these campaigns and linking them to new low seat prices. These campaigns are concentrated in the early part of the year.

Short-Haul Devolved Markets

Belgium, France, Germany, Italy, Spain and the Netherlands

VisitBritain will deliver insights, connections with trade, Press and PR and public diplomacy in short-haul developed markets. Strategic partners lead on their own marketing initiatives. There will be no local Britain consumer marketing in these countries other than for marketing the Olympic Games, during crises and with non-tourism partners for who want pan-Britain multi market campaigns (such as Sony Pictures – James Bond).

Activity Highlight

Level One – Trade Shows – ITB / IMEX Germany, Chaleur du Nord Paris, FITUR / EIBM Spain

Long Haul Devolved Markets

Australia, New Zealand, Canada and the United States

In long-haul developed markets, VisitBritain will adopt a joint marketing approach with strategic partners; a portfolio approach where each of the five brands will be deployed as appropriate. The overseas network will support bespoke campaigns for partners and locally initiated Britain brand marketing and brand partnerships as required.

Activity Highlight

Level Three - Value Campaign - Flagship North-American campaign aimed at the baby boomer segment in Canada and the United States.

Short-Haul Britain-Led Markets

Austria, the Czech Republic, Denmark, Finland, Greece, Hungary, Norway, Poland, Portugal, Russia, Swede, and Switzerland.

Long Haul Britain-Led Markets

Argentina, Brazil, India, Japan, Malaysia, Mexico, Singapore, South Africa, South Korea, Thailand and the United Arab Emirates, Brazil and Argentina.

In both short and long-haul markets, VisitBritain will lead with the Britain brand and signpost consumers to our strategic partners' brands. There will be a strong focus on building the long-term value of the Britain brand and educating consumers about the constituent British brands.

Activity Highlight

Level Three Marketing - Dynamic Britain – An APMEA campaign which focuses on challenging perceptions. With a quirky and at times irreverent look and feel it is aimed at the youth segment or a younger mind-set

<i>Budget</i>	<i>Measures</i>
<i>£17.540 million</i>	<ul style="list-style-type: none"> ▪ <i>Worldwide, generate a 30:1 return on investment from £9.4m international marketing activities</i> ▪ <i>Create £3 billion advertising equivalent value from Press and PR activity</i> ▪ <i>Deliver 30 million visits to British tourism websites - 20 million to VisitBritain.com and 10 million to partner sites</i>

BE THE AUTHORITY ON MAXIMISING THE VALUE OF THE VISITOR ECONOMY

The Framework Review reaffirmed one of VisitBritain's four key strategic aims as being to support the development of national tourism policies and the resolution of key national tourism issues. As a consequence the Review recommended that VisitBritain re-institute their insight-led policy competence to complement the policy formulation work of the private sector which fulfils our duty to advise government.

To discharge its ambition to be the primary interlocutor between the trade and the government on matters of tourism concern, and to secure an environment conducive to advancing the growth of the visitor economy, VB needs to develop a portfolio of policies designed to empower tourism businesses, tackle market failures and promote best practice in service delivery to enhance the consumer experience and maximise repeat business.

Policy and Strategy

In association with industry, nations, regions and government develop strategies and policy that:

- Facilitate the development of VisitBritain's strategy
- Influences opinion formers and decision makers
- Addresses the impediments to growth of the industry and Britain's global competitiveness
- Supports the development of a sustainable, competitive and marketable product
- Ensures the delivery of the tourism benefits of the 2012 Games across Britain
- Fulfils our duty to advise government on matters relating to tourism.

Advocacy

- Be the lead voice for the tourism industry, ensuring that it is taken into account in decision making across Westminster and Whitehall
- Support a Tourism Advisory council and the cross ministerial working party by providing independent, non-partisan advice to the Minister on the industry's challenges and opportunities.
- Consult with and complement the advocacy role of the Tourism Alliance.

Communications

- Position VisitBritain as the leading authority on tourism with robust research-based policies
- Build and maintain VisitBritain's reputation for excellence with stakeholders and the national and international media
- Build and consolidate the over-arching relationship with strategic partners to ensure effective delivery on the heads of Agreement and partner satisfaction
- Ensure effective communications to stakeholders and the industry to ensure buy-in to VisitBritain's mission, strategy, marketing opportunities and policies
- Test and deliver effective crisis communication for the tourism industry and which is recognised by Government as source of reliable advice and intelligence.

Research

Develop research and insights that:

- Informs industry in the development and marketing of tourism
- Informs VisitBritain's marketing and market presence
- Facilitates the development of tourism strategy.

<i>Budget</i>	<i>Measures</i>
<i>£1.991 million</i>	<ul style="list-style-type: none">▪ <i>Develop and communicate market research, insight and market intelligence to inform VB marketing strategy and industry and stakeholder marketing decisions</i>▪ <i>Working with industry, nations, regions and government to develop statistics that demonstrate the value of the visitor economy – taking the Deloitte research to the regional and national level</i>▪ <i>Deliver a Tourism prospectus for Growth shared by all stakeholders</i>▪ <i>Recommend clear national policies on Welcome, Sustainability, Visas and review our role on transport infrastructure and taxation as it affects the tourism industry and establish a bank of ten policy statements.</i>▪ <i>Deliver a programme of policy engagement across Westminster and Whitehall and industry</i>▪ <i>Deliver a global media tour to support the value campaign and showcase the economic delivery of tourism across the DCMS portfolio.</i>▪ <i>Industry satisfaction of over 80% in VB communications based on industry survey.</i>

PROVIDE TRANSACTION AND TECHNOLOGY PLATFORMS THAT EXTEND THE REACH OF INDUSTRY TO THE CONSUMER

In this year of transition, VisitBritain will work with industry, the nations and regions to agree strategies for shared platforms which fully define partner requirements and terms of engagement and which deliver maximum benefit to the consumer. Shared platforms include: retail e-commerce platforms; the National Tourism Open Platform (NTOp); publishing - including Britain Planner, London Planner; and the Britain and London Visitor Centre (BLVC).

We will continue the development of these shared platforms, improving their consumer-facing capabilities and providing routes to market for British tourism suppliers. With NTOp, we will be improving functionality particularly around database searching, trip organisation, presentation of events and integration with e-commerce. The retail platform is proving itself as an important route for suppliers to extend their consumer reach and a useful source of products to assist the traveller to Britain. A key deliverable in 2009/10 will be the launch of a new e-commerce shop to support continued year on year growth of over 30%. The retail platform is also being adapted for easier exploitation by partners via distribution agreements.

In 2009/10 we will develop key performance reports for all platforms and use the insights gained to create a strategy for sustainable e-commerce growth and profitability.

<i>Budget</i>	<i>Measure</i>
<i>£3.269 million</i>	<ul style="list-style-type: none"> ▪ <i>Sales for all platforms - £8.1 million</i> ▪ <i>Ensure the delivery of a technology platform Review that consolidates Strategic and Regional partner requirements, 'for the collection, management and distribution of tourism information' and sets out proposals for optimal delivery</i> ▪ <i>Introduce Net Profit reporting as part of VB's regular monthly Business Information output</i> ▪ <i>Launch a new online Retail Platform for consumers, distribution and trade partners</i>

CREATE SHARED SERVICES BETWEEN VISITBRITAIN AND VISITENGLAND

In 2009/10 legal services, the board secretariat and business services will operate with the aim of providing a comprehensive and supportive shared service for VisitBritain and VisitEngland management, and staff in achieving business, people, financial and organisational objectives. This will bring together the constituent parts of business services, which are financial and management accounting, facilities management, technology and people and performance.

Head Office Relocation

One of VisitBritain's major tasks in 2009/10 will be moving its head office from Hammersmith to One Palace Street in Victoria. This project is well advanced with the negotiations for the new lease nearing completion. Planning is also well advanced for returning Thames Tower back to the way it was when VisitBritain first become tenants, thereby mitigating the current dilapidations.

Service Level Agreements with VisitEngland

VisitBritain and VisitEngland will develop a Service Level Agreement early in 2009/10 defining KPI's for shared services VisitEngland will be entitled to.

Developing common key performance indicators with strategic partners

VisitBritain will work with its partners to develop a common set of key performance indicators that can be used, starting in 2010/11, to measure the value of the British visitor economy and the effectiveness of the boards' collective operation – including VisitBritain's overseas network. These partners would include VisitScotland, Visit Wales, VisitEngland and the Northern Ireland Tourist Board.

<i>Budget</i>	<i>Measures</i>
<i>£9.628 million</i>	<ul style="list-style-type: none">▪ <i>Staff moved to One Palace Street by 31 December 2009</i>▪ <i>VisitBritain / VisitEngland Service Level Agreement in place</i>▪ <i>Common key performance indicators developed and in use</i>