

**Product Action Group, 20 November 2019  
Recommendations & Deliverables**

We present ten key recommendations for the development of Jersey’s tourism experience economy. This is predicated on deepening support across government departments, to work together with Visit Jersey and our industry partners.

**Key**

Completed
Ongoing /In progress
Behind timeframe
Priorities 2020

Recommendation	Deliverable	Who	Initiate by	Update	Status
<b>1. Seasonality</b>					
Recognising unique, seasonal opportunities and need to get market-product fit “right” for each season (experiences). Agree and roll out Signature Experience e.g. winter with shopping, winter walks (don’t necessarily need all the attractions to be open since visitor needs in winter not the same as summer visitors).	Develop pen portraits/case studies to understand what those who live in the UK and go to places for short breaks (i.e. Cotswolds, Lake District) in the shoulder seasons are looking for. Draw on Kubi Kalloo research.	VJ (Kubi Kalloo) / Industry	Q2 2018	<ul style="list-style-type: none"> <li>Published <a href="https://business.jersey.com/pen-portraits">https://business.jersey.com/pen-portraits</a></li> <li>Business plan for 2020-23 shares a market-led segmentation approach</li> </ul>	
	Who are our best prospects and what do they want from #theislandbreak? Develop easily accessible caricatures (demographics, attitudes)	VJ	Q3 2018		
	Develop an experiential tourism checklist to present the partner opportunity.	VJ	Q2 2018	<ul style="list-style-type: none"> <li>Published <a href="https://business.jersey.com/experiential-tourism">https://business.jersey.com/experiential-tourism</a></li> </ul>	
	Establish a three-tiered approach to Signature Experiences working with key suppliers. Test key projects – align to the brand promise. Dial up seasonality. Caution to over position outdoor experiences. <ol style="list-style-type: none"> <li>Do it yourself experiences i.e. Digital walking guides, tidal / dramatic change – ‘low’ and ‘high’ tide experiences, neighbourhood</li> </ol>	VJ / DTTT / industry partners	Q2 2018 Q3 2018 2019	<ul style="list-style-type: none"> <li>Captured as part of product plans 2019 – 16 signature experiences identified. 3 launched in 2019. Remaining experiences launch as part of business plan for 2020-23 <a href="https://business.jersey.com/product-strategy">https://business.jersey.com/product-strategy</a></li> <li>Transition towards a market-driven approach, with one collective marketing, product &amp; trade plan.</li> </ul>	

	<p>guides attuned to key experiences Cultural Guide to St Helier, capture the story of the ambassador - authentic, immersive, storytelling</p> <p>2. Product pairings i.e. Highly personal experience Meet the Ambassador, Forage with Kazz &amp; Dinner at Samphire -scalable, premium, new</p> <p>3. Develop bookable, commissionable experiences with key markets i.e. partnerships with Normandy &amp; Condor</p>				
	<p>Develop bookable, commissionable experiences for 2020 75th Occupation Anniversary. Scope to partner with the Channel Islands Occupation Society (CIOS).</p> <p>Ascertain opportunities to link to Victory Day in Europe.</p>	<p>VJ / industry partners / SoJ</p> <p>VJ / VB / DCMS</p>	<p>Q4 2018</p> <p>2019</p>	<ul style="list-style-type: none"> <li>Itineraries developed for Liberation 75 and shared at WTM London, ITB Berlin <a href="https://business.jersey.com/liberation-75-itineraries">https://business.jersey.com/liberation-75-itineraries</a></li> <li>Participation in the Liberation Trail in partnership with Jersey Heritage &amp; Visit Guernsey (launch 2020)</li> <li>On-island podcast guide for V75 to launch in January with printed on-island guide framing Occupation/Liberation product in 2020</li> </ul>	
	<p>Agree TDF or appropriate Challenge Fund to Experience Development and inspire small businesses</p>	<p>VJ / SoJ</p>	<p>TBA (SoJ)</p>	<ul style="list-style-type: none"> <li>Awaiting clarity on allocation of funding within the SoJ Island Plan</li> </ul>	
	<p>Events Jersey – focus on events opportunities to extend Jersey’s seasonality particularly in January – March. Food/seafood, wellbeing, walking, natural assets.</p>	<p>VJ /industry partners</p>	<p>2019</p>	<ul style="list-style-type: none"> <li>November to January paper submitted to SoJ following extensive industry consultation.</li> <li>Quarterly EJ report published (see attached).</li> <li>Ongoing event framing across VJ’s consumer channels i.e. six foodie</li> </ul>	

				events, summer music festivals, ultimate adventure events etc.	
	Identify and prioritise sports tourism opportunities i.e. wellness retreats. Support the development of local infrastructure for sport.	VJ / SJ / SoJ	Q3 2018	<ul style="list-style-type: none"> <li>• Strava Jersey Runcation ran in Q3 2019 - showcasing Jersey's active product. The challenge secured over 30,000 participants and 10,000 data capture. The activity contributed 2,711 incremental visitor nights with an associated incremental visitor spend of £275,255. ROI of 10:1.</li> <li>• Rediscover Yourself campaign launched in Q4 2019 positioning Jersey as the island retreat.</li> <li>• Targeted sports events welcomed to Jersey i.e. Rat Race Ultra Tour (October 2020).</li> </ul>	
Build the case for more attractions / activity providers / accommodation being open for more of the year, even if for short periods around Christmas and February half-term.	Target flagship attractions and share real visitor feedback from the exit survey with 1-2-1 meetings.	VJ / JAG	Q3 2018	<ul style="list-style-type: none"> <li>• Ongoing – FAM trip feedback and visitor sentiment shared directly with relevant attractions.</li> </ul>	
	As part of the 'Get Match Fit' programme develop a toolkit designed to help businesses better understand Jersey's year-round opportunity and the benefits of expanding operations.	VJ / JHA	Q3 2018	<ul style="list-style-type: none"> <li>• The Brilliant Basics Programme supports industry partners on a roadmap <a href="https://business.jersey.com/brilliant-basics">https://business.jersey.com/brilliant-basics</a></li> <li>• Pop in with Product runs bi-weekly at the VJ office to offer support to on-island partners and present opportunities to collaborate.</li> <li>• November – January Tourism Events proposition submitted to Gov in November 2019. Destination Jersey Travel Trade will return in April 2020 <a href="https://business.jersey.com/destination-jersey-2020">https://business.jersey.com/destination-jersey-2020</a></li> </ul>	
	Identify key JAG partners willing to explore opening over 3-day / long	VJ / VK / JAG	Q4 2018	<ul style="list-style-type: none"> <li>• Visit Jersey hosted a FAM trip to Kent in Q1 2019. Six partners</li> </ul>	

	weekends during shoulder seasons and host a dedicated FAM off-island to present the opportunity.			<p>joined the VJ team looking at how Kent have developed a year-round tourism product  <a href="https://business.jersey.com/news/win-your-place-our-tourism-trailblazer-fam-trip">https://business.jersey.com/news/win-your-place-our-tourism-trailblazer-fam-trip</a></p> <ul style="list-style-type: none"> <li>Following this, the Jersey Big Weekend will launch on 28-29 March 2020. The premise is to help islanders fall in with Jersey's tourism, hospitality and retail businesses and encourage earlier opening  <a href="https://business.jersey.com/jersey-big-weekend">https://business.jersey.com/jersey-big-weekend</a></li> </ul>	
	Celebrate success – develop a case study which awards businesses	VJ / JB / JHA	2019	<ul style="list-style-type: none"> <li>The JHA launched the Hospitality Awards in October 2019. Four categories: Career Achievement, Island Ambassador, Best Industry Newcomer and Green Award.</li> </ul>	
<b>2. Celebrate local provenance</b>					
Ensuring 'local' means 'local' – so honesty – but that when local produce is used it is always championed.	<p>As part of the 'Brilliant Basics' programme, roll out a local provenance toolkit i.e. how to tell Jersey's story field to fork. Celebrate best practice. Focus on opportunities:</p> <ul style="list-style-type: none"> <li>Present to industry how restaurants can showcase locality of food</li> <li>Rural tourism opportunities in winter</li> <li>Brewery tours, farm tours etc.</li> <li>Celebration on the local items we produce with 'behind the scenes' tours</li> </ul>	VJ / GJ	Q3 2018	<ul style="list-style-type: none"> <li>Field to Fork Toolkit advocating best practice published  <a href="https://business.jersey.com/field-fork">https://business.jersey.com/field-fork</a></li> <li>'Serving up island life' celebrates Jersey's field to fork story. Creation of a toolkit to support industry inspiration on how to get involved with unique experiences  <a href="https://business.jersey.com/field-fork">https://business.jersey.com/field-fork</a></li> <li>VJ championing new product celebrating local i.e. C.I Liquor Co, Jersey Food Tours, La Robeline Experience Days  <a href="https://business.jersey.com/whats-new-island-break-2020">https://business.jersey.com/whats-new-island-break-2020</a></li> </ul>	

	Explore the development of a co-operatives for the supply of food and fish produce to local restaurants. VJ to present the benefits to the visitor and businesses.	VJ / GJ	2019	<ul style="list-style-type: none"> <li>No progress.</li> </ul>	
<b>3. Retail</b>					
Develop the retail product fit for a visitor economy i.e. De-regulation of Sunday trading, extended opening hours, consistent pricing.	Shape 10-year view of what Jersey's shopping experience should look like.	JRA / SOJ		<ul style="list-style-type: none"> <li>VJ contributed to the retail strategy development as a member on the retail steering group, driven by SOJ throughout Q1 &amp; Q2 2019.</li> </ul>	
	As a starting point, explore Sunday opening in key seasonal timeframes. VJ to supply statistics and case studies to inform JRA approach to lead Government change.	VJ / JRA / SOJ	Q2 2018	<ul style="list-style-type: none"> <li>VJ contributed to the retail scrutiny review  <a href="https://statesassembly.gov.je/scrutinyreviews/submissions/submission%20-%20retail%20policy%20review%20-%20visit%20jersey%20-%202010%20september%202018.pdf">https://statesassembly.gov.je/scrutinyreviews/submissions/submission%20-%20retail%20policy%20review%20-%20visit%20jersey%20-%202010%20september%202018.pdf</a> </li> <li>Sunday trading deregulated in Q3 2019.</li> </ul>	
	Introduce clear price structure. VJ to supply economic case (verbatim, research data) to inform JRA approach.	VJ / JRA / SOJ	Q2 2018	<ul style="list-style-type: none"> <li>VJ contributed to the retail strategy development as a member on the retail steering group, driven by SOJ throughout Q1 &amp; Q2 2019.</li> </ul>	
Create a compelling retail offer both through the 'what' can be bought, e.g. local produce, and through enhancing the actual shopping experience, e.g. opening hours, retail theatre.	Review remit of Genuine Jersey. Adjust the offering, more focus on local products i.e. more opportunity for pop-up businesses.	VJ / GJ	2019	<ul style="list-style-type: none"> <li>Celebrating the GJ Christmas Market proposition with content curation in Q4 2019.</li> </ul>	
	Central Markets strong asset for the island. 9-year lease up for renew. Discuss with SoJ regarding property management and influence purpose. Explore authentic/local retailers and develop night life opportunity. i.e. short-term nightlife pop-ups vs. long-term glass exterior to preserve/conservate but inject new life*	VJ / SOJ / POSH	2019	<ul style="list-style-type: none"> <li>Meeting took place with the Central Markets in 2018. Further engagement pursued by VJ in 2019 – no response.</li> </ul>	

	Celebrate a retail offer based on experiences which celebrate authenticity. Development of the retail partnership programme.	VJ / JRA	Q2 2018	<ul style="list-style-type: none"> <li>Retail identified as a key element of the Nov – Jan Tourism Events Opportunity. Proposals shared with SoJ recommending seeking to engage local retailers in a Christmas Night Out e.g. host 24 hour opening on Jersey's longest day – promoting VAT-free and GST Scheme.</li> </ul>	
Encourage the development of a good retail mix.	Feed into the Retail Strategy. Engage with Sandpiper to inform VJ thinking behind retail development.	VJ / JRA / Sandpiper	Q3 2018	<ul style="list-style-type: none"> <li>Contributed to SoJ Retail Strategy</li> <li>Engaged with Sandpiper to present tourism opportunity.</li> <li>Profiled retail as part of cruise product <a href="https://www.jersey.com/cruise">https://www.jersey.com/cruise</a></li> </ul>	
<b>4. Nightlife</b>					
Address perception of Jersey's weak nightlife economy.	Promote Jersey's unique nightlife experiences i.e. hidden bars	VJ	Q3 2018	<ul style="list-style-type: none"> <li>Published <a href="https://www.jersey.com/jersey-trails">https://www.jersey.com/jersey-trails</a></li> </ul>	
Explore al fresco opportunities.	Highlight our natural locations and distinct areas that can be accessed/developed for this purpose i.e. host oyster tasting on Gorey Pier w/ local wine, Weighbridge, Royal Square, Central Markets, Liberty Wharf*. <i>Promote for EJ for MICE market with key events.</i>	VJ / SoJ planning	Q4 2019	<ul style="list-style-type: none"> <li>A self-serving of island life focus ran as part of our autumn campaign activity 2019 <a href="https://www.jersey.com/freshly-served">https://www.jersey.com/freshly-served</a></li> <li>MICE planner outlines unique al fresco 'Field to Fork' experiences <a href="https://events.jersey.com/wp-content/uploads/2019/10/0838-VJ-MICE-Guide-September-2019-AWK-WEB.pdf">https://events.jersey.com/wp-content/uploads/2019/10/0838-VJ-MICE-Guide-September-2019-AWK-WEB.pdf</a></li> <li>Industry feedback expresses challenges in relation to planning permissions – long, expensive and frustrating.</li> </ul>	
<b>5. Accommodation</b>					
Ensure growth in the diversity of the island's accommodation offering, and encourage best	Publish the findings of the product audit and the visitor experience research. Share STR findings.	VJ	Q2 2018	<ul style="list-style-type: none"> <li>In efforts to ensure that STR is representative of the island's hotel bed stock, and more inclusive of</li> </ul>	

practice (from luxury hotels, to Premier Inn and Airbnb).				the value end of the market, STR met with the De Normandie, The Mayfair (Modern Hotels), Norfolk Lodge (Morvan), The Apollo joined to share a VJ perspective. Positive feedback was received from these hotels and they have indicated they are supportive of joining the programme.	
Get 2/3 star sector fully participating in #theislandbreak. Nudge away from winter closure/contractor accommodation.	Advocate opportunities for shorter break market (not 7-night holidays) Target 2/3 star properties to attend Destination Jersey to identify new travel trade partners.	VJ / JHA	Q2 2018	<ul style="list-style-type: none"> <li>Proactive budget/mid-scale accommodation engagement hotels The Inn; The Norfolk Lodge, The Mayfair; The Norfolk; The Ambassadeur; The Apollo, Hotel De Normandie, Biarritz and Harbour View. Opportunities to work more closely were presented.</li> <li>Recommendation at CoC T&amp;T committee for mid-range sector to form consortium akin to LJH to share best practice</li> </ul>	
	Develop case studies of what great customer care servicing looks like at all visitor touchpoints. Emphasis on role of digital technology i.e. self-service and how partners can benefit.	VJ / JHA	2020	<ul style="list-style-type: none"> <li>Plan FAM trip for 2/3* sector (akin to Visit Kent FAM in 2019). Recruit partners in 2020 and host in 2021.</li> </ul>	
	Consider mystery shopping – invite our best prospects to share independent feedback	VJ / JHA	2020	<ul style="list-style-type: none"> <li>No progress to date.</li> </ul>	
Work with 4/5 star to develop more experience packages.	Present opportunities outlined from Signature Experiences and invite gold/silver partners to roll out (i.e. tier one by September).	VJ	Q3 2018	<ul style="list-style-type: none"> <li>VJ working in partnership with LJH to develop experience packages which resonate with Jersey's signature experiences.</li> </ul>	
Explore opportunities to develop floating Airbnb.	Develop case studies from other destinations offering floating hotels and share with Jersey Marinas to present to boat owners (especially linked to events).	VJ / POJ	2019	<ul style="list-style-type: none"> <li>Floating hotels recommended to event organisers i.e. CONIFA World Cup working with partnership with Jersey Bus &amp; Boat Tours.</li> </ul>	

<b>6. Customer service</b>					
Need consistent customer servicing at all points; airport passes visitor to bus/taxi/to hotel/to attraction/restaurant, retail etc. Collectively deliver great customer care. Need to get buy-in from managers and frontline staff.	Have world host type workshop- mixing audience suppliers get the joint responsibility angle.	VJ / JHA	2019	<ul style="list-style-type: none"> <li>Launched the Team Jersey Staff Pass to inspire the sector to discover the island break and share their experience with visitors. Shared with 500 staff: <a href="https://business.jersey.com/team-jersey-staff-pass">https://business.jersey.com/team-jersey-staff-pass</a></li> </ul>	
	Share case studies of good customer service.	VJ / JHA / JB	2019	<ul style="list-style-type: none"> <li>No progress. Feed into 2020 plans.</li> </ul>	
	Explore Awards for Hospitality & Retail Customer Service.	VJ / JHA / JRA / JB	2019	<ul style="list-style-type: none"> <li>VJ support the Sure Customer Service Awards with judging for the 'Best Leisure &amp; Tourism Award'.</li> <li>JHA launched H(Oscars) in 2019.</li> </ul>	
<b>7. Value for money</b>					
Promote affordability and accessibility across all product verticals i.e. transport, retail.	Promote the Discover Jersey Liberty Bus pass and ease of use, both day and night, to key nightlife economy hubs i.e. St Helier, Gorey, St Aubin.	VJ / LB	Q2 2018	<ul style="list-style-type: none"> <li>Bus itineraries drafted to share on jersey.com in Q4.</li> </ul>	
	Explore ways to make bus travel even more accessible. Free bus pass to > 60s	LB	Q1 2019	<ul style="list-style-type: none"> <li>Liberty Bus imminently launching Google travel integration</li> </ul>	
	A Taxi-hopping smartcard. Branded visitor taxis.	JTA	2020	<ul style="list-style-type: none"> <li>No progress.</li> </ul>	
	Agree clarity and consistency to the Jersey retail pricing structure. Make the GST refund scheme more accessible. VJ to present the business case.	JRA / SoJ / VJ	TBA	<ul style="list-style-type: none"> <li>VJ contributed to the Retail Scrutiny Review presenting the business case to SoJ.</li> </ul>	
<b>8. Public realm</b>					
Development of public areas for visitors and locals to enjoy. JNP, parks, gardens, family areas, access for disabled. Have a range of public space that is fit for purpose. Improve quality of	<p>Development of a strategy for public realm (20-year plan).</p> <p>Encourage a pragmatic approach to government implementation of planning laws.</p>	SoJ (planning)	Q3 2018	<ul style="list-style-type: none"> <li>Development on public realm to be considered as part of the Island Plan.</li> </ul>	



our public spaces i.e. St Brelade's Bay 7ft wide walkway instead of 5-7m deep to allow businesses to expand.	Planning applications in the future should consider the tourism opportunity as part of the process.				
	Share examples of public realm best practice.	VJ / SoJ (DFI)	Q2 2018	<ul style="list-style-type: none"> <li>The Colliers Product Audit outlines best practice <a href="https://business.jersey.com/jersey-product-audit">https://business.jersey.com/jersey-product-audit</a></li> </ul>	
	Respond to the actions noted in the <u>Disability Strategy</u> . Develop accessibility guide and present at industry workshop. Build out jersey.com accessibility product.	VJ / SoJ	Q2 2018	<ul style="list-style-type: none"> <li>Accessibility Brilliant Basic Guide published <a href="https://business.jersey.com/accessible-tourism">https://business.jersey.com/accessible-tourism</a></li> <li>Accessible Tourism Workshop, panel Q&amp;A invited areas of improvements and actions for industry to progress with.</li> <li>Exploring membership to AccessAble in 2020 in partnership with the SoJ <a href="https://www.accessable.co.uk/">https://www.accessable.co.uk/</a></li> </ul>	
<b>9. Our Welcome</b>					
Encourage accessibility to all, regardless of disability – covers both attitudes and infrastructural issues.	Develop an accessibility/inclusivity toolkit for businesses and a guide for inspiring prospective visitor information. Identify ambassadors who represent inclusivity and share their voice.	VJ / industry partners	Q2 2018	<ul style="list-style-type: none"> <li>Accessibility guides live here: <a href="https://www.jersey.com/accessible-tourism-visitor-guide">https://www.jersey.com/accessible-tourism-visitor-guide</a></li> </ul>	
Sell back to the community the reasons why we chose to live here ( <i>Jersey's equivalent of Hygge – Friendliness? Wellbeing?</i> )	Identify key initiatives for locals to value the contribution of tourism. The pitch – Jersey would look very different if we lost funding.	VJ / industry partners	2019	<ul style="list-style-type: none"> <li>The Jersey Big Weekend will launch on 28-29 March 2020. The premise is to help islanders fall in with Jersey's tourism, hospitality and retail businesses and encourage earlier opening <a href="https://business.jersey.com/jersey-big-weekend">https://business.jersey.com/jersey-big-weekend</a></li> </ul>	
Build on Jersey's pride and passion. Increase local knowledge of the tourism contribution.	Build on previous engagement and launch a campaign to industry partners and islanders to love tourism. Inspire community to support it i.e. VfR market, invite residents to win #theislandbreak experience, employees club, free attraction pass	VJ / JHA / media	2019		

	Consider the pre-departure welcome to visitors in the island.	VJ / POJ	>2020	<ul style="list-style-type: none"> <li>VJ to feed into the re-development plans of the airport.</li> </ul>	
<b>10. Increase the skillset</b>					
<p>Numbers and quality, how to make hospitality an appealing sector with great jobs (lots of kinds). This isn't just a 'we need more migrants' debate. Make businesses more productive, and thereby lessen the need for migrant labour. Present new opportunities for people to work within the tourism industry. Inspire and educate local workforce to want to work within the hospitality sector, help them fall in love with tourism and understand its value.</p>	VJ to feed into the JHA manifesto sharing insight from the Boosting Productivity & Competitiveness Report.	VJ / JHA	Q2 2018	<ul style="list-style-type: none"> <li>Ongoing consultation with the JHA.</li> <li>VJ shared the updated Boosting Productivity &amp; Competitiveness Report.</li> </ul>	
	VJ to create 'find you passion' ambassador edits and share across Jersey Hospitality Action Group. Invite ambassadors into schools.	VJ / JHAG	Q2 2018	<ul style="list-style-type: none"> <li>Tourism Trailblazers Campaign – shared across JHA, Skills Jersey and Highlands College and at the Skills Show.</li> </ul>	
	VJ to present 'best in class' examples of global staffing management. Share case studies of other destinations managing effective sustainable policies i.e. Kenya to encourage staff, re-purpose empty buildings such as office space for staff accommodation, create work exchange partnerships with other destinations similar to Jersey – Australia Lifeguard agreement. VJ to share with JHA to build a case with government.	VJ / JHA	2019	<ul style="list-style-type: none"> <li>Ongoing consultation with the JHA.</li> <li>Boosting Productivity &amp; Competitiveness Report published <a href="https://business.jersey.com/economic-contribution-tourism-jersey">https://business.jersey.com/economic-contribution-tourism-jersey</a></li> </ul>	
	<p>VJ to feed into the Skills Strategy driven forward by the Jersey Hospitality Action Group. Showcase the tourism industry not only as a long-term career choice but as a short-term way of learning life skills to carry into other industries.</p> <ul style="list-style-type: none"> <li>Win hearts &amp; minds of parents</li> <li>Address industry perception that there is no guaranteed job.</li> <li>Broaden school engagement (outreach via school assemblies i.e. present a typical day)</li> <li>Graduate training schemes</li> </ul>	VJ / JHAG	2018	<ul style="list-style-type: none"> <li>VJ shared insight with the JHA on the Boosting Productivity &amp; Competitiveness Report.</li> <li>Ongoing support for Highlands initiatives i.e. intern-hosting, Heat Culinary Competition, Zest Festival, tourism student presentations.</li> <li>Participation at the Skills Show from across VJ in Q4.</li> <li>Kevin Keen, Chairman, VJ presented on, 'What tourism does for Jersey' at the CoC Nov lunch.</li> </ul>	

DFI: Department of Infrastructure  
GJ: Genuine Jersey  
JAG: Jersey Attractions Group  
JB: Jersey Business

JHA: Jersey Hospitality Association  
JHAG: Jersey Hospitality Action Group  
JRA: Jersey Retail Association  
JTA: Jersey Taxi Association

LB: Liberty Bus  
PoJ: Ports of Jersey  
SLT: Super League Triathlon  
SJ: Sports Jersey

SoJ: States of Jersey  
VB: Visit Britain  
VJ: Visit Jersey  
VK: Visit Kent