visit greenwich
time after time
Destination First Mindset Workshop

Visit Greenwich and Partners
Tuesday 19 September, 2017
Running Order

9:25am  Welcome

9:30am  The Power of Partnership Working
        David James  CEO, Bath Tourism Plus

9:50am  Q & A
        Chaired by Barrie Kelly  CEO, Visit Greenwich

10:00am Case Study Presentations
        Partnership Working in London
        Ben Hopkins  Digital Marketing Manager, City Cruises
        Partnership Working in Essex
        Andrea Lee  Regional Marketing Manager, English Heritage

10:30am Destination Priorities – A Reminder
        Barrie Kelly  CEO, Visit Greenwich

10:45am Break

11:00am Break-Out Sessions

12:15pm Feedback from Groups

1:00pm Agreed Actions
        Sunny Crouch  Chairman, Visit Greenwich

1:15pm Lunch & Networking
Welcome

Sunny Crouch OBE DBAHon
Chairman, Visit Greenwich
The Power of Partnership Working

David James
CEO, Bath Tourism Plus
Thermal Waters
Natural Thermal Waters....Old & New
Sweeping Crescents......
Georgian Architecture
Five 5 star Hotels
Tourism in Bath

- Supports 12,000 jobs
- 13% of jobs in B&NES
- Earns £404m for the city
- Is good for local businesses and local residents
- 6 million visitors

Bath’s Visitor Economy is worth £404million per annum
Bath Tourism Plus

• Public/Private Partnership  
  - 500 members  
  - 80% commercial funding  
• Operates UK’s busiest Visitor Information Centre  
  (535,000 visitors)  
• Runs Cities Box Office (£1m t/o)  
• Delivers high value marketing: PR coverage is worth £29m per year  
• Delivers one of the UK’s best Christmas Markets  
• [www.visitbath.co.uk](http://www.visitbath.co.uk) is one of England’s busiest tourism websites: 3million visits (2016)

“Bath Tourism Plus is a well run destination management organisation and a good example of public and private sectors working successfully together.”

Andrew Stokes CEO Visit England
Our Goals

• Encourage visitors to stay mid-week and in low season
• Marketing focus on encouraging visitors to stay overnight
• Growth in high spending overseas markets
• Encourage those who already visit the City to discover & explore the surrounding parts of the City and beyond

Our Vision

To grow the value of tourism in Bath and the surrounding area by working in partnership across the industry in the delivery of integrated marketing programmes that are timed and targeted to provide maximum growth
Positioning the Bath Brand

Our Brand Essence:

• Pleasure & Wellbeing

• Living Heritage

• Style, Beauty & Elegance
Who comes to Bath?

<table>
<thead>
<tr>
<th>Type of Visitor</th>
<th>Numbers</th>
<th>Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic staying</td>
<td>684,000</td>
<td>£124m</td>
</tr>
<tr>
<td>International</td>
<td>283,000</td>
<td>£94m</td>
</tr>
<tr>
<td>Day Visits</td>
<td>4.8m</td>
<td>£170m</td>
</tr>
<tr>
<td>Total</td>
<td>5.8m</td>
<td>£404m</td>
</tr>
</tbody>
</table>
Visitor Profile

73%  ABC1
17%  C2
10%  DE

35%  First time visitor
65%  Repeat visitor
Visitor Profile - age

- 0-15
- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
Main Reason for Visit

- Holiday / Leisure: 77%
- Business / Conference: 1%
- Special Shopping Trip: 6%
- VFR: 8%
- Language student: 4% (2 slices)
- Other: 4% (2 slices)
Destination strengths

- Internationally known destination brand
- World Heritage Site city
- High quality spa facilities
- Extensive Georgian built heritage
- The Roman Baths – one of UK’s top attractions and its only thermal spring
- High quality hotel stock
- Shopping, food and culture
Our Work

• Strategic lead on tourism
• Destination marketing
• Visitor information services
• Event management
• Developing commercial income
• Membership & industry communications
500 Members

40% accommodation
20% eating & drinking
13% retail
9% attractions
6% tours & transport
4% activity providers

Includes 45 Conference and Wedding members –does not include 180 BCM members
Estimated BTP Income

- **Box Office**
  - £1m (27.3%)

- **B&NES Contract Funding**
  - £568k (15.5%)

- **Visitor Information Centre**
  - £1.08m (29.5%)

- **Membership & Advertising**
  - £369k (10.1%)

- **Christmas Market**
  - £642k (17.6%)
Partnerships

By working in partnership with our members and stakeholders, we maximise tourism’s contribution towards the local economy and the quality of life for visitors and residents within the city & region.
Partnership Marketing

We work with the industry to develop fresh marketing and partnership opportunities to:

• Develop targeted and themed campaigns
• Grow visitors from overseas by working with key partners and trade operators in our target markets
• Reduce the effects of seasonality, using Bath’s festivals and events as a key stimulus
• Maximise Bath’s potential in the Business Tourism market
• Capitalise on the high spending day visitor market
• Stimulate greater visitor dispersal
• Build strong strategic partnerships across the industry
Developing New Income Streams

Multi-sources of future funding to provide long-term financial sustainability

Private sector, commercial, sponsors, Devolution, VisitEngland

Public sector
VISIT BATH - PRODUCT

• The usual DMP product to ‘sell’, sponsor
  • 5 Campaigns
  • 2 In-house events, Christmas Market, F&D Festival
  • VIC
  • Websites x 5
  • Social Media
  • Print
Public Sector Partners

• West of England – devolution/other DMO’s
• B&NES
• Universities (Bath Spa, Bath University)
• Bath College
• World Heritage Site
• Bath Preservation Trust
• Bath BID
• Cultural Destinations Project VE/ACE
• Visit England/Visit Britain
• English Heritage Cities/Great West Way Project
Private sector Partnerships- in kind

- Novia Financial- Bath Balloon
- The Business Exchange partnership
- Independent Shops partnership
- Lovehoney Sponsorship for BCF
- Meetings space and hospitality secured
- Polite Box – Visitor Services Box
- Polite Box – Bath Comedy Festival & other festivals
- HLF grant for Bath Twinning Festival with Alkmaar
- Bath Boules main sponsor
- Bus trays partnership – access to 172 tour, city and region buses
- Dickies workwear
Cash Sponsors

- GWR
- APEX Hotels
- Retailers – various
- Mogers Drewett Sponsorship - solicitors
- Bath Building Society -
- Nicholas Wylde - Jewellers
- Southgate Shopping Centre – Arrival Guide
- Bike Bath- event
- Museums partnership- Arrival Guide
- Meetings Show Sponsorship- venues
New Partner - outside typical tourism
Bringing partners together!
TV and Film in Bath - proactive approach
NEW INCOME

- On-line shopping – tickets, packages, exclusive sales
- Focus on mid-week accommodation sales
- Supply chain membership
- Town team membership
- In-house guided walks
- Key account management
- Sponsorship
- Free WIFI
- Maps in car parks

• COMMERCIAL AIM IS TO REDUCE PUBLIC FUNDING TO 10%
Thank you
www.visitbath.co.uk
Q & A

Chaired by Barrie Kelly
CEO, Visit Greenwich
Case Study
Partnership Working in London

Ben Hopkins
Digital Marketing Manager, City Cruises
Are we Partners or Rivals?
How can we work together to get benefit out of a destination?

Ben Hopkins
September 2017
We bring people to you...
Instruction from the MD

WORKING BETTER TOGETHER
It's a great way to experience the city from another perspective, and to identify sights and locations for further exploration.

Male from Australia

- Infrastructure
- Improvements at piers
- Improved customer experience in the digital age
- Better wayfinding / signage
- Off peak reasons to come to the river
- Working better together
The river goes through lots of places

We work with:

• TFL
• Visit Greenwich
• London & Partners (Visit London)
• South Bank Marketing Group
• And many others....
ACTIVITIES WE BENEFIT FROM
Competitions

- Competition functionality now available as an add-on in email-marketing systems
- Can pay to join in with others
- Or create short term alliances with others
Hotel / Attraction Competitions

- Hotel offers two room nights
- We offer a river cruise
- Little bit of time required to make sure it’s distributed
- Very effective
- Works with us as City Cruises is about sightseeing – you get great views from the boats
3rd Party Competitions

Metro competition

- Southbank organised a set of tickets and fixed it with Metro
- Because they had good publicity we were happy to give tickets but get no data
Maps – we like them!

South Bank

Visit Greenwich
Posters – we like them too

- Collaborate and compete
- Persuading owners of discretionary spend...
Compete as you collaborate

Get Good Photos

• General standard high so hard to compete
• We think spending money on photos brings payback
• More likely to stand out in a DMO poster or brochure
• If necessary hire Jack Nicholson
Not to mention booklets
Fam trips and DMO editorial

• We like press trips – happy to give out tickets as these are relatively low cost
• How can restaurant and hotels do low cost?
• Tweets and posts from DMO appreciated
Emails and Customer Data

If you have similar database sizes - swap email newsletter spaces

- If you have something interesting to say
- Or if you have an offer
- But does depend on equivalence

GDPR – coming soon – prepare now

- Means you need to be even more careful about who you communicate with
- To state the obvious, data can only be handed over if its subject has given full permissions and its passage and storage must be safe
Leverage of Local Events (1)

**Greenwich Music Time**
- Competitions
- Emails
- A little leafletting
- Little Mix superfans retweeted
- Alex O’Neal video for Thamesjet
IDEAS FOR OUR DMO :-}
Clash of Timeframes?

• As marketing execs we tend to focus on revenue targets over the next 90 days
• DMO tends to be at least three months in future
• What might this mean in practice?
Content turnaround

• Long term content can be sent by us and DMO can write it up on their websites as they wish...BUT...
• Offers and prices usually very time-sensitive – so swift action by DMO required
• In longer term..
  – Why not give us limited editorial rights?
  – Form on website that feeds directly onto a web page
  – We would have to enter one or two paragraphs when we change offers
Venue Hire by South Bank
Investment – but seems to pay off

- Longer time frame so fits DMO approach
- One person to manage
- Collect enquiries and distribute on basis of party size
Strategy - What to Aim For?

Beyond the attraction....

• Is Greenwich a 2 or 3 day experience?

OR

• Greenwich for a Day?
Strategy – Help the Locals Smile?

• Money is money, whether it comes from outside Greenwich or not...
• Good to make any events charming and inclusive so that locals actually want to come along and take part....
• I myself do “tourism” in London – if that means going to a museum
• Make it fun...
COMING BACK TO THE KEY ISSUE..
Collaborate or Compete?
What’s in it for Us?

**Competition – an example**

- We run dining cruises so reluctant to promote individual restaurants

**Possible exception is a food festival?**

- Our sightseeing cruises might benefit from a festival that attracted a lot of people
Leverage of Local Events (2)

**Obvious time to work together**

- Tall Ships a favourite
- Totally Thames on the spot
Questions?
Case Study
Partnership Working in Essex

Andrea Lee
Regional Marketing Manager, English Heritage
Who we work with…

- DMOs – Visit London, Visit Kent, Visit Essex, Visit Cambs, Visit Greenwich

- Working groups – Great Days Out In & Around Cambs, Essex Houses & Gardens, Discover Metropolitan Essex, Association of Tourist Attractions in Kent
Who are Visit Essex

- Partnership organisation
- Hosted by local authority
- Small team of five
- Governed by a board
- Work with Visit England
- Work and collaborate with other destinations
How we work with them

- Major projects
  - Radical Essex
  - Gardens & Gourmet
- Big Weekend
- Travel Trade
- Facilitators
Gardens & Gourmet
Travel Trade

Bringing groups together
Why collaborate?

- Industry takes the lead
- Coordinated approach
- Economies of scale
- Consistency
- Funding
Visit Greenwich 2017
Opportunities & Challenges

Barrie Kelly
CEO, Visit Greenwich
Where are we now?

Actual Growth
Why did this happen?
Visitor Satisfaction

- **Satisfaction with Overall Visit Experience**: 8.9
- **Tourist Information Centre Customer Service**: 8.9
- **Value for Money**: 8.3
- **Friendly and welcoming**: 9
- **Feeling of safety**: 9.3
- **Likelihood to recommend**: 9.1
Top Level Challenges

1. Increase of share of the London market - 1% = £360million!
2. Increase dwell time and spend – currently £65/visit
3. Spread the benefits across the Borough/create more local employment
4. Perception of location
5. Maritime Greenwich / Peninsula / Borough
Specific Opportunities

The O2 / Crosstree retail development
Autumn 2018

London City Cruise Port
2020

Woolwich Creative District
Cultural Destinations Programme

Discover England
Product Development Fund

Business Tourism

London Borough of Culture bid 2019/20

New events strategy
Growth Ambition?

Projected Growth by 2020: 1,700

Actual Growth

Projected growth by 2020
“Good nite, Thomas” said his Driver.

“Why aren’t we stopping? The signal is green, the station is open.”

“Not yet,” said his Driver as he pressed the button on his breast.

We’re almost there.”

“Almost there?”

“Almost there,” repeated the Driver.

“Mmm!”

“Can it rain for us, Seaside?”

“Please, Driver?”

“No, Driver,” said the Driver.
Partnership Culture

How do we seize the opportunities? $1+1=3$.

We need to change how we think and behave as a partnership.

More for less.
Partnership Culture

How?

That’s the purpose of today!