



Visit Jersey Limited

Business Plan 2016 to 2020

Tuesday 10 May 2016

VJL Business Plan

Contents

1. Executive Summary

2. Our Business

Our Vision & Mission
Organisation and capabilities
Priorities 2016
Priorities 2017-20

3. The Context

Government priorities
Visit Jersey's contribution

4. Our Activities

2016
2017-20

5. Performance & measurement

6. Financial Information

Budgets
Risk management

Appendix

Significant assumptions
Values
Organisation structure
Glossary

1. Executive Summary

VJ Limited (VJ) was formed on 26th September 2014 and commenced trading on Monday March 30th 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.

Key Performance Indicators	2020 Target	2019 Target	2018 Target	2017 Target	2016 Target	2015 (T) Target & (A) Actual	2014 Actual	2013 Actual
Gross Value Added for hospitality sector	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Establish Benchmark	Awaiting data	3.8% £149m	3.77% £138m
Total visitors	800,000 (+2.22%)	782,700 (+2.22%)	765,700 (+2.22%)	749,100 (+2.22%)	732,900 (+2.22%)	(T) 717,000 (+2.22%) (A) 718,000	701,430	681,900
Visitor spend (2.49% pa 2015-20)	£310m	£294m	£281m	£267m	£255m	(T) £243m (A) £243m	£232m	£230m
Staying leisure visitors total	389,000	380,000	372,000	361,000	352,000	(T) 345,000 (A) 347,000	337,000	325,800
Island RevPAR	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Establish Benchmark	na	na	na
Average bed occupancy- August	89%	88%	88%	88%	86%	(T) 85% (A) 90%	85%	79%
Net promoter score of visitors	+2%	+2%	+2%	Base+ 2%	Base to be set	na	na	na

In 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
- relocate VJ's office and visitor information centre 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 EDTSC. We have been operational for a little over a year. 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 and these will be reconfirmed in August 2016 at a staff development day.

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

2016 priorities to deliver on this plan:

Business Improvement- Operational

- review and update our suite of digital assets including CRM, CMS, web and online platforms
- relocate VJ's office and visitor information centre within agreed timescales and budget
- 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 half 2016

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 2014 was £149m
- £243m expenditure from 717,000 visitors in 2015

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

In August 2015, VJ published the Jersey Destination Plan setting out a long-term tourism strategy for all in Jersey with the objective to attract 800,000 visitors spending £310 million by 2020. To do this we will broaden our visitor base, build our 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 2016 Activities All activities are informed and underpinned by research and are year 1 of a 5-year plan

Research

In 2016 we are modernising the way that information is collected on the volume of tourism to Jersey – the new Exit Survey will be a more robust and more efficient way of gathering intelligence than the existing visitor registration cards. The new approach should also boost the productivity of accommodation providers who will no longer need to require guests to fill in registration cards. Our approach will help us understand not just how many visitors we welcome, but also the degree to which they contribute to the local economy, and support local employment, through visitor spending.

Our marketing and product development strategies will be informed by the research that we have undertaken among consumers in the UK and across key markets in Europe. This enables us to understand what motivates travel among key target audiences, what factors are considered most important when choosing a destination, and how Jersey is currently perceived against a range of competitor destinations.

We recognise that our job is not entirely complete when visitors arrive – by ensuring there is provision of high quality information on-island we can help to ensure that the visitor has an exceptional experience, that we maximise the chance that they will leave as an advocate for Jersey, and of course that they will discover lots of ways of spending money with local businesses. To this end we are conducting research among users of the What's On publication to assess how the publication can be evolved in 2017.

Our research has already indicated to us that the majority of those who go on holiday are influenced by material that they have come across online. During 2016 we will explore the possibility of undertaking more detailed studies among key target audiences to help identify 'how' they are influenced by online content and which forms have the largest impact on their choice of destination.

Product Development Activities

Key areas identified in the Jersey Destination Plan are:

- **Transport-** making it easier to get to and around Jersey
- **Products-** developing reasons to Visit Jersey

Transport

Regional Connectivity

In conjunction with POJ, other government departments, industry partners and carriers;

- Progress regional connectivity between Jersey and UK and mainland Europe
- Support the Ports route development plan with intelligence and marketing activity

On-island transport

- Engage with training providers to offer welcome/knowledge host training
- Package products with transport – encourage new providers
- Engage with DVS to facilitate new style experiences
- Engage with Liberty Bus/DIF to offer visitor products

Products

- Review and offer recommendations to updating the Tourism (Jersey) Law 1948 so the law is fit for purpose in 2016 and beyond
- Review and make recommendations for the future of the Quality in Tourism Grading Scheme
- Provide insights and support planning applications for accommodation and improvements that meet visitor needs, e.g. farm stays, Airbnb, self-catering
- Engage with JHA/Skills Jersey/Population office to support a workforce fit for purpose
- Promote accommodation sector productivity improvements through the use of STR Global as the benchmark for our island
- Develop reasons to visit particularly outside of the summer season;
 - Develop an annual programme of themes e.g. The Great Outdoor Island
 - Engage with government departments or agencies to deliver on tourism related initiatives, including Events Jersey, Sport Jersey, Farm Jersey and Film Jersey
- The Jersey Conference Bureau (JCB) closed and in 2016 Visit Jersey will engage with industry partners on-island to identify the appetite for MICE business and product availability
- Develop a business site to replace the JCB website
- Encourage hosting of appropriate conferences in Jersey with island based businesses and associations

Trade Marketing Activities

VJ will proactively seek opportunities to work with and influence travel trade intermediaries to deliver trade partner distribution of Jersey products that will result in incremental growth in visitor numbers and improved seasonal spread. Main activities:

- A programme of co-funded co-operative initiatives to sustain and build route connectivity
- Destination Jersey Workshop April 2016 targeting 50+ overseas buyers
- Develop digital visitor acquisition channels with on-line travel agents

- Manage these digital channels to extend Jersey’s market reach and improve the range of opportunities for potential visitors to source and buy access to Jersey
- Produce collateral to promote Jersey with the trade, any such collateral to also be available online for download

Visitors & Information Services Activities

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. This necessitates providing information on-island to help visitors 1) feel a sense of welcome and 2) get more from their stay in Jersey.

Off-island, digital channels provide the best access to customers and therefore we will deliver information principally online. On-island we will ensure a Tourist Information Centre (TIC) is operational based upon a partnership model involving VJ, POJ and Jersey Heritage.

In 2016 six editions of What’s On will be published totalling approximately 300,000 copies. The What’s On contract expires on 31st March 2017 and VJ will agree a way forward, following consultation with industry partners, particularly the attractions sector.

Marketing Activities

In 2016 our marketing priority is to create meaningful and emotional long-term connections with potential visitors. We will differentiate our destination by telling the “Jersey Story” through emotive content, innovative campaigns and curating visitor advocacy. A Marketing Plan has been created which is a comprehensive document describing our marketing approach. Key basics follow:

1. Create, reposition and unify a new “Brand Jersey”
 - Convince new and reassure existing visitors to seek out Jersey through an emotive proposition
2. Bring “Brand Jersey” to life
 - Tell our island story that connects to visitor experience
3. Capture, create and nurture visitor intimacy
 - Activate and engage visitors through “earned” & “owned” media channels
4. Partner with the industry – drive marketing alignment
 - Engage with the trade to distribute a new “Brand Jersey”

UK

In line with the Jersey Destination Plan the UK market has been segmented as follows:

UK Visitor Profile

Nurture

Grow

Nurture Market 1 <ul style="list-style-type: none"> • 55+ • Retired / Working • 2+ holidays a year • 3-6 month lead time • Package driven • 60 miles from departure points • ABC1 <p>Some background.....</p> <ul style="list-style-type: none"> • The average age of this group is 65. • Most favoured type of holiday for this group is a midweek short-break. • Heritage and culture activities appeal to this type of visitor, as well as visiting parks and gardens and going for coastal or countryside walks. • This group is more likely than others to book through traditional travel agencies/tour operators. • Heavily influenced by newspapers and online material. 	Market Size 3.29m	Nurture Market 2 <ul style="list-style-type: none"> • 25 - 54 • Working • 2+ holidays a year • 3-6 month lead time • 60 miles from departure point • ABC1C2 <p>Some background.....</p> <ul style="list-style-type: none"> • The average age of this group is 42. • Compared with the other groups are they are less often away on holiday. • Types of activity often done on holiday include visiting local markets, visiting historic sites, visiting parks and gardens and going for a walk in the countryside or by the coast. 	Market Size 1.84m
Grow Market 1 <ul style="list-style-type: none"> • 25 - 54 • No children • 2+ holidays a year • 4-6 weeks lead time • Working • Independent traveller • 60 miles from departure point • ABC1 <p>Some background.....</p> <ul style="list-style-type: none"> • The average age of this group is 40. • Most likely to 2 to 4 nights away from home over the course of a weekend. • This group regularly visit local markets, visit historic sites, museums and art galleries, but are also fond of going for coastal or countryside walks. • Their most recent destination choice was influenced by material on Internet websites and social media. 	Market Size 1.25m	Grow Market 2 <ul style="list-style-type: none"> • 25 - 54 • Children • 2+ holidays a year • Working • Independent traveller • 60 miles from departure point • ABC1 <p>Some background.....</p> <ul style="list-style-type: none"> • The average age of those in this Market is 38. • Compared with other markets this group is very unlikely to take a midweek short-break or a midweek to midweek 7 night holiday. • Visitor attractions that keep children entertained are favoured by this group. • The Internet is a major source of influence on destination choice as are magazine and online articles. 	Market Size 1.33m

	Market Type	Communication	J	F	M	A	M	J	J	A	S	O	N	D
Summer Activation Campaign	Nurture	December 2015												
CI Festival	Nurture	December 2015												
Co-op trade Marketing	Nurture	N/A												
Winter Campaign 2015/2016	Grow	November 2015												
2016 Brand Campaign (summer)	Grow	March 2016												
Autumn/Winter Jersey 2016	Grow	August 2016												
YouTube Channel	Grow	March 2016												
Social Media Engagement	Nurture / Grow	Ongoing												
Email Marketing	Nurture	Ongoing / Monthly												
Content Distribution	Grow	N/A												
Paid Search	Nurture / Grow	Ongoing												
Digital Acquisition (OTA)	Grow	March 2016												
Public Relations	Nurture / Grow	Ongoing												
Brand / Proposition Renewal	Nurture / Grow	January 2015												
Digital Asset Renewal	Nurture / Grow	February 2015												
Trade Partner Programme	Nurture / Grow	December 2015												

Visitor Economy Key Performance Indicators (KPIs)

2013-2015 actuals, 2016 onwards targets

Key Performance Indicators	2020 Target	2019 Target	2018 Target	2017 Target	2016 Target	2015 (T) Target & (A) Actual	2014 Actual	2013 Actual
Gross Value Added for hospitality sector *	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Benchmark + x%	Establish Benchmark	Awaiting data	3.8% £149m	3.77% £138m
Total visitors	800,000 (+2.22%)	782,700 (+2.22%)	765,700 (+2.22%)	749,100 (+2.22%)	732,900 (+2.22%)	(T) 717,000 (+2.22%) (A) 718,000	701,430	681,900
Visitor spend-nominal (2.49% pa 2015-20)	£310m	£294m	£281m	£267m	£255m	(T) £243m (A) £243m	£232m	£230m
Staying leisure visitors total	389,000	380,000	372,000	361,000	352,000	(T) 345,000 (A) 347,000	337,000	325,800
Island RevPAR**	Benchmark+ x%	Benchmark+ x%	Benchmark+ x%	Benchmark + x%	Establish Benchmark	na	na	na
Average bed occupancy- August	89%	88%	88%	88%	86%	(T) 85% (A) 90%	85%	79%
Net promoter score of visitors	+2%	+2%	+2%	Base + 2%	Base to be set	na	na	na

*GVA: we do not know the “true” number by means of international benchmarks. Tourism’s impact is more than just economic. Research in 2016 will help improve our understanding of tourism’s impact

** Island RevPAR: revenue per available room is a widely accepted measure of revenue per available room; a performance metric in the hotel industry that is calculated by dividing a hotel's total guestroom revenue by the room count and the number of days in the period being measured

Visit Jersey- evaluating our performance

The key economic measure of VJ’s performance will be “Incremental ROI” resulting from VJ’s interventions. The evaluation methodology we use is similar to VisitBritain’s which has passed NAO scrutiny and is accepted by the UK Treasury.

Indicator	What do we measure	How we measure	Expected Results
Brand Performance	Brand sentiment towards attributes	Periodic survey of a representative sample of our target audience to test perception of agreed brand attributes that our activity is seeking to develop. A ‘pre-wave’ will take place ahead of launching activity to establish a benchmark followed by annual waves to measure uplift	2016 Benchmark Set

Marketing Performance	<ul style="list-style-type: none"> Return on investment of 5:1 Net Promotor Score 	Visit Jersey expects to return £5 to the visitor economy for every £1 spent as an organisation, measured through a series of evaluation surveys administered to those exposed to our activity. The Net promotor score will act as an indicator of growth in relation to our competitor set and over time	<ul style="list-style-type: none"> ROI on marketing spend 76,000 incremental visits 267,000 incremental bed nights Net Promoter Score: 2016 benchmark
Activity Performance	Visitor traffic, data captured, content engagement, OTS, impression, reach, page/post likes, social comments, social shares, social views	<p>Conversion and content engagement metrics will be measured by analytics tools through jersey.com.</p> <p>Social media engagement and interaction index will be measured through Facebook, Twitter, Instagram and YouTube insights.</p> <p>We will also include marketing diagnostics as part of our standard evaluation surveys to test the impact that our activity has on the attitudes and behaviours of those who see it</p>	<ul style="list-style-type: none"> Unique visitor traffic: 2016 benchmark Data capture: 25,000 names Social audience: 90,000 Social engagement: 2016 benchmark
Trade Conversion	<ul style="list-style-type: none"> Industry referral leads generated industry engagement & satisfaction 	Determined through campaign analytics and an online survey conducted among industry stakeholders. This will be supported by consumer surveys wherever practical	<ul style="list-style-type: none"> Partner referrals: 40,000 Partner satisfaction survey: 2016 benchmark

6. Financial Information

VJ uses Xero accounting system (www.xero.com) to manage finances. A qualified accountant has been retained to provide on-going support and advice. A non-executive director with an appropriate qualification will chair the audit committee.

2016 Budget

<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 & Information Servicing</i>	
Content distribution (on and offline)	£225,000
	£225,000
TOTAL	£5,000,000

Risk management

A comprehensive risk register has been developed and is reviewed at all Visit Jersey board meetings.

Appendix

Assumptions

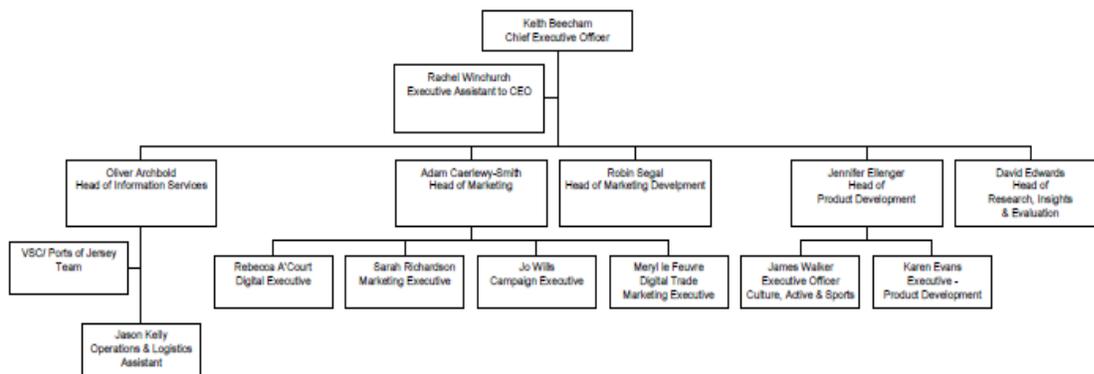
Macro-economic 2016	No major shocks impact on key source markets
UK	Assume that the UK will remain part of the EU
Competitor	Quantity and quality will continue at current levels
Exchange rates	No major shifts in relative value of euro and sterling
Jersey	No occurrences that would lead to significant 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 under the chairmanship of a VJ board member and is 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 at a staff development day in August 2016

- **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 Richardson 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

- Plan and deliver integrated digital and offline marketing campaigns across all channels, with involvement from a wide range of stakeholders



Meryl le Feuvre Online Trade Executive
meryl@visitjersey.je

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



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

- 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
- 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.