

Measuring Outcomes from Visit Jersey's trade-facing activities

It goes without saying that Visit Jersey wants the on-island trade and off-island trade that sells Jersey to be highly successful. Each business with a stake in attracting visitors to the island has its own bottom-line to worry about and any activity that is a joint effort between Visit Jersey and a trade partner should benefit the business and help ensure it continues to serve Jersey.

However, while Visit Jersey does not have a bottom-line we do have our own objectives that the activities we undertake must contribute towards.

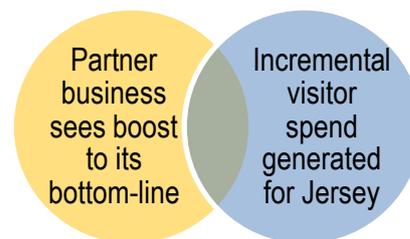
Our long-term aspiration is that by 2030 the island will welcome one million visitors per annum and that these visitors will contribute £500m to the local economy. In the shorter-term our target for 2020 is that there will be 800,000 visits worth £310m at today's prices, and for 2016 the goal is to attract 733,000 visitors with spending at £255m.

Many market forces determine the overall performance of a destination – the health of the economies of its major source markets, exchange rates, connectivity, and of course effective marketing.

We of course want the overall size of the cake to increase, but in order that Visit Jersey can demonstrate to its funder – namely the Jersey tax payer through our Grant from the States of Jersey – we now need to show the difference that our own interventions are making.

To do this we need to demonstrate that the interventions that we make have delivered incremental visitor spend, or put another way, show that had we not done an activity then an amount of visitor spending would have been foregone.

As highlighted earlier we want partnership activities to be beneficial to the individual business that we are working with, but we must demonstrate that this is not simply a matter of 'share shift', whereby Visit Jersey activities have persuaded a visitor who was already going to come to Jersey to choose one operator over another – this will not deliver **incremental** visitor spend for the island's visitor economy.



More terminology

From now on Visit Jersey will be looking to measure the 'Out-takes' and 'Outcomes' delivered by our activities, and move away from focussing solely on the 'Inputs and 'Outputs'.

This is in line with the approach taken by tourist boards across the UK at the national and local level when committing funds to partnership activity, and is also now embedded across central government departments and 'arms-length bodies' as a way of understanding the true effectiveness of communications.

The Outcome sought by Visit Jersey is that visitors are influenced to turn a possible trip into a certainty as a result of our intervention.



How will we demonstrate this?

There are a number of mechanisms through which Visit Jersey can measure the outcomes delivered through our interactions with trade partners, and wherever practical our approach will align with that which is commonplace among tourist boards elsewhere in the British Isles.

In order to demonstrate our funds have made a difference we cannot simply point to the fact that we co-funded an activity and visitors booked with the partner.

The gold standard that we aspire to is that partners make available to Visit Jersey a contact email address for those who make a booking after being exposed to the co-funded activity. We fully appreciate data protection issues and as such it is not essential

that Visit Jersey is granted physical access to customer contact details, other acceptable approaches are that the partner administers an agreed survey to those who booked, or that contact details are provided to an independent research agency who administer the survey. We will work with partners who do not have direct access to customer contact details to identify whether a potential alternative solution exists.

We expect partners benefiting from our funds to ensure that when contact details are asked for permission to re-contact them at a later date for the purpose of research is sought.

The survey would be designed to be short and engaging and would include the standard questions used to demonstrate that the activity helped to 'convert' the respondent to choose a trip to Jersey. It also acts as an ideal opportunity for both the partner and Visit Jersey to better understand the effectiveness of the activity through the inclusion of marketing diagnostic questions.

Visit Jersey would fund the survey and share all of the results with the partner. Our only requirements are that contact details of those who book are made available, as is the overall number of bookings received over the time-frame of the activity.

This approach has been successfully deployed by VisitBritain with partners such as British Airways, easyJet, Expedia, P&O Ferries, Qatar Airways, STA Travel and Barclays Premier League, with in each case both the tourist board and the partner benefiting from having conducted the customer research.

Some of our interactions with trade partners do not lead to an immediate consumer-facing activity, for example when we share advice and knowledge with travel trade partners with limited understanding of what Jersey offers, when we connect suppliers in Jersey with travel buyers in the UK and elsewhere and when we facilitate fam trips for visiting journalists or potential buyers.

In order to understand the Outcomes that these activities deliver we will always keep a log of who we have worked with and the nature of the activity that we have undertaken, so always expect us to check that we have up-to-date contact details when we work with you.

Following the lead of national tourist boards in the UK we will periodically conduct a study, likely to be undertaken by an independent research company, to ask you about the effectiveness of the services that we have provided to you, both in relation to providing a fillip to your own business but also in relation to ensuring that Visit Jersey is on track to meet our own targets. The study will also present us with an opportunity to get feedback from our trade partners so that we can ensure we are tailoring our offer to best meet your needs.

In the future, before Visit Jersey enters into a partnership agreement, we will require the partner to formally agree to cooperate with us in evaluating the effectiveness of the activity in contributing towards Visit Jersey's objectives of delivering incremental visitor spend. We will have an initial discussion before the activity takes place to develop a mutually acceptable way of capturing the required information.