

## **Tourism Resilience Plan 2009-2010**

Welcome to the Edinburgh Tourism Action Group Resilience Plan for 2009/2010.

This year the plan is specifically designed to meet and beat the recession. It is crucial for businesses, for the economy of the city and Scotland, that Edinburgh maintains its competitive position and emerges stronger and with better partnership working. The Resilience Plan therefore focuses on those key projects which will make a difference.

There will be significant marketing and promotion developments in 2009. Homecoming 2009 offers the opportunity to increase the volume and value of leisure tourism. The opportunities presented in the city, including The Gathering in late July, give us an enviable competitive edge which other cities in UK would die for. If we are able to take full advantage, we may ride out the impact of the fall in the corporate market.

Destination Edinburgh Marketing Alliance will start to operate in late spring. The city will finally have a voice to co-ordinate its messages across the full spectrum of Live, Invest, Visit, Work and Study in the city.

ETAG will increase its support for businesses. Working with industry bodies, ETAG will support campaigns on specific issues to influence policy decisions. ETAG partners will also convene a series of small business master classes on managing through a recession: customer care, marketing, web development etc. We will use all ETAG communication channels to encourage businesses to utilise the tools available in these classes.

The city centre will face short term challenges as the tram construction continues along Princes Street. It is vital that the Open for Business message is sent out loud and clear. This campaign is led by Edinburgh Chamber of Commerce, City of Edinburgh Council, tie, and Essential Edinburgh. ETAG members are urged to get behind this campaign.

We must play to our strengths. We need to maintain our investment in the city's world class Visitor Attractions and internationally renowned Festivals. Business Tourism continues to be a key market for the city to promote its cross messaging, attracting visitors from its key sectors. With the shift in corporate travel caused by the recession, extra effort will be made to maximise attendance at association events and to promote pre and post conference visits.

In such difficult times, it is also vital that we continue to invest in our people. The ETAG Skills Forum has established an ambitious programme for creating links between industry and schools and colleges.

This is an ambitious action plan for dealing with a real and increasing challenge for our city and our industry. There is no time to waste. I urge you all to get involved.

Barbara Smith, Chair of ETAG

## **Edinburgh Tourism Resilience Plan 2009 - 2010**

### **1) Marketing**

ETAG will generate additional visitor bednights and expenditure through increased marketing collaboration between Edinburgh tourism businesses and the extensive programme of Edinburgh events and festivals, as well as the Homecoming 2009 initiative.

#### **Target**

- *Produce a “tourism business friendly” calendar of Edinburgh events for April 09 – March 10, from Information available at [www.eventsedinburgh.org.uk](http://www.eventsedinburgh.org.uk) and the Homecoming website.*
- *Create a contact list of marketing contacts for each event.*
- *Create and complete a standardised template for each event, identifying key marketing info such as target markets, marketing channels, planned marketing opportunities, partnership opportunities.*
- *Prepare 2 case studies of best practise in event/business collaboration to generate additional visitors.*
- *Identify some “top tips” for businesses wanting to use events as a marketing tool – either in partnership with an event or independently*

*All of the above will be combined into a “toolkit” for distribution to ETAG members via the ETAG website.*

Completion by end March 09

#### **Action: MMcN**

ETAG will support the development and delivery of DEMA to provide a focus for Edinburgh’s marketing and campaigning effort.

#### **Key activities and milestones for DEMA are:**

The Destination Promotion Strategy (DPS) with its short, medium and long term action plan, operating plan and business plan will be completed by end March 2009. ETAG members will play a key role in delivering this plan. The Action Plan will be implemented from 1 April 2009.

PR/ Media support will provide headline city stories each day across visit, invest, study, live & work to key contacts in the local, UK and international media.

Edinburgh Inspiring Capital Brand: [www.Edinburgh-inspiring capital.com](http://www.Edinburgh-inspiring capital.com) web site will be a dynamic hub for the city.

#### **Target**

*ETAG will provide a reference group to support and advise the development of the DEMA tourism function.*

#### **Action: BS RPB**

ETAG will work with BAA, airlines and ferry companies to support existing routes to Edinburgh from international destinations

**Target**

- *ETAG will re-establish route development forum by April 09. Sub Group will enter dialogue with all carriers to submit invitation from Edinburgh to engage in joint marketing campaigns, proposals submitted to all by May 2009*

**Action: GD / GB / KW / KM**

ETAG will support private sector-led marketing initiatives aimed at key target markets which attract VisitScotland Growth Funds.

**Target:**

- *Edinburgh Chamber of Commerce, BAA and VisitScotland will develop a proposition for an individual carrier to promote one or more cities in association with a joint application for Growth Funds, with a submission to VS Growth Fund by May 09.*

**Action: GD / GB / KM**

Develop short life sub group to co-ordinate Edinburgh representation at Expo 2009 and Expo 2010

**Target**

- *BS will contact ETAG Full Group, by phone / email by end Feb to ascertain commitment to an Edinburgh area at Expo 2010. Individual businesses to commit to purchase stand in the Edinburgh area at Expo by end March 2009.*

**Action: BS**

## **2) Business Development and Support**

**Target**

- *ETAG will provide support as appropriate to campaigns led by private sector representative bodies which benefit the industry in the city.*

**Action: Steering Group**

**Target**

- *ETAG will convene a series of small business master classes on managing through a recession: customer care, marketing, web development etc. We will use all ETAG communication channels to encourage businesses to utilise the tools available in these classes.*

*A full list of the master classes and tools available is contained in appendix 1*

**Action: BS / MMcN**

### **3. Communication and Collaboration**

ETAG will seek to influence government at all levels to increase support for tourism industry.

#### **Target**

- *ETAG Steering Group will convene a PR Group which will develop a strategy for messages and campaigns to promote the industry. Strategy developed by mid-May*

#### **Action: BS / GD (PR Support)**

- *ETAG Steering Group will produce a quarterly e-Newsletter and distribute to all businesses on the database. 1<sup>st</sup> Issue February 2009*

#### **Action DC / RPB**

- *ETAG to develop its website as a business to business tool, allied to the Edinburgh Inspiring Capital website, promoting development and coordination. Consultant appointed March 09; report back to Steering Group with recommendations by end April 09.*

#### **Action MMcN**

### **4) Investment and Product Development**

Promote inward investment through DEMA and work with Project Edinburgh to identify and support new tourism-related product development and investments taking place in the city

#### **Target:**

- *ETAG Steering Group will identify key projects and initiatives by April 09. Product development projects to be supported by ETAG could include: City tram project and tram line 3 to south side, Waterfront and Cruise Liner Terminal, M8 extension to airport, Glasgow/Edinburgh rail improvements, Haymarket Interchange, Forth ferry crossing etc.*

#### **Action: GB / Steering Group**

### **5) Business Tourism**

Provide support for ECB's efforts to maximise delegate attendance at confirmed conferences.

#### **Target**

- *20 businesses to join ECB Business Extenders website to maximise the Edinburgh offer for pre- and post-conference stays for delegates and spouses - by June 2009*

#### **Action: SS / RPB**

ECB and partners to target conferences which would have gone out of UK, but now need to stay in UK for image or financial reasons.

### **Target**

- *ETAG members will support ECB sales and marketing Destination Edinburgh event in London, to promote the city to corporate conference executives. Aim to target 35 buyers, producing 10 enquiries and 3 conversions. Event to take place end September 2009.*

**Action: SS / RPB**

Seek to influence urgent upgrade and expansion of EICC and support the outcome of the conference venues audit.

### **Target**

- *ETAG will receive a presentation from consultants on outcome of conference venues audit at its April 2009 meeting. ETAG will influence the Council to promote developer opportunities to increase city's share of the business tourism market.*

**Action: SS / Steering Group**

## **6) Festivals and events**

Assist Festivals Edinburgh to advance their marketing strategy and the packaging of product.

### **Target**

- *10 strategic partners in hotel, travel, tourism industry to be recruited and a cross-promotional plan, managed by Festivals Edinburgh, created for each by mid-April 09. VS Growth Fund application made where appropriate.*

**Action: WV / MR**

Provide information for businesses on the joint benefits of Festival sponsorship.

### **Target:**

- *By May 09, run a business breakfast for Scottish businesses. Promoted through Festival, SE and ETAG networks, the event will be hosted by the 12 member festivals of Festivals Edinburgh, and introduce business to the joint benefits of Festival sponsorship.*

**Action WV / MR / MMcN**

## **7) City Centre**

Work with Essential Edinburgh to promote the Open for Business Agenda with supporting positive PR messages.

### **Target:**

- *Ensure unity of marketing messages promoting city centre by synchronising market plans of Open for Business and Essential Edinburgh by April 09.*

**Action: GB / TC / MMcN**

**8) Waterfront**

ETAG Waterfront sub-group recently established to manage the introduction of the Visitor Development Plan. A key action for this group is to devise a programme of activity and promotion messages to attract visitors.

**Target**

- *Work with the Waterfront sub-group to develop activities which promotes Leith and surrounding area to visitors.*

**Action: DJ / GS / RPB**

**9) Skills**

ETAG Skills forum will continue its work to attract and retain a skilled workforce, increase links with schools and colleges and develop understandable and transparent "route ways" into the industry.

**Targets:**

- *Raise the profile of the industry with Schools and Colleges. - and increase support to schools and school leaver initiatives:*
  - *10 additional JET places this year,*
  - *4 additional school adoptions,*
  - *3 Chef Mentors for Futurechef,*
  - *10 stakeholders involved with WYWH.*
  - *Provide 3 role models/case studies/champions for use in schools/college publications,*
  - *develop a protocol for working with colleges*
  - *Develop and market routes into industry for school leavers.*
- *Disseminate key labour market information related to Edinburgh Tourism Sector, and keep up a running dialogue around current threats and opportunities.*
  - *Lead a workshop at ETAG conference, Review Skills Action Plan*
- *Continue to work with People 1<sup>st</sup> and the Awarding Bodies to ensure that qualifications and skills interventions are fit for purpose.*
- *Mapping the supply and demand of qualification provision for the Sector which is measured against People 1<sup>st</sup> Sector Qualification strategy being delivered over the next 12 months.*
- *Strengthen engagement with key agencies and employers:*
  - *2 additional public sector representatives,*
  - *6 additional private sector representatives.*

**Action: NE / PW / LMcl / GS**

## **10) Sustainability**

ETAG has developed a Sustainable Urban Tourism Action Plan. A sub-group continues to work on promoting these messages to the industry.

### **Targets**

- *Develop an appropriate set of sustainability indicators by December 2009 and build membership of GTBS by 10% per annum in 2009 and 2010.*
- *Work with VisitScotland and Edinburgh Inspiring Capital Brand, to ensure the promotion of Edinburgh to appropriate markets as a sustainable destination in 2009 and 2010.*

**Action: RW / GR**

## **11) Customer Knowledge and Market Intelligence**

Put in place robust mechanisms to improve market intelligence and knowledge of our key customer groups - seeking to achieve close to real time data.

### **Target**

- *ETAG will work with DEMA to manage analysis, interpretation and dissemination of market intelligence to businesses.*

**Action: RW / GR**

## Appendix 1

Business Development Tool	Description (detailed info available through link where available)	ETAG Role	Targets
ETAG Website	Creation of a new ETAG member website to enhance signposting of business development tools to Edinburgh businesses, disseminate Edinburgh specific tourism information, provide forum for business collaboration and feedback.	Commission and manage development of website.	New website launched in August 2009; 1000 registered users by December 2009.
VS Growth Fund	Designed to support tourism groups throughout Scotland in marketing their products and services to maximum potential. The fund is open to national, regional and local groups to help them reach new target markets and increase visitor numbers. <a href="http://www.visitscotland.org/growth-fund.htm">http://www.visitscotland.org/growth-fund.htm</a>	Promote take up through:  Presentation to ETAG Group; Information included within newsletter, website; Acting at constituted body to facilitate bids (where appropriate).	4 Edinburgh based growth fund bids by December 2009.
Tourism Innovation Fund	The Tourism Innovation Fund (TIF) will provide innovation support that can include matched funding of up to £30,000 and professional one-to-one advice to enable tourism operators to deliver innovative projects to market.  <a href="http://www.scottish-enterprise.com/sedotcom_home/your-sector/sector-tourism/tourism-initiatives/tourism-innovation/tourism-innovation-fund.htm">http://www.scottish-enterprise.com/sedotcom_home/your-sector/sector-tourism/tourism-initiatives/tourism-innovation/tourism-innovation-fund.htm</a>	Promote take up through:  Presentation to ETAG Group; Information included within newsletter, website; Acting at constituted body to facilitate bids (where appropriate).	4 Edinburgh based TIF bids by December 2009
Tourism Intelligence Scotland	Provision of high quality market intelligence to promote innovation in product and service development and business processed to enhance business competitiveness.  <a href="http://www.tourism-intelligence.co.uk/">http://www.tourism-intelligence.co.uk/</a>	Promote take up through:  Presentation to ETAG Group; Information included within newsletter, website;	Target = no. of registered Edinburgh businesses – need to confirm no.
“Survive and Thrive” workshops	Workshop specifically addressing the current economic climate and providing businesses with tools to address the challenges and optimise opportunities.	Work with SE to inform optimum format of workshops; Progress pilot with ETAG members; Promote scheme.	Consultation on development by May 09 Pilot held May/June 09
Tourism Innovation Workshops	Collaborative group or business specific workshops design to promote innovation in new products or business processes.  <a href="http://www.scottish-enterprise.com/sedotcom_home/your-sector/sector-tourism/tourism-initiatives/tourism-innovation/tourism-initiatives-toolkit.htm">http://www.scottish-enterprise.com/sedotcom_home/your-sector/sector-tourism/tourism-initiatives/tourism-innovation/tourism-initiatives-toolkit.htm</a>	Promote take up through:  Presentation to ETAG Group; Information included within newsletter, website; Identify potential areas for collaborative group working.	

