



VisitBritain



VisitEngland

British Tourism Authority

2021/22 Business Plan

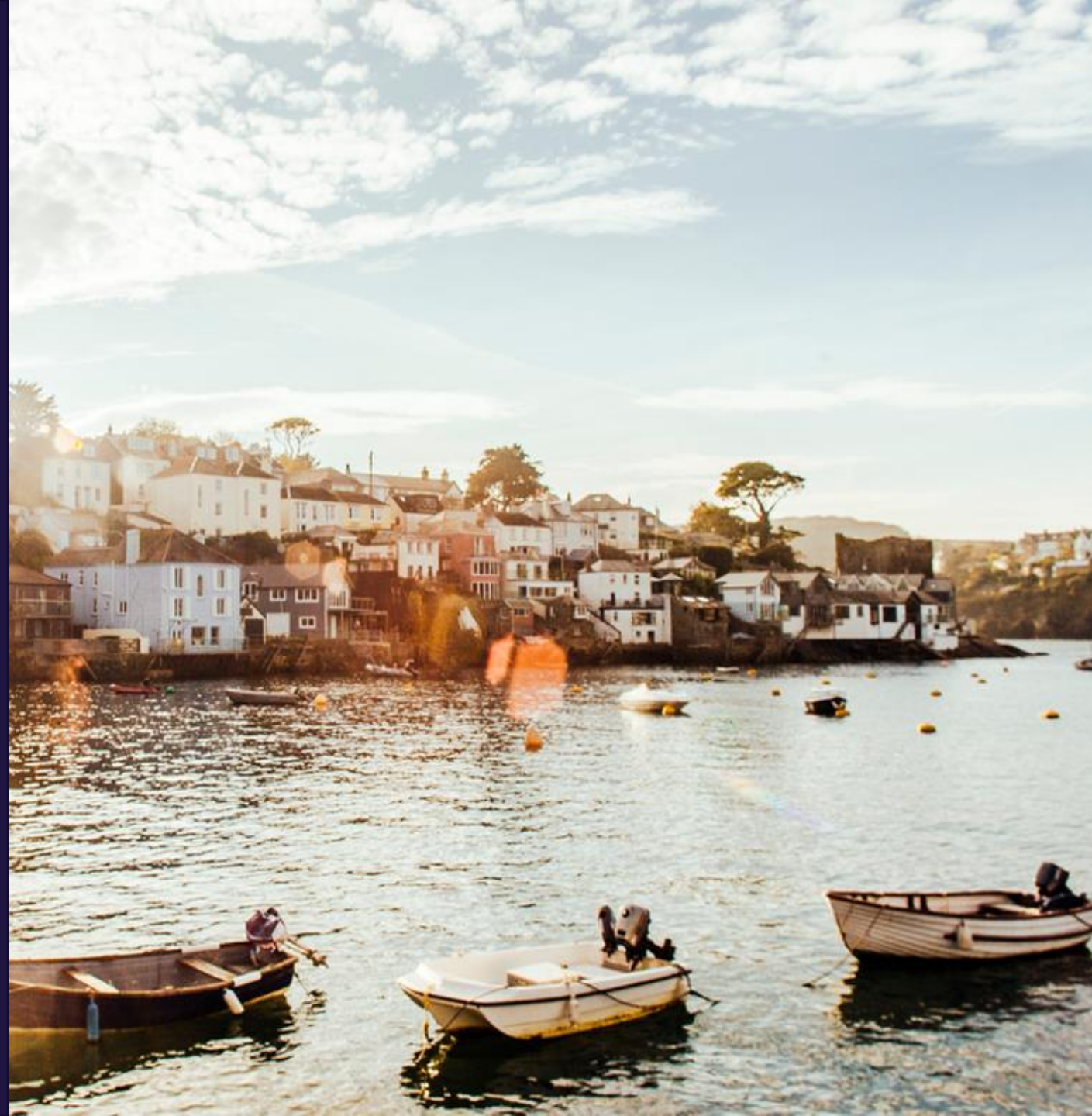
INTRODUCTION

Tourism is usually worth £127bn a year, accounting for 9% of UK GDP. The industry supports 3.1m jobs in every part of the UK, making it a key driver for levelling up, and is built on the entrepreneurship of 200,000 SMEs. It plays a crucial role in strengthening Britain's place on the world stage.

Covid-19 hit the sector hard and fast, forcing the closure of successful destinations and businesses. Two thirds of the value of the domestic industry was wiped off, a £57 bn loss to the economy in 2020 alone. The impact in inbound was even more profound – inbound value dropped 80%. We estimate £285 m was lost to the economy from tourism *every day*.

Our forecasts for 2021 paint a challenging figure but provide signs of slow recovery. Our Business Plan shows what we will do over the course of 2021/22 to drive that immediate recovery and build back a more sustainable and resilient industry.

Retaining flexibility has been a key planning principle. Our assumption is that domestic will recover before international, where the green list will dictate the opportunity. We will be agile, reviewing our activities regularly and will continue to collaborate with government and industry to respond to changing circumstances.



Our Role in 2021/22

OUR ROLE: To drive immediate tourism recovery through building back visitor spend as quickly as possible and supporting the Industry

VisitBritain – DEMAND SIDE FOCUS

Restimulate International Demand – tight focus on converting visitors who are most likely to visit in 2021/22.

VisitEngland – SUPPLY & DEMAND SIDE

Support England's tourism industry to recover and restimulate domestic demand.

Joint: VisitEngland and VisitBritain Together

Be the Authority on Tourism: *Provision of expert advice to industry and government*

Deliver Transformation: (A) *Digital transformation to better communicate with our customers and deliver efficiencies for the future* (B) *Implementing the people strategy*

Bidding For and Winning events.

01 **Re-stimulate International & Domestic Demand** *driving immediate visitor spend as quickly as possible.*

03 **Be the Authority on Tourism** *advising industry and government so they can make informed decisions.*

02 **Support the English Tourism Industry** *so that SMEs and DMOs/CVBs are ready to welcome back visitors.*

04 **Deliver Transformation** *so that BTA becomes a more effective organisation with the right culture, skills, tools and systems.*

CORPORATE PRIORITIES

This plan describes the steps we will take to build back visitor spend as quickly as possible and support the industry.

Our investment choices have been anchored by four corporate priorities which set out what we want to achieve.

The impact of priorities 1 – 3 will largely be felt within year – priority 4 is inherently future facing and will lay the foundation for BTA to add greater value in the coming years.

RESTIMULATING DEMAND

We are investing £22.3m in driving immediate visitor spend as quickly as possible. We are adopting a conversion strategy- using our expertise and robust data to identify and target the best prospect audiences and will pivot to where the greatest opportunities for Britain and England lie. We are also investing £1.3m in winning future business events.

Primary Focus **Tactical marketing to convert potential leisure visitors**
We will adopt a conversion strategy, delivering integrated high impact marketing campaigns in England and around the world. This will include dedicated activity to leverage the Commonwealth Games.

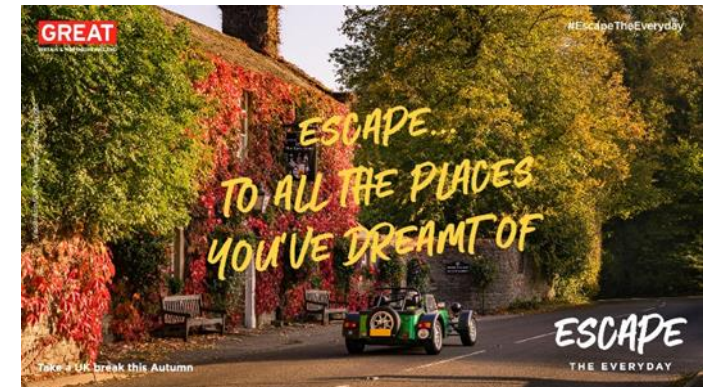
Supported By **Trusted Voice**
We will be a prompt and transparent communicator of up to date information on travel rules, giving consumers the knowledge and confidence to book.

Strategic Alignment with FCDO

We will seek to align activity with the Foreign, Commonwealth and Development Office to amplify impact, working together on Britain's soft power and brand.

Win Business Events

While a slower build, we are committed to supporting the sector's recovery. Our target is to secure £20 million worth of delegate spend through our 2021/22 activities.



INTERNATIONAL PICTURE

We will reboot with high impact marketing campaigns in countries where we have green borders at both ends, pivoting to where the greatest opportunities lie. While inbound travel is on pause our international teams will keep Britain front of mind through social and online activity and engaging with traditional media, influencers and the travel trade.

Americas
Inspiring and assuring stakeholders that Britain is a safe, welcoming and inspiring destination, offering distinctly British experiences spanning our rich heritage, culture, natural beauty and cool cities.

Europe
Inspire Europeans undecided about their 2021 travel plans, converting intra-European trip intent to bookings to Britain when the time is right.

Gulf & India
Get high value and repeat visitors to choose London/ Manchester / Midlands as their first post-lockdown international trip by inviting them to rediscover everything they've missed.

China
Targeting audiences warm to / with connections to Britain – offering reassurance and welcome. Working with government and commercial partners to build back routes, restoring trade capacity and lowering barriers for travel.

Australia
Reclaiming share of voice of the outbound Australian market, building brand profile and working with global partners to return the volume and value of Australian visits once restrictions ease.

SUPPORT THE ENGLISH INDUSTRY

We are investing £1.3m in supporting the English tourism industry so businesses and destinations are ready to welcome back visitors. We are focused on two audiences – SMEs and DMOs/CVBs – as we believe this is where our interventions can have the greatest impact.

Primary Focus

Supporting SMEs to rebuild and recover to ensure a sustainable and resilient future.

We will enhance SME knowledge, equipping businesses with the skills and capabilities they need to be international ready, recover and grow. We will do this through sharing our knowledge and expertise in innovative, inspirational and accessible ways.

Supported By

Stewarding the Landscape

We will steward the landscape, supporting DMOs strategic development, establishing a clear objectives-focused relationship.

Product Bookability and Distribution

We will increase bookability and diversify distribution channels for English tourism product through full utilisation of the TXGB platform and embedding existing product across our domestic and international demand driving activity.



BE THE AUTHORITY ON TOURISM

Our advice to government, industry comms and data have been hugely valued through Covid. We believe a key part of our role in 2021/22 is to continue to provide well evidenced and audience relevant advice and insights to help tourism stakeholders make informed decisions – whether that be government on policy or an SME on it's investment decisions. We are investing £1.2m in achieving this goal.

Primary Focus

Advise government on tourism policy

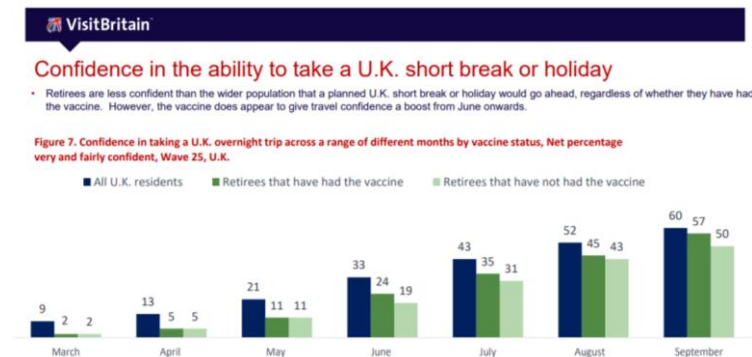
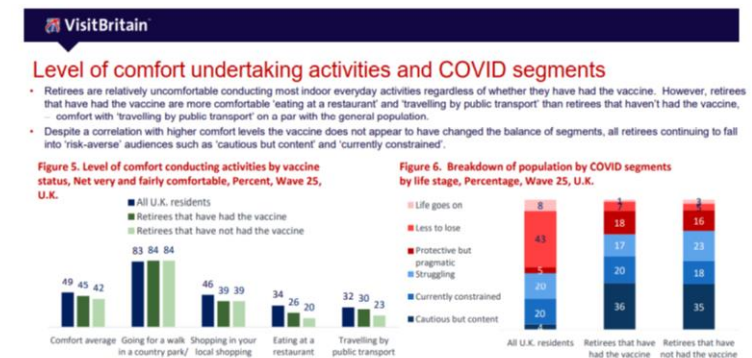
We will provide expertise and insight to government, working with DCMS and industry on delivering the Tourism Recovery Plan and supporting DMO Review. We will continue to act as the interlocutor between industry and Government through stakeholder groups such as TIER.

Supported By

Data, Insight and Comms

Provision of timely, accurate and audience relevant data and insight will be continue to be critical given market conditions. In addition to providing immediate insight we are building for the future, implementing a data strategy and laying the foundations for the data hub.

Maintenance of the corporate site as a “source of truth” for the UK sector will be complimented by proactive communication to industry stakeholders and press, ensuring tourism remains part of the national conversation.



DELIVER TRANSFORMATION

Our fourth priority is future facing: transformation. We are addressing historic underinvestment – spending £1.4m to markedly improve staff’s experience of working at BTA and the experience of our digital customers.

Primary Focus Deliver and Build on the People Strategy

We will deliver two thirds of the projects in our people strategy, generating measureable improvements against each of its four pillars: motivate our teams, foster inspirational, confident and empowering leadership, increasing our supply of talent and embedding D&I in everything we do. We will build on the people strategy by looking at estates, an important dimension of the employee experience.

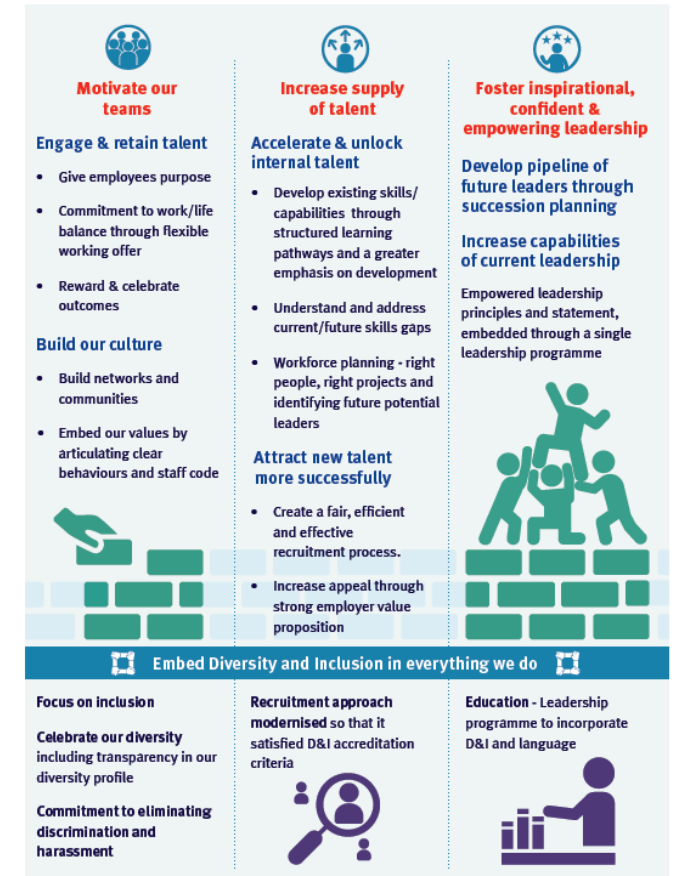
Deliver Digital Transformation

We will improve our customer facing digital offer, ensuring we meet expectations and remain relevant and competitive. This will be supported by an ambitious programme to improve our internal systems, increasing efficiency and effectiveness and addressing outstanding compliance risks.

Supported By Deliver the Retail Strategy

Our retail vision is to become the trusted place for people around the world to discover and buy experiences to enrich their trip to Britain. We will rebuild E-commerce profit by delivering a new platform and implementing year 1 of the new retail strategy..

Strategy at a glance



STRATEGIC ACTIVITIES

Corporate Priority	Strategic Activities	Outcomes
01 Re-stimulate International & Domestic Demand	1.1 England Marketing Deliver exceptional marketing campaigns, promoting responsible travel and cities, stimulating demand into areas most impacted by the loss of inbound visitors.	<p>1. Drive high value incremental visits, influencing UK consumers with a pent up desire for travel to do so responsibly and book a domestic UK break. Persuade international consumers who are open and ready to travel overseas to choose Britain as their next holiday destination.</p> <p>2. Secure long term economic benefits from the CWG by boosting the West Midlands reputation, increasing awareness and consideration to visit the region.</p> <p>3. Well evidenced and clear demand building strategy.</p> <p>4. Coherent, authentic and compelling destination story for England which differentiates it as a destination.</p> <p>5. Qualified leads generated and increased delegate spend.</p> <p>6. Positive sentiment towards Britain/England's BE offer.</p>
	1.2 Britain Marketing Keep Britain "top of mind" internationally, ready for when people can travel again, reaching consumers and the overseas travel industry through digital, campaigns, B2B, PR and events.	
	1.3 Commonwealth Games Marketing Leveraging the Games to shine an international spotlight on the West Midlands, positioning the UK as a safe, welcoming and culturally diverse destination.	
	1.4 GREAT Brand Take the new GREAT strategy and brand refresh, further developing the GREAT brand for tourism.	
	1.5 Demand Driving Strategy - define BTA's post pandemic leisure marketing strategy.	
	1.6 Develop England tourism brand ready for launch in 2022/23.	
	1.7 Win Business Events Secure high profile international business event wins linked to priority sectors for the UK government through presence at major trade shows, marketing, grant programmes, and continuing to develop the international event pipeline.	

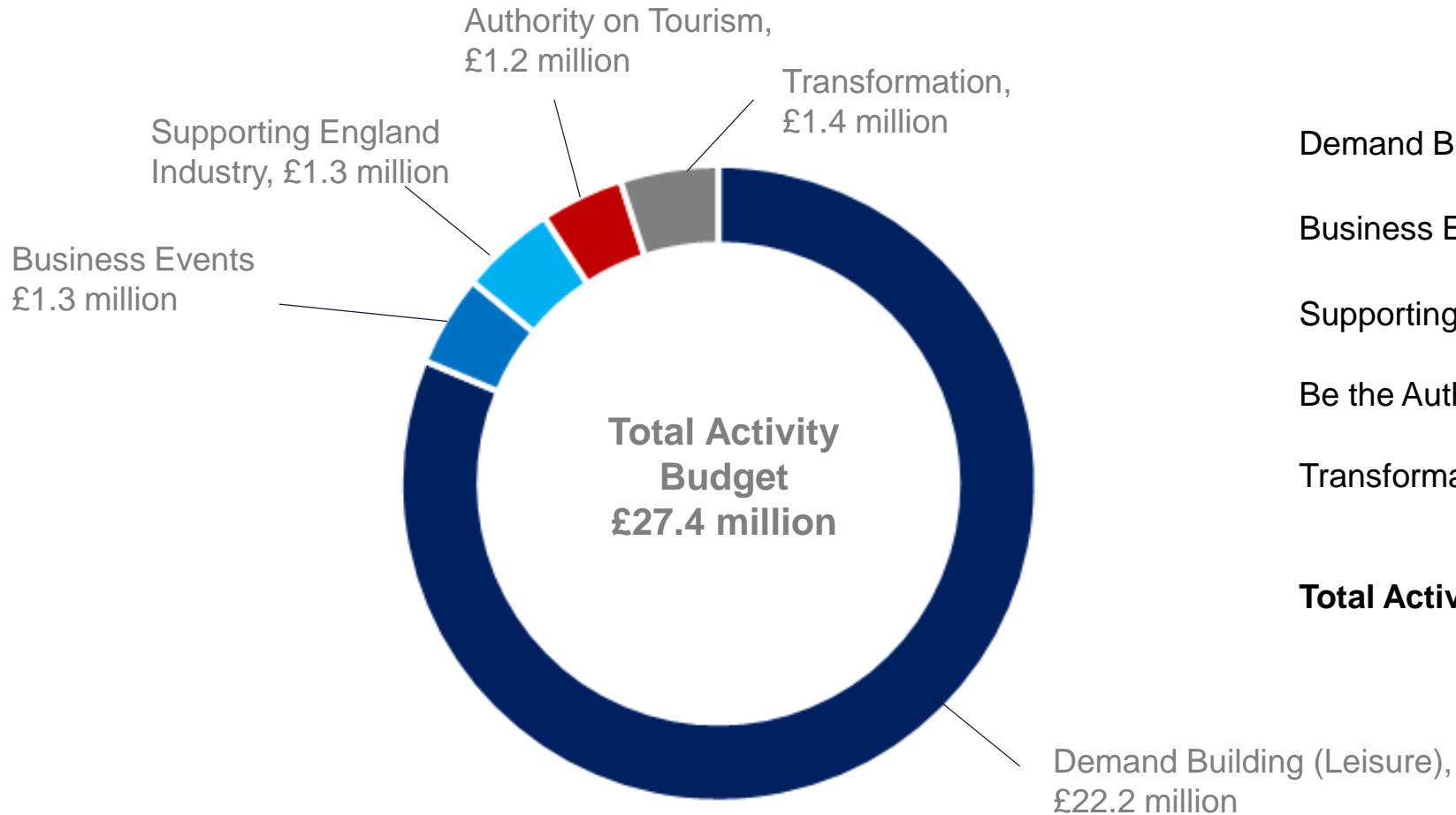
STRATEGIC ACTIVITIES

Priority	Strategic Activities	Outcomes
02 Support the English Industry	2.1 We're Good To Go Industry Standard & alignment with WTTC Safe Travel Stamp.	<ol style="list-style-type: none"> 1. Businesses easily access and navigate support to aid growth & have new skills/capabilities to help them through recovery. 2. Business supported to follow Covid-19 guidance & safety measures. 3. Business success & best practice showcased. 4. Businesses supported to become more sustainable and accessible. 5. Future proofing of VE supply-side support activities in response to changing industry needs.
	2.2 SME Training Programme comprised of business recovery roadshows, webinars & Taking England to the World virtual training programme.	
	2.3 Business Advice Hub development to aid business recovery.	
	2.4 Industry Events Deliver English Tourism Week & Awards for Excellence.	
	2.5 Accessibility & Sustainability Delivery of Sector Deal accessibility commitments and build sustainability support offering.	
	2.6 Supply-side transformation project to define future support offering.	
	2.7 Stewarding the landscape - strategic support for DMOs and programme of structured engagement with industry bodies.	<ol style="list-style-type: none"> 6. More strategic financially stable DMOs, well equipped to secure funding 7. Increased collaboration, sharing knowledge and expertise.
	2.8 Compliant management of grant schemes exit and close down of this year's schemes, sharing learnings from DEF and legacy planning to ensure future sustainability of products/partnerships; deliver DMO Marketing Recovery Fund.	8. Maintain effective and compliant grant management processes. DEF projects transitioned from funded projects to BAU within existing DMO structures and VE/VB. DMO marketing fund successfully delivered and driving bookings via DMO websites.
	2.9 TXGB continued on boarding of suppliers and distributors, improvements to communication tools, roll out to Scotland, Wales and Northern Ireland.	9. Increased distribution and bookability of product.

STRATEGIC ACTIVITIES

Priority	Strategic Activities	Outcomes
03 Authority on Tourism	3.1 Advice to government on policy development and effectiveness in areas relating to tourism. Focus on supporting the tourism recovery plan , the DMO review and developing a sustainable tourism policy.	1. Engaged and educated political stakeholders, understand the impact of tourism and VB/VE’s activities and industry perspective.
	3.2 Connect Industry and Government through key stakeholder groups	
	3.3 International and statutory domestic research	2. Rich insights to inform BTA activity, industry and HMG policy. 3. Thorough understanding of marketing performance - insights to optimise current and future effectiveness.
	3.4 Covid-research to understand impact on consumer sentiment and behaviour.	
	3.5 Robust evaluation and real time analysis of activities	
	3.6 Data Strategy – Develop a clear strategy, building the foundation for data excellence.	4. Data strategy and hub foundations. 5. Improved data governance, automation, capability, structure and visualisation.
	3.7 Data Hygiene improve data visualisation, building data capabilities in key functionalities, data engineering and compliance.	
	3.8 Comms Industry and Media engagement and internal Comms programme	6. Motivated and informed industry and staff. 7. Tourism and the BTA in the national conversation
04 Transformation	4.1 Make significant progress on implementing BTA’s new People Strategy	8. Improved staff experience and productivity 9. Improved customer facing digital offer, ensuring BTA remains relevant and competitive. 10. Improved internal systems, addressing outstanding compliance risks and automating processes so we are managing ourselves in a cost efficient way, consistent with principles of public accountability and finance. 11. Improved retail customer experience and profit.
	4.2 Develop a new estates strategy	
	4.3 Consumer Facing and internal systems Digital Transformation	
	4.5 Implement new Retail Strategy	

RESOURCES BY ACTIVITY



	£k	%
Demand Building Activity (Leisure)	22,269	81%
Business Events	1,269	5%
Supporting the England Industry	1,328	5%
Be the Authority on Tourism	1,160	4%
Transformation	1,366	5%
Total Activity	27,392	

WORKING TOGETHER

Work with us to champion tourism – together we can create an even stronger future for the sector.

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