



Visit Jersey Limited

Business Plan 2<sup>nd</sup> half 2015 to 2020

Dated 17<sup>th</sup> August 2015

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## 1. Executive Summary

VJ Limited (VJ) was formed on 26<sup>th</sup> September 2014 and commenced trading on Monday March 30<sup>th</sup> 2015. VJ's mission is ***to promote tourism to and within Jersey in an innovative, economic and efficient way thus delivering on our vision of a vibrant sustainable tourism industry.***

We will build the value of tourism to Jersey, working in partnership with the industry and government to generate additional visitor numbers and spend. The tourism ambition is to welcome 1 million visitors spending £500 million by 2030. This Business Plan covers the period to 2020.

	Visitor Number (2.25% pa growth)	Visitor Spend (5% pa growth)	Average Spend per visitor
2014 (actual)	701,000	£232m	£330
<b>2020 (target)</b>	<b>800,000</b>	<b>£310m</b>	<b>£387</b>
2030 (target)	1,000,000	£500m	£500

In the period July-December 2015 VJ will:

### Operational

- conclude the transition establishing VJ as a purpose trust and company
- complete recruitment of the executive team
- adopt EDD business systems and processes for IT and facilities management, and develop new HR and finance systems and processes (e.g. XERO financial, job descriptions, performance management, etc.)
- plan for the anticipated move from Liberation Place by the end of Q1 of 2016

### Programmes

- conclude the legacy marketing programmes initiated by Jersey Tourism, our predecessor
- manage the Ports of Jersey delivery of front line information provision at the Visitor Centre
- determine how information servicing of visitors and suppliers is to be delivered from 2016 onwards
- commission research to provide an evidence base for all marketing and strategy formulation
- consult widely and produce a Jersey Destination Plan for 2016-2020
- agree with government an events-led tourism plan
- consult widely and produce a 2016-20 Marketing Strategy
- gain buy-in for the Jersey Destination Plan and Marketing Strategy
- ensure metrics are agreed so VJ can properly evaluate its outcomes (as opposed to outputs)

During 2016 VJ will:

#### Operational

- set up staff development and performance plans from the beginning of the year
- evaluate all supplier relationships (agencies, media buyers, advisors etc.) to ensure VJ is getting value for money and support the delivery of our marketing strategy- completed during the first quarter 2016
- relocate VJ's office within agreed timetable
- review and update our digital assets including CRM, CMS, web and online platforms

#### Programme

- monitor and report to stakeholders how the Jersey Destination Plan is progressing
- develop and roll out a refreshed brand for Jersey
- initiate year 1 of our 5 year marketing campaign, in partnership with industry partners
- implement the recommendations from the information services review conducted in 2015
- remain agile to respond to ad-hoc opportunities that might arise that will help achieve our business targets

2017-20

Specific strands of work will be agreed during 2016 to deliver targets set out in The Jersey Destination Plan and Marketing Plan

## 2. Our Business

### Our Vision

A vibrant sustainable tourism industry in Jersey whose value to the economy and community at large is widely recognised and specifically to achieve:

- 1 million visitors before 2030
- A future visitor spend of £500m per annum
- An industry whose contribution to the Island community is recognized beyond its fiscal impact

### Our Mission

To promote tourism to and within Jersey in an innovative, economic and efficient way thus delivering on our vision of a vibrant sustainable tourism industry.

## **Organisation and Capabilities**

VJ is the strategic body for inbound tourism responsible for marketing Jersey to grow Jersey's visitor economy. VJ is a private company, funded by government through EDD. We are a new organisation and very early on will be building our staff competences, especially digital ones. We will work hard to understand what customers want and how to inspire them to choose to visit Jersey. Our values can be found in the appendix. We will be reconfirming these once the team is fully up and running.

Working with partners on and off Island, we will aim to ensure Jersey is marketed in an inspirational and relevant way. We will always seek to work with partners including government, carriers, operators and tourism suppliers as well as non-tourism entities such as consumer brands to extend the reach and effectiveness of our activities.

We also act as an advisor to government and industry on tourism matters, particularly on issues which affect Jersey's tourism competitiveness. We will therefore provide market intelligence, policy solutions and customer insights.

## **Priorities**

Our long term plan is to:

- Inspire visitors from overseas to visit and explore Jersey
- Maximise public investment through partner engagement
- Advise government and the industry on tourism issues, particularly those affecting our competitiveness

VJ has developed the following priorities to deliver on this plan:

### Priorities July-December 2015

- Business Improvement- Operational
  - conclude the transition establishing VJ as a purpose trust and company
  - recruit the executive team
  - successfully complete budget submissions for second half 2015 and 2016
  - adopt existing EDD business systems and processes for IT and facilities management where appropriate and develop or outsource new approaches where it makes business sense (e.g. XERO financial, job descriptions, performance management)
  - audit all legacy processes, systems and assets to be fit for purpose
  - plan for the anticipated move from Liberation Place in Q1 of 2016

- Delivery- Programmes
  - conclude the legacy marketing and events programmes initiated by Jersey Tourism, our predecessor and the Jersey Conference Bureau
  - manage the Ports of Jersey delivery of front line information provision at the Visitor Centre
  - recommend by September 2015 how information servicing of visitors and suppliers is to be delivered from 2016 onwards
  - commission research to provide an evidence base for all marketing and strategy formulation
  - consult widely and produce a Jersey Destination Plan
  - consult widely and produce a 2016-20 Marketing Strategy
  - gain buy-in for both the Jersey Destination Plan and Marketing Strategy
  - emphasise the importance of evaluation and data-based decision making throughout all of VJ's activities
  - ensure metrics are agreed so VJ can properly evaluate and report outcomes (as opposed to outputs)
- Policy
  - highlight VJ's contribution to the tourism sector
  - working with government produce an events-led policy
  - collect market insights to support industry and guide our activities
  - re-fashion the way VJ shares market information with our stakeholders to be more relevant
  - raise the profile of tourism with key opinion formers within and beyond the tourism sector and develop opportunities to cooperate with other government agencies such as Digital Jersey

## Priorities 2016

### Business Improvement- Operational

- evaluate all supplier relationships (agencies, media buyers, advisors etc.) to ensure VJ is getting value for money, and supports the delivery of our marketing strategy- first quarter 2016
- relocate VJ's office within agreed timescales
- review and update our suite of digital assets including CRM, CMS, web and online platforms

### Delivery- Programme

- monitor and report to stakeholders how the Jersey Destination Plan is progressing
- develop and roll out a refreshed brand for Jersey in partnership with stakeholders
- initiate year 1 of our 5 year marketing campaign, in partnership with industry partners
- implement the recommendations from the information services review
- remain agile to respond to ad-hoc opportunities that might arise that will help achieve our business targets

## Policy

- Highlight VJ's contribution to the sector
- Collect and disseminate market insights to support industry and guide our activities
- Raise the profile of tourism with key opinion formers within and beyond the tourism sector

## Priorities 2017-20

Programmes will be agreed during 2016

## 3. Context

### Government priorities

Tourism is a key growth sector identified by the States of Jersey. Tourism is central to government's plans to stimulate economic growth, sustain and create jobs and provide some balance to Jersey's economy. The social and economic benefits of tourism include:

#### Economic benefits

- Gross Value Added (GVA) contribution in 2012 was £141m
- £232m expenditure from 701,000 visitors in 2014

#### Community benefits

- Provision of tourism amenities benefits the whole community
- Visitors generate revenue to support attractions, festivals and events
- Tourism success breeds pride in place
- Enhance Jersey's overall image as a place to visit and by extension a place to work, invest and do business

### Visit Jersey's contribution

During the summer of 2015, VJ will set out a long-term tourism strategy for all in Jersey tourism with the objective to attract 800,000 visitors spending £310 million by 2020. To do this we will broaden our visitor base, build our international image, engage more with our travel partners, expand our digital channel activities and support improvements in making it easier to get to Jersey.

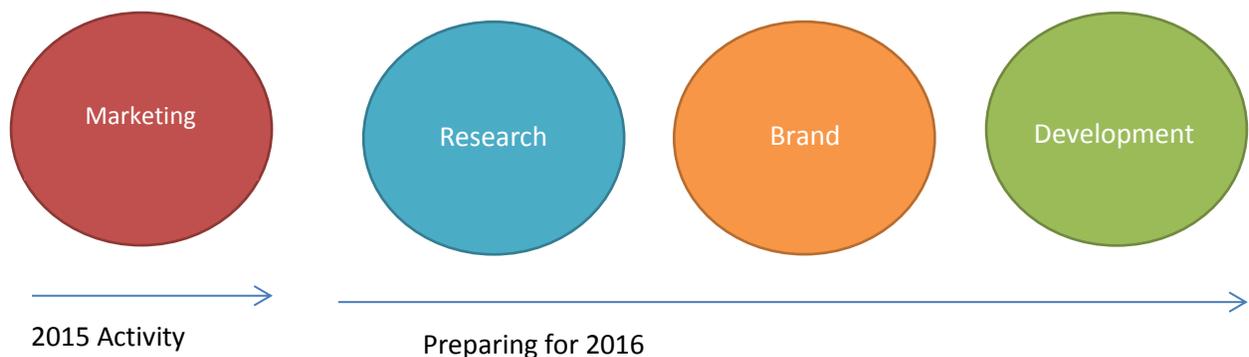
VJ is the marketing body for the Island as a destination. But we are more than this; our research and analysis will better inform our partners and better support their marketing efforts. We will attract private sector investment; both cash and marketing-in-kind to extend the marketing of Jersey. These partnerships can also deliver economies of scale which will reduce the costs for our partners and save public money.

## 4. Our Activities

- Marketing activities will be outcome specific and targets will be set to measure VJ's performance
- VJ will cultivate three types of marketplace clusters from 2016:
  - 1 Protect & Nurture currently segments from UK, France and Germany
  - 2 Grow Scandinavia, Ireland, new segments in UK, Europe, Events tourism
  - 3 Make USA, China, etc.

### July- December 2015

During these six months we will focus on protect & nurture markets and complete the legacy campaigns in UK, France, and Germany. We will keep our digital marketing "always on", build a tourism legacy from the Island Games and prepare the ground for our new 2016 marketing campaign. Research will comprise a significant work stream as we strive to better understand who potential visitors could be, what holiday motivations they have and how we can engage and influence them to actively consider Jersey.



### Marketing 2015

#### 1) Island Games Campaign 2015

***#experienceJersey***

- June 27<sup>th</sup> – 4<sup>th</sup> July 2015
- During the NatWest Island Game VJ will run a social media based competition for Island Games competitors, officials and spectators
- Using the hashtag #experienceJersey visitors will be encouraged to post images and video of their time in Jersey
- Images/video will be shared through social media channels with daily competition prizes
- Targeted media engagement to amplify the Jersey experience

## Objectives

- Promote the Jersey experience to new audiences from around the world to stimulate interest in visiting
- Access the social networks of participants so as to spread the Jersey experience message
- Generate new content for VJ
- Win new visitor advocates for Jersey

## Activities

Creative assets used across all channels to promote the campaign (Twitter, Facebook, Instagram)

**Total: £3,000**

Outdoor: a variety of off line promotional material (banners, posters, postcards etc.)

**Total: £4,000**

## 2) Summer Campaign 2015

### ***“Escape to Jersey”***

- August – October (adjusted depending on demand/supply conditions)
- Create 1<sup>st</sup> person immersive video footage of the full island experience
- Through innovative technology, personality profile campaign participates
- Curate campaign participants bespoke “virtual” Jersey experience
- Curate content through VJ social media channels, digital advertising channels and email marketing

## Objectives (Key metrics TBA)

- Use the campaign survey metric as a benchmark of an “attitude change” or “behavioural change”
- Increase social media engagement in targeted demographic (followers/likes/reach)
- Create a portfolio of image & video to add to our image library and access throughout 2015 and beyond

## UK target market

- 35-50 years
- High value urbanites
- Digitally engaged & connected
- 1.5hrs journey time to port of departure
- Locations (numbers estimated and will be confirmed)

London: 1.4m

Birmingham: 715K

Manchester/Liverpool: 451K

Leeds: 368K

Southampton: 573K

Glasgow: 343K

Exeter/Bristol: 290K

Total Universe: 4.14m

## Activities

### UK

- Campaign creation & digital roll out: £174,000
- Social media roll out: £190,000
- Campaign specific paid search: £80,000

**Total: £444,000**

France: £40,000- realignment of legacy campaign to deliver additional insights and better outcomes

Germany: £36,000- realignment of legacy campaign

**Total: £76,000**

### 3) Autumn Campaign

### “Autumn Campaign”

- September – December (activity can be adjusted)
- Continue digital campaign engagement - telling the story of the Jersey experience
- Use the rich personality data from the previous campaign to work with our industry partners to “bring to life” different Jersey experiences
- Build on existing Jersey products such as Tennerfest
- Curate content with a “call to action” through VJ social media channels, digital advertising channels as well as partner channels

#### Objectives (Key metrics TBA)

- Change visitor behaviour by increasing bookings through tracked channels
- Increase social media engagement in targeted demographic (followers/likes metric)

## Activities

### UK

- Social Promotion: £88,000
- Digital Promotion: £90,000
- Campaign specific paid search: £90,000

**Total: £268,000**

France: £37,000- realignment of legacy campaign to deliver additional insights and better outcomes

Germany: £29,000- realignment of legacy campaign

**Total: £66,000**

### 4) Associated Activity 2015

#### Consumer Marketing

##### Email Marketing

- Database cleaning
- Brand, event and campaign specific

**Total: £40,000**

- Paid Search (Outside of campaign activity)

UK: £40,000

France: £20,000

Germany: £20,000

**Total: £80,000**

- Public Relations

UK: £50,000

France: £20,000

Germany: £8,000

**Total: £78,000**

## Communication

- Press (Magazines)
- Brand awareness campaign
- Focused on walking, food, and heritage

**Total: £82,000**

## 5) Product Development

### 2015 Festivals & Events

Conduct an audit of 2015 tourism festivals and events and define appropriate levels of VJ support.

VJ will not organise festivals and events. However as part of the transition, VJ will be working with selected event organiser as follows:

#### Legacy events

The second half of 2015 events programme includes events which were sponsored, partnered or previously organised by Jersey Tourism, or a combination of these

#### Sponsored or partnered events

- EDD have taken on sponsorship for Battle of Flowers & The International Air Display
- VJ will work with organisers on publicity and support organisers move to a self-funding model for other events such as Jersey Rally, Cider Festival, Black Butter Making, Polish Festival, Spice Event, etc.

#### Jersey Tourism organised events

- VJ will deliver the Autumn Walking Week by means of a lower cost formula (based on the "June in Bloom" model we developed)
- Fete de Noue - transfer delivery to partners

#### New festivals & events

- Offer advice to include event fit with the Jersey Destination Plan
- Provide market intelligence and promotional support for event organisers
- Develop and provide an event organisers "toolkit"

## Preparing for 2016

### Visitor Research

- Identify & evaluate new high value sectors
- Prioritise visitor segments/markets with the greatest potential for long-term growth
- Identify segments/markets where accelerated recovery may be realized

**Total: £100,000**

### Brand Proposition

- Phase I to define and create "Brand Jersey" that will inspire, inform, & engage a new high value target demographic. Phase II to continue into first months of 2016 (with an additional 2016 budget of £150,000 to include roll-out)

**Total: £124,000**

## Development

- Digital Assets (Phase 1)
- Asset specification & architecture
- Content definition & creation

**Total: £75,000**

**Total Spend Marketing Spend (July 2015 – December 2015) is budgeted as £1.440m**

## 2016 Activity (year 1 of 5 year strategy)

Our marketing will use the key triggers (from research) to engage with targeted customer groups to influence travel to Jersey. The campaign will showcase Jersey, ensure the product is “packaged” well, sold by the trade and continue to raise awareness of the ease of access to Jersey.

### On-going Visitor Research

- On-going research to define and develop visitor profiles including exit surveys
- Continuously analyse campaign results to define and refine more effective marketing strategies
- Trade outreach programme to gain buy-in to VJ work and improve the intelligence base of partners
- Research to describe competitor set
- Commission independent examination of the Jersey visitor economy to economic as well as the social contribution tourism makes

**Estimated Budget: £400,000**

### Brand Re-position & Implementation

- Currently, “Brand Jersey” holds little relevance to new market sectors
- Launch a “global” brand to service all markets, with local deployment
- Align the new brand with the desires of the target visitor segments
- Re-position and re-invigorate the brand, demonstrating a high quality visitor experience

**Estimated Budget: £100,000**

### Content Creation

- Content creation (own and others), curation and distribution
- Build “Brand Jersey” with content- images, videos and other creative sources
- Events & sports content programme design

**Estimated Budget: £150,000**

Marketing  
Communication  
(Themed Year 1:  
Food)

- Campaigns to build “Brand Jersey” through themed messaging
- Digital TV (we do not envisage large-scale broadcast TV spend)
- Paid Search & Re-marketing (Test, refine, test, refine)
- Digital content data led analytical marketing
- Underpin with traditional media – targeting specific audiences with specific messages

**Estimated Budget: £1.65m**

Product  
Development

- Produce a calendar of key tourism events
- Conduct research to establish type of products, festivals and events which will bring visitors to Jersey
- Audit “What the Jersey product offers to visitors” and identify areas for development. This will also inform our brand proposition efforts
- Work with industry partners to improve packaging
- Review assets (e.g. those used at Chalets for Fete de Noue) and agree how assets will be used in future to best advantage

**Sports Tourism** Build on the legacy of the 2015 NatWest Island Games; embarking on a partnership programme to develop sports tourism with Jersey sports clubs & associations, government and trade partners

**Skills Jersey** Partner as one means to help improve the image of tourism and raise productivity

**Jersey’s Coastal National Park** VJ will consult on how to make best use of this new status in international source markets

**Cycle West** Continue to work with agencies to publicise

**Botanical Jersey** is a long term project of which we are supportive

**Jersey Quality Assured (JQA)** Jersey quality assured currently offers grading to the islands tourism accommodation providers. VJ supports this initiative and will seek to ensure the islands establishments are suitably represented and quality assured

**Royal Horticultural Society – Britain in Bloom** The biggest horticultural event in the United Kingdom. VJ is supportive of Jersey’s inclusion as it enhances the island’s image. The Parish in Bloom competition is the mechanism to get Jersey into the finals and we will support event organisers

**Visit Britain** Feed VisitBritain our product stories so as to gain distribution in 23 countries, many in places outside our core markets

**Business tourism** With the closure of the Jersey Conference Bureau, VJ will conduct an audit of the Island’s business tourism facilities and establish a way forward for Jersey

**Estimated Budget: £200,000**

## Trade Marketing

- Outreach programme to deliver trade partner distribution of Jersey products through cooperative marketing that will result in incremental growth in visitor numbers and improved seasonal spread
- gain buy-in to VJ work and improve the intelligence base of partners
- Destination Jersey Workshop April 2016

### Online:

- Develop, enhance and protect digital visitor acquisition channels with on-line travel agents. Manage digital channels to capture.
- Extend Jersey's market reach and improve the range of opportunities for potential visitors to source and buy access to Jersey.

### Print:

- Produce selective/strategic collateral to promote Jersey within the trade
- All direct collateral will be available online for download

**Estimated Budget: £505,000**

## Visitors & Information Services

Digital channels provide the best access to customers and therefore we will deliver information principally online. We will have agreed a way forward for the visitor information centre. Print will be produced to support specific consumer and trade campaigns. We will consult with industry partners but listing documents such as the "Stay Guide" are unlikely to be physically produced.

**Estimated Budget: £225,000**

## Digital Asset Renewal

The digital assets available to VJ are legacy ones, unique, out-dated and expensive to maintain. This includes websites, e-CRM and CMS tools. A comprehensive independent audit will be conducted and a single cloud-based solution adopted. We will completely review & redesign the digital architecture and launch new digital platforms using a data-led design to enhance the user experience and provide visitors with a unique, innovative, and compelling digital experiences.

**Estimated Budget: £400,000**

**Total 2016 marketing spend is estimated at £3.63m**

## 2016-20

We will continue to build our marketing strategy over the period to 2020 by adding annual themes. This will provide an expanding and compelling basket of "reasons to visit Jersey". Research findings will help inform the choice of themes. This approach will also provide a series of supplier opportunities for partners to participate in marketing and sales initiatives linked to a central Jersey proposition. Detailed proposals will be developed and agreed in 2016 to:

- Inspire visitors from overseas to visit and explore Jersey
- Maximise public investment through partner engagement
- Advise government and the industry on tourism issues, particularly those affecting our competitiveness

## 5. Performance & Measurement

### Jersey's Visitor Economy- evaluating performance

VJ cannot be held accountable for the performance of the entire tourism market; this is a shared task with the industry. Working together, we will build the value of tourism to Jersey to generate additional visitor numbers and spend. The Island's tourism ambition is to welcome 1 million visitors spending £500 million to 2030. This Business Plan covers the period to 2020.

	Visitor Number (2.25% pa growth)	Visitor Spend- £m (5% pa growth)	Average Spend per visitor
2014 (actual)	701,000	£232m	£330
<b>2020 (target)</b>	<b>800,000</b>	<b>£310m</b>	<b>£387</b>
2030 (target)	1,000,000	£500m	£500

The spend target is inclusive of assumed growth in inflation which is set at 2.5% pa. So while spend is assumed to grow in 'real' terms, this is predominantly driven by the assumed volume growth and not by any growth in the 'real' spend per visit, either through increasing length of stay or by driving up 'real' spend per night. We will routinely revisit these targets.

The volume target of 800,000 is the aggregate of both staying leisure visits (389,000) and staying non-leisure and day-trippers. The growth rate for each is pretty much the same. Our marketing will be targeting staying leisure visits and staying non-leisure.

The overall performance of the Jersey visitor economy will be judged by the basket of metrics detailed on the following page:

Visitor Economy Key Performance Indicators (KPIs)

2013 & 2014 actuals, 2015 onwards targets

KPIs	2020	2019	2018	2017	2016	2015	2014	2013
GVA growth hospitality sector *	Benchmark + x%	Benchmark + x%	Benchmark + x%	Benchmark + x%	Establish Benchmark	TBC	TBC	4.3%
Total visitors	800,000 (+2.22%)	782,700 (+2.22%)	765,700 (+2.22%)	749,100 (+2.22%)	732,900 (+2.22%)	717,000 (+2.22%)	701,430	681,900
Visitor spend-nominal (2.49% pa 2015-20)	£310m	£294m	£281m	£267m	£255m	£243m	£232m	£230m
Staying leisure visitors total	389,000	380,000	372,000	361,000	352,000	345,000	337,000	325,800
Industry RevPAR	Benchmark + x%	Benchmark + x%	Benchmark + x%	Benchmark + x%	Benchmark			
Average bed occupancy-August	89%	88%	88%	88%	86%	85%	85%	79%
Net promoter score of visitors	+2%	+2%	+2%	Base + 2%	Base to be set	na	na	na

\*GVA: we do not know what true number is. Tourism’s impact is more than just economic. Research will help improve our understanding of tourism’s impact.

Visit Jersey- evaluating performance

VJ’s key performance indicators (KPIs) for our interventions are set out in the table below.

- Consumers: increased awareness and motivation, incremental spend, propensity to repeat
- Jersey trade: customer acquisition and additional leads/business generated
- Distribution partners (commercial or media): value add to customer experience, acquisition and retention

The key economic measure of VJ’s performance will be “Incremental ROI” resulting from VJ’s interventions. The evaluation methodology will be similar to VisitBritain’s which has passed NAO scrutiny and is accepted by the UK Treasury. Before the start of the 2016-2020 marketing campaign, we will develop the following basket of marketing performance measures (KPIs):

	<b>EXPOSURE (Awareness/ Dreaming)</b>	<b>ENGAGEMENT (Dreaming)</b>	<b>INFLUENCE (Research)</b>	<b>IMPACT (Booking)</b>	<b>ADVOCACY (Sharing)</b>
<b>PROGRAMME METRICS</b>	<ul style="list-style-type: none"> <li>Total Opportunities To See (OTS) for programme content</li> </ul>	<ul style="list-style-type: none"> <li>Number of interactions with content</li> <li>Interaction rate</li> <li># usage</li> </ul>	<ul style="list-style-type: none"> <li>Increase in intention to visit</li> <li>Recall</li> </ul>	<ul style="list-style-type: none"> <li>Referral traffic to website</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation</li> <li>Total Mentions %</li> </ul>
<b>CHANNEL METRICS</b>	<ul style="list-style-type: none"> <li>Number of items</li> <li>Mentions</li> <li>Reach</li> <li>Impressions</li> <li>CPM</li> <li>E-CRM (numbers)</li> </ul>	<ul style="list-style-type: none"> <li>Page likes</li> <li>Post Likes</li> <li>Comments</li> <li>Shares</li> <li>Views</li> <li>RTs per followers</li> <li>Banner CTR</li> </ul>	<ul style="list-style-type: none"> <li>Net promoter % by channel</li> </ul>	<ul style="list-style-type: none"> <li>Unique visitors to websites referred from each channel</li> <li>eCRM (open rate, CTR)</li> </ul>	<ul style="list-style-type: none"> <li>Organic posts by advocates</li> <li>Digital Reputation monitoring</li> </ul>
<b>BUSINESS METRICS</b>	<ul style="list-style-type: none"> <li>Recall levels</li> <li>Changes in motivation-measured by brand tracker</li> <li>AEV</li> <li>Partner funding</li> </ul>		<ul style="list-style-type: none"> <li>Increase in intention to visit</li> <li>Likely to recommend %</li> <li>Association with brand attributes</li> </ul>	<ul style="list-style-type: none"> <li>Incremental ROI spend as measured by VJ evaluation</li> <li>Number of leads/database growth</li> </ul>	<ul style="list-style-type: none"> <li>Brand fans/Advocates</li> <li>Net promoter score</li> </ul>

## 6. Financial Information

VJ is using Xero accounting system ([www.xero.com](http://www.xero.com)) to manage finances. A qualified accountant has been retained to install Xero, train staff and provide on-going support and advice. A non- executive director with an appropriate qualification will chair the audit committee.

The 2016 budget detailed below is subject to States of Jersey MTFP approval of the EDD budget in September 2015. Once accepted, the Minister will approve this Business Plan and the associated activities and targets.

## Budgets

### 2015

April- June Expenditure	£194,000	
July onwards Operations	£912,000	
July onwards Marketing	£1,440,000	
	<b>TOTAL</b>	<b>£2,546,000</b>

### 2016

<i>Operations</i>		
Staff (includes board)	£995,000	
Other (accommodation, warehouse, finance, IT, HR services,..)	£250,000	
Office move (fit out, legal, financial)	£125,000	
		£1,370,000
<i>Marketing (Programme)</i>		
Research & intelligence	£400,000	
Product development	£200,000	
Brand development	£100,000	
Marketing campaigns	£1,650,000	
Trade co-operatives (excludes partner funds)	£505,000	
Content creation (on and offline)	£150,000	
Digital assets renewal (CRM, etc.)	£400,000	
		£3,405,000
<i>Visitors &amp; Information Servicing</i>		
Content distribution (on and offline)	£225,000	
		£225,000
	<b>TOTAL</b>	<b>£5,000,000</b>

## Risk management

Risk	Cause	How to manage risk
<b>Strategic</b>		
Grant reduced/ceases	Government re-prioritising due to austerity or changing priorities	Establish the case for the visitor economy, gain support from key opinion formers, deliver excellent marketing supported by the industry and wider community
Marketing programmes do not achieve targets	Branding does not resonate with consumers	Research informed decision making, strong partner offers, monitor consumer reaction and adjust creative accordingly
	Poor partner reporting on impact of campaign	Evaluation discussed with partners pre-contract and data sharing agreements established, good KAM in place
	Failure to raise partner funding and in-kind support	Partner recruitment strategy, MIK scrutiny panel established, audit committee oversight
	External factors (e.g. currency, recession, etc.)	Monitor environment and switch between markets and channels
<b>Reputational</b>		
Lack of credibility as delivery body	Not considered to be credible, unprofessional	Survey based evaluation, continuous development of plans and programmes in light of learnings and performance, robust tendering process in place, open & transparent processes, internal audit oversight
Adverse media coverage	Press sensationalism, FOI	CEO oversight of all media enquiries
<b>Operational</b>		
Major business disruption	External/internal event results in total business disruption to office/networks, failure of IT systems	Business continuity plan to be prepared and tested annually
Loss of key staff	Unhappy and demotivated	Performance management process in place, personal target setting, recognition & reward system fit for purpose
<b>External</b>		
Loss of Bed stock	Owners change business/sell up	Marketing campaigns to drive customer demand
Route disruption	Temporary or permanent cancellation of air/sea route	Develop long-term relationships with carriers to demonstrate Jersey's commitment to sustaining and building passenger numbers, joint marketing initiatives

## Appendix

### Assumptions

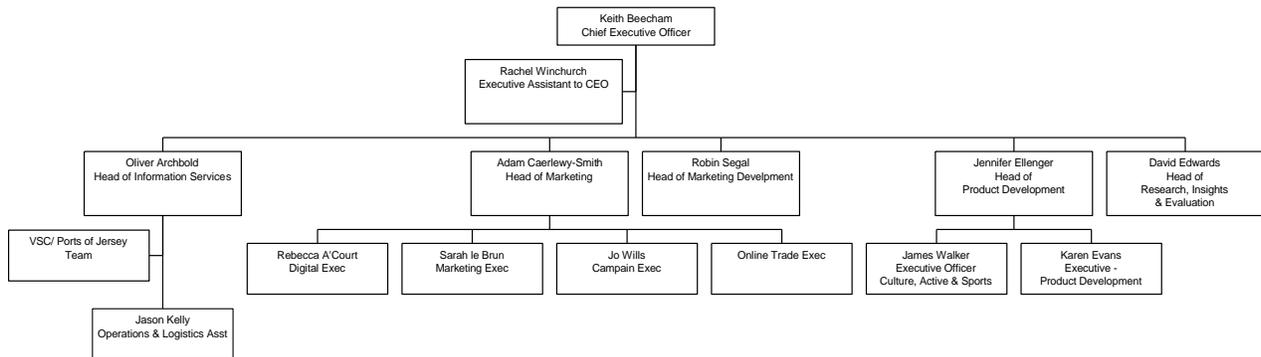
Macro-economic 215-16	no major shocks impact on key source markets
Competitor	quantity and quality will continue at current levels
Exchange rates	no major shifts in relative value of euro and sterling
Jersey	no occurrences that would lead to significant change in Island's attractiveness
Travel industry	partners contribute to marketing programmes No major reduction in product offering
Funding	Funding cycle by EDD operates on a calendar year basis Tourism Development Fund is separately constituted under the chairmanship of a VJ board member and closely involves VJ CEO in approving any future grants; in this way TDF will be fully cognisant and supportive of the Jersey Destination Plan EDD working with the Ports of Jersey will continue to support route development such as presently provided to easyJet

### Our Values

To be re-confirmed once all staff in post

- **Integrity** -We employ the highest ethical standards, demonstrating honesty and fairness in every action that we take. We will be organized and operate as a centre of excellence
- **Accountability** -We accept our individual and collective responsibilities and we meet our commitments. We take responsibility for our performance in all of our decisions and actions
- **Innovative** -We are creative in delivering value. We anticipate change and capitalize on opportunities that arise
- **Thrifty**- We will spend money wisely seeking value for money at all times
- **Teamwork**- We promote and support a diverse, yet unified, team both within VJ Limited and with our partners. We work together to meet our common goals
- **Respect** -We respect the rights and beliefs of all our clients, our stakeholders, our colleagues and our community. We treat others with the highest degree of dignity, equality and trust
- **Customer focussed**- We regard those who have an interest in the Island's tourism industry as our customers and will focus on delivering for them
- **Long term**- We will act with agility to meet short term objectives but will not sacrifice the long term interests of the industry in delivering on short term objectives

## Organisational Structure



**Keith Beecham** Chief Executive  
keith@visitjersey.je

- Agree strategy with board and deliver



**Rachel Winchurch** Executive Assistant to CEO  
rachel@visitjersey.je

- Provide day to day support for CEO
- Assist with the smooth running of the office and lead on financial and IT liaison with external accountant and IT suppliers



**Jennifer Ellenger** Head of Product Development  
Jennifer@visitjersey.je

- Part of the senior team that develops the corporate strategy and leads on product initiatives to achieve incremental growth in visitor numbers and spend
- Support industry partners and Visit Jersey's development of visitor-led activity and infrastructure to deliver incremental growth in the target markets



**James Walker** Executive - Culture Active & Sport  
james@visitjersey.je

- Ensure a targeted and varied programme of cultural, active and sports events are designed and delivered that achieve incremental growth in target markets
- Develop effective partnerships with local heritage, arts and cultural and sporting bodies to deliver appropriate and targeted events and activities to achieve incremental growth



**Karen Evans** Executive – Product Development  
karen@visitjersey.je

- Engage with the business community to identify potential conferences and support the development of the conference and incentive market and other events that achieve incremental growth
- Develop effective partnerships with retailers, hospitality providers, parishes and the town centre management to deliver events which achieve growth



**Adam Caerlewy-Smith** Head of Marketing  
adam@visitjersey.je

- Create, develop & communicate a brand proposition for Jersey that compels new & existing visitors to engage, source and visit Jersey



**Rebecca A'Court** Digital Executive  
Rebecca@visitjersey.je

- Develop content to support marketing initiatives & PR
- Execute and manage digital marketing and PR programme



**Sarah Le Brun** Marketing Executive  
sarah@visitjersey.je

- Provide support for all marketing plans, campaigns and activities. With particular emphasis on ownership and development of digital marketing assets & channels



**Jo Wills** Campaign Executive  
jo@visitjersey.je

- Responsible for planning and delivering marketing campaigns, including tactical initiatives, with involvement from a wide range of stakeholders



**TBC** Online Trade Executive

- Identify and work with OTA to distribute Jersey tourism experience and products

**David Edwards**                      Head of Research, Insights & Evaluation  
david@visitjersey.je

David's role is to ensure that we make best use of market intelligence in the development and delivery of our strategy and that we help our stakeholders to understand the story behind the numbers. Additionally David is responsible for developing an evaluation strategy so that we truly understand the outcomes that we deliver through a meaningful basket of metrics.



**Oliver Archbold**                      Head of Information Services  
oliver@visitjersey.je

- Ensure relevant information is available to potential and actual visitors
- Operate the visitor services centre
- Provide day to day liaison with local hospitality providers



**Jason Kelly**                              Operations & Logistical Assistant  
jason@visitjersey.je

- Ensure all brochure requests are fulfilled in a timely manner
- Ensure visitor registration cards are processed according to agreed principles
- Manage the stocks of Visit Jersey materials and assets at the warehouse
- Support Visit Jersey day to day operations so as operational performance is not compromised



**Robin Segal**                              Head of Market Development  
robin@visitjersey.je

- Responsible for working with tour operators, carriers and the Ports Authority to grow visitor numbers to Jersey
- Based in the UK



## **Glossary**

### **Jersey Destination Plan**

A document that sets out future priorities and activities in a systematic way to grow Jersey's visitor economy through to 2020. The document is a shared statement of intent. It sets out a strategic direction over the next five years and contains priorities and identifies stakeholders responsible for their delivery.

### **Business Plan**

A document that describes Visit Jersey's vision, mission, priorities and activities. It also confirms the budget that will be deployed by Visit Jersey's and how we will be evaluated. The document will be used to judge management's delivery of strategy and support the bidding of resources for The States of Jersey.

### **Marketing Strategy**

A document that describes how Visit Jersey will focus our limited resources on the best opportunities to increase visitor numbers and spend and achieve a sustainable competitive advantage.

### **Marketing Plan**

A plan that describes the specific, detailed marketing activities that Visit Jersey will do to achieve the marketing strategy.