

Memorandum of Understanding

Between

VisitBritain and VisitScotland

1. Background

- i. This document sets out a practical framework within which VisitBritain (VB) and VisitScotland (VS) can work together to optimise our promotional activity in overseas markets and support the growth of the visitor economy.
- ii. The relationship between VB and VS adds value to British tourism promotion overseas. Through this relationship VB provides a platform of core and added value services which VS can use to further promote tourism to Scotland.
- iii. In July 2015, the British government launched a Five Point Plan for tourism which sets out a clear ambition both to promote Britain and Scotland as a GREAT place to visit, but also to expand and develop our offer to tourists. VS's core objective in support of its overarching purpose is to support the Scottish tourism industry's Tourism 2020 Strategy ambition of growing tourism revenues by £1bn by 2020. These strategies describe the potential for tourism and areas in which VB and VS can work to grow tourism to Britain and Scotland.
- iv. This agreement covers the following areas of cooperation: policy, operations and consumer and trade marketing.

2. Principles

- i. Both parties accept a shared agenda for growth. We are partners in building the volume and value of overseas visitors to Britain and Scotland.
- ii. This is a partnership of equals. VS will be deemed an international marketing partner of VB and vice versa.
- iii. Partnership is intended to convey a mutually beneficial relationship.
- iv. Both parties agree to engage with each other early in planning and actively seek opportunities to work together where this would deliver enhanced returns. The Britain Marketing Board and Strategy Directors' Interboard will be the senior groups, including representation from VB and VS, which will agree activity by all partners. There will be regular meetings at all levels to continue to explore joint working and exchange of information, from the regular interboards to ad hoc meetings to explore specific opportunities or campaigns.
- v. We will also set a four year target for growth in visitor spending based on VisitBritain delivering growth in the incremental spend it delivers above the level of growth observed at the IPS level, and set in consultation with DCMS and the Scottish government. These targets will be reviewed annually once the final VisitBritain evaluation data is completed, usually in the following financial year.
- vi. At the same time, VB will track and ensure an appropriate share of voice for Scotland as a destination in the volume of content produced within key customer facing channels including the consumer and trade websites, social media channels, email marketing programme and global marketing campaigns and update quarterly.
- vii. This document sets out the respective roles, responsibilities and working relationships that have been agreed between VB and VS. This is supported by two further documents with additional detail:
 1. A Service Level Agreement (SLA) which reflects and details VisitBritain's responsibility to deliver international marketing services for Scotland and VS's responsibilities in return
 2. A High Level Marketing Plan (HLMP) agreed annually ahead of each financial year which agrees marketing priorities and specific areas of collaboration within each year's planned campaigns, as well as KPIs for each

This MoU should be read alongside the SLA and HLMP and is intended to establish the overarching principles for collaboration.
- viii. The word 'partnership' in this document is not intended and shall not be construed to create, denote or imply any relationship of 'partnership' in the legal sense but is intended to convey a mutually beneficial relationship between independent bodies.

- ix. As well as agreeing an HLMP, an SLA and targets, both parties will meet regularly to share priorities and plans striving to cooperate and find areas of joint working. Examples could include jointly commissioning research, running joint familiarisation trips for international media and trade, jointly commissioning films and photoshoots, joint marketing promotions on territory, sharing imagery and working together with key commercial partners.
- x. Any dispute between VB and VS should first be addressed between CEOs; should any issue remain unresolved, it will be escalated to DCMS to address and ultimately to Ministers.
- xi. In the event of any perceived inconsistency in interpreting the agreements entered into, this MoU will be treated as taking precedence.
- xii. VB is a partner agency in the British government's GREAT Britain campaign. The tourism element of the GREAT Britain campaign will deliver economic benefits by targeting strongly performing tourism growth markets and building on mature markets. VB and VS will seek opportunities to optimise outcomes for Britain and Scotland. VB is tasked with seeking opportunities to optimise outcomes for Britain. Scotland is tasked with seeking opportunities to optimise outcomes for Scotland.

3. Funding

- i. No fees will be paid for this arrangement. However, any joint marketing programmes or activity will be subject to individual negotiations and may involve funding from one or both parties.

4. Key strands of collaboration

- i. **Building Britain and Scotland's image**
 - a. Use of VisitBritain's overseas network by VS, including access to in market expertise, events and PR/marketing opportunities; overseas network commitment to promote Scotland, including answering queries from overseas trade
 - b. VB's representation of Scotland propositions and experiences within its core and GREAT activity will be informed by the VisitScotland brand wheel and Spirit Strategy
 - c. VS to supply content for use within VB assets e.g. BritAgent, visitbritain.com, VB Shop, image library, trade site and trade toolkit
 - d. VS to supply content for inclusion within VB campaign activity e.g. social media channels
 - e. VS to supply content for inclusion within GREAT campaign activity e.g. campaign images, pillar guides
 - f. Joint PR activity e.g. partner providing on ground support for press visits
- ii. **Improving range of product on offer**
 - a. Partner's destination products for sale on VB shop and continuing work to identify more potential products
 - b. Joint work with suppliers to increase awareness of market needs e.g. seminars
- iii. **Increasing distribution through travel trade**
 - a. VisitBritain to encourage travel trade to complete partner BritAgent modules and signpost to SCOTSagent programme
 - b. Joint familiarisation trips for travel trade
 - c. VisitBritain to offer opportunities to attend missions and other trade events and to support VS platforms including VisitScotland expo
 - d. Partner to encourage supplier sign ups to VB's travel trade directory
 - e. Commercial partnership opportunities
- iv. **Improving access to Scotland and Britain**
 - a. Route development support, including marketing where appropriate
 - b. Policy issues including visas and aviation
- v. **Working together overseas**
 - a. Funding and financial support from Partner to VB for both direct costs and indirect costs incurred by VB for office and overheads

5. Agreed areas of partnership

VB and VS will, on the basis of the agreed principles set out in this document, provide the following Services in accordance with the service levels set out in the SLA and access to the following Added Value Opportunities, with more detail set out on an annual basis in the HLMP and SLA:

Services	Added Value Opportunities (charged back if taken up)
<p>Market Intelligence/Research</p> <p>Sharing appropriate research, which, subject to the agreement of both partners, and commercial/ competitive sensitivities will not be unreasonably withheld.</p> <p>Identifying areas for collaborative approach to research activity for mutual benefit.</p> <p>VB will include VS in the distribution of scheduled IPS mailing and VS will include VB in their similar mailings</p>	<p>Bespoke intelligence reports/advice on specific partner issues and plans requiring more than 2 hours work by partner staff per project/request, subject to resource availability</p> <p>Jointly funded research projects into topics agreed between VB and VS</p>
<p>Overseas Network</p> <p>VisitBritain's international platform will continue to provide trusted insights, connectivity with media and trade in market and to support marketing programmes including for Scotland.</p> <p>VB teams will develop a clear understanding of Scotland and its tourism products including agreeing, on an annual basis, key themes/products on which VS wishes for support, for example 2016 Year of Innovation, Architecture and Design and 2017 Year of History, Heritage and Archaeology.</p> <p>VS will support VB's overseas network colleagues to develop knowledge of Scotland and its tourism product.</p> <p>VB teams will present Scotland equitably within the GREAT campaign.</p>	<p>A co-location agreement will set out full details of any contract for VS staff to be based on the VB platform</p> <p>VS may host product knowledge education and staff meetings in Scotland for VB teams.</p>
<p>Marketing via GREAT Britain campaign</p> <p>The Government has announced that the GREAT campaign has had its funding increased to £60 million a year for at least the next four years. VB will continue to deliver the GREAT campaign for tourism, with £22.8 million approved for 2016/17.</p> <p>The exposure of Scotland within GREAT and core campaign activity will be agreed by VB and VS Marketing Directors and will be informed by the VS brand wheel and Spirit Strategy. It is expected that this will include:</p> <ul style="list-style-type: none"> • Links from visitbritain.com portals to VS website(s) • VS product information (core content) to be carried on visitbritain.com websites. Content to be supplied by VS • VS online videos to be carried on visitbritain.com. Content to be supplied by VS. • Inclusion in visitbritain.com online distribution deals where appropriate to all parties. 	<p>Additional paid for coverage and advertorial opportunities on visitbritain.com</p> <p>VB will provide VS with opportunities to participate in Britain international activity on a case by case basis. This can include campaigns, exhibitions and road shows. Full details of these options, and any costs, are made available through the appropriate marketing and trade departments of VB.</p> <p>Joint photographic shoots</p> <p>Sponsorship opportunities at exhibitions, missions and events either in the UK or overseas</p>

Services	Added Value Opportunities (charged back if taken up)
<ul style="list-style-type: none"> • Access to the online shop platform to retail appropriate destination product. VB has online shops in 7 languages and 12 currencies covering 94 markets. Product suitability and commission structures to be agreed with VB. • Opportunity for inclusion of partner imagery on the VB Image Library allowing for approved and on brand imagery to reach a wider audience. 	
<p>Press and PR</p> <p>The exposure of partner messages and content will increase as a result of GREAT and coverage will include</p> <ul style="list-style-type: none"> • Inclusion of appropriate key VS product – content to be provided by VS - in VB PR team's ongoing media relations activity to include regular communications with stakeholders and inclusion, where appropriate, in other press releases, trade newsletters and updates • Inclusion in the online press centre copyright free features where relevant; content to be provided by VS • Collaboration and cost sharing on any appropriate targeted press visits activity as agreed in bilateral planning sessions. 	<p>Participation in partner media events such as meet the press/ events in overseas markets.</p>
<p>Trade response</p> <p>Basic enquiries on Scotland to be handled by VB overseas offices; VS will respond to enquiries passed on, where appropriate, by VB's team</p> <p>VB will pass on appropriate leads received from Tour Operators to VS</p>	<p>VS can buy into VB's trade communications programmes using contact data in VB databases. Depending upon Data Protection requirements, VS may be able to send specific campaign messages to customers on VB's databases, providing they do this via VB. There will be an associated cost.</p>
<p>Travel trade</p> <p>VB and VS to collaborate on the internationalisation of Scottish businesses, the development of new and extended product via intermediaries, the promotion of Scotland product via travel intermediaries, and the education and incentivising of sales via the trade.</p>	
<p>Digital and content</p> <p>VB will collaborate with VS on a regular basis to create best-in-class website content aligned with the objectives of VB/ VS, linking through to VS where appropriate.</p>	
<p>Business Visits & Events</p> <p>VB will add value to Scotland's bids for discretionary BV&E business through a process to be agreed by VS of a Britain-wide bidding framework, working closely with UKTI and the wider Britain campaign. VB's work in this space should be collaborative and add value to work already delivered by VS, bringing a new dimension to and not duplicating existing work.</p>	

Services	Added Value Opportunities (charged back if taken up)
<p>Competitiveness</p> <p>VB and VS will, where appropriate, share research, evidence and policy positions. Partners will work together on matters which may include visa and aviation policy.</p> <p>VB and VS policy teams will ensure open communications between teams and align policy message wherever possible.</p> <p>VS is a member of VB's BTIG; VS will engage appropriately with VB in arising matters of policy.</p>	
<p>Corporate expertise</p> <p>Access to advice or support from specific areas of expertise as requested (e.g. Tourism Affairs, Business Planning, Research and Insights etc) by staff in each organisation</p> <p>Both partners acknowledge the business benefits of secondments and shadowing and agree to consider all reasonable requests</p>	

This arrangement will take effect for the financial year commencing 1 April 2016.