ETAG Action Plan
August 2014

V1.0

INTRODUCTION

About ETAG

ETAG is the umbrella organisation for the Edinburgh tourism sector. Its role is to bring together the wide range of businesses which make up Edinburgh's tourism sector, including transport and accommodation providers, attractions, venues, theatres, shops, bars, restaurants, conferences, events and festivals.

ETAG also plays a unique role in bringing the industry together with the public sector agencies that support key components of the tourism product, such as marketing and infrastructure investment.

Our aim is to build a strong tourism community, providing a network for communications and bringing businesses together to share best practise, collaborate and innovate and in doing so, **improve business performance, enhance the visitor experience and strengthen Edinburgh's position as a world class visitor destination**.

All of our activity is designed to support these key areas and the successful delivery of the Edinburgh 2020 Tourism Strategy, which has 3 main objectives:

- Generate an additional 4.15 million visitor nights per annum;
- Increase visitor spend by £485 million per annum;
- Reduce the seasonal split in visits by achieving 50% of growth in the winter months.

About the Action Plan:

The Action Plan is a key document for ETAG and is closely related to, but independent of, the Edinburgh 2020 Strategy Delivery Report. The Action Plan;

- Is a management and communication tool for ETAG;
- Sets out a "rolling programme" of potential*, proposed*, active and completed projects;
- Is updated by ETAG staff on an ongoing basis & formally reviewed 2 weeks in advance of ETAG Full Group meetings;
- Is posted on the ETAG website 1 week in advance of ETAG Full Group Meetings.

For further information about ETAG, the Action Plan or individual projects, please go to www.etag.org.uk or contact us at admin@etag.org.uk

* It should be noted that as a working document, the Action Plan includes projects which may only be outline concepts or ideas under discussion. Inclusion in the Action Plan does not commit ETAG or any of its partners to project delivery.

1. Edinburgh 2020 Tourism Strategy

Priority	Activities	Status	Timescale	Outputs	Lead Support
Support the effective management and delivery of Edinburgh 2020	Provide secretariat and project management support to the Strategy Implementation Group (SIG). 6 meetings per year	Active	Launched June 2012. Meetings held approx every 8 weeks.	Senior national and local stakeholder buy-in and support for Edinburgh 2020.	**Mags** Gillian & Steve
	Deliver annual Performance Monitoring Report against Ed 2020 targets.	Active	First PMR published in Jan 2014. Annual thereafter	Robust performance monitoring to track delivery of Ed 2020.	**Mags** SQW
Support Action Planning Group and project specific activity for *World Class City Management*	Provide secretariat and project management support to the World Class City Management APG - 4 meetings per year	Active	Ongoing	Identify actions and activities to deliver against priority area for the strategy.	**Mags** Adam Wilkinson (Chair)
	Research technology tools and options available to identify/track visitor movements.	Active	Pilot/test project by Dec 15	Information to inform infrastructure investment decisions	**Mags** Marta
Support Action Planning Group and project specific activity for *Winter Product*	Provide secretariat and project management support to the Winter Product APG - 4 meetings per year	Active	Ongoing	Identify actions and activities to deliver against priority area for the strategy.	**Gillian** Alan Gibson (Chair)
Support Action Planning Group and project specific activity for *Quality of Experience**	Provide secretariat and project management support to the Quality of Experience APG - 4 meetings per year	Active	Ongoing	Identify actions and activities to deliver against priority area for the strategy.	**Gillian** Kat Brogan (Chair)
	Development of new destination product knowledge tool based on the Glasgow Welcomes online tool.	Active	Launch Jan 15	Enhanced cross & upselling, improved visitor experience.	**Marta** Project Working Group

2. Innovation & Collaboration

Priority	Activities	Status	Timescale	Outputs	Lead Support
Provide businesses with tools to support innovation and collaboration opportunities around key assets	Design and publication of new Food & Drink Business Opportunities Guide.	Complete	May 14	Increased awareness and take up of F & D bus opps.	**Mags** The List
	Update and publication of Winter Product Business Opportunities Guide 14/15	Complete	May 14	Increased awareness and take up of Winter bus opps.	**Gillian**
	Update and publication of Heritage Business Opportunities Guide 14/15	Complete	June 14	Increased awareness and take up of bus opps	**Marta** David Hicks
	Design and publication of a Culture Venues Business Opportunities Guide	Proposed	October 14	Increased awareness and take up of venues bus opps.	**Gillian** ECVG
	Update and publication of Festivals Business Opportunities Guide 14/15	Proposed	Dec 14	Increased awareness and take up of Festivals bus opps.	**Mags** James McVeigh
Business Briefings to provide opportunities for business engagement related to key activities & opportunities	Christmas & Hogmanay Business Briefing	Active	July 14	Increase business engagement, collaboration and innovation.	**Mags** Ruth & Al
	Food in the City Business Briefing	Active	July 14	Increase business engagement, collaboration and innovation.	**Mags** EE
	This is Edinburgh Business Briefing	Proposed	June/July 14	Increase business engagement, collaboration and innovation.	**Mags** John & Andy
	Edinburgh's Cultural Venues (linked to economic impact and BOG)	Proposed	Nov 14	Increase business engagement,	**Gillian** ECVG

				collaboration and innovation.	
	City of Literature (linked to launch of new Toolkit and Innovation Fund)	Active	Aug 14	Increase business engagement, collaboration and innovation.	**Gillian** Ali Bowden
	VS new market segmentation ;	Proposed	Sept 14	Increase business engagement, collaboration and innovation.	**Marta** Fiona Carruthers
	Festivals Edinburgh Business Briefing (linked to launch of BOG)	Proposed	Dec 14	Increase business engagement, collaboration and innovation.	**Mags** James McVeigh
Provide platform for businesses and individuals to share and improve destination product knowledge	Edinburgh Tourism Showcase 14	Complete	May 14	Better informed and connected sector and enhanced product knowledge.	**Mags** ETAG Team
	Edinburgh Tourism Showcase 15	Active	20 May 15	Better informed and connected sector and enhanced product knowledge.	**Synden** ETAG Team
Deliver Innovation workshops to facilitate industry innovation & collaboration around key city assets	Winter Innovation Workshops follow up. Includes offer of 1:1 "innovation clinic" to support product development	Complete	July 14	Track outputs from innovation workshops/generate case studies	**Marta** SE Innovation
	F & D Innovation Workshops follow up. Includes offer of 1:1 "innovation clinic" to support product development.	Active	July 14	Track outputs from innovation workshops/generate case studies	**Marta** SE Innovation
	Winter Innovation Workshops –	Proposed	Sept 14	Generate new product development.	**Marta** SE Innovation
	Heritage Innovation Workshops	Proposed	Oct 14	Generate new product development	**Marta** SE Innovation
	F & D Innovations Workshops	Proposed	Oct 14	Generate new product development	**Marta** SE Innovation
	Culture Audiences Innovation	Proposed	Jan 15	Generate new	**Marta**

	Workshops (covers venues and festivals)			product development	SE Innovation
	Promotion of 1:1 innovation clinics delivered by SE	Proposed	Ongoing	Generate new product development	**Marta** SE Innovation
	Developing your international tourism market workshops 2 x 2 half day sessions.	Active	Nov 14 Spring 15	Upskilling business to better exploit international market opportunities	**Gillian** SDI
	Workshops on VS segmentation – support VS to develop and/or promote	Proposed	Autumn & Winter	Raise awareness, understanding and use of new segmentation info	**Marta** Fiona Carruthers
	Develop activity in direct support of Year of F & D and future "Years of…"	Proposed	Ongoing	Raise awareness of & engagement with "Year of" activity/opportunities.	**Mags** Manuela

3. Technology

Priority	Activities	Status	Timescale	Outputs	Lead Support
Optimising the use of technology to improve business performance and visitor experience	Spring Tech Programme	Complete	May 15	7 events delivered	**Cathy**
	Tender and commission consultants for the delivery of the ETAG Technology Events Programme Sept 14 – Oct 15	Active	Sept 14	Delivery mechanism & provider ETEP 14/15	**Cathy** Synden
	Tech Solutions for Tourism Conference	Active	March 15	Enhanced use of tech by tourism sector & engagement of tech sector	**Cathy** Synden
	Deliver of the ETAG Technology Events Programme Sept 14 – Oct 15	Proposed	Oct 15	ETEP delivered.	Cathy **Synden**
	Agree financial and business engagement activity for #blogmanay 3	Active	Sept 14	Delivery plan for #blogmanay 3	**Mags**
	Facilitate joint working between stakeholders to ensure an integrated approach to presentation of Edinburgh on the web.	Ongoing	Ongoing	Maximising visitor experience, minimising duplication	**Marta** Manuela
	Support "Business Ready" activity related to Connected Capital to ensure tourism sector can optimise benefits of new IT infrastructure	Proposed	Ongoing	Optimising business & visitor benefits of new wifi	**Mags** Cathy/Marta
	Promotion of existing online resources to enhance visitor experience	Active	Ongoing	Maximising visitor experience	**ETAG Team**

4. Market Intelligence

Priority	Activities	Status	Timescale	Outputs	Lead Support
Promoting the use of market intelligence to inform innovation, collaboration, product development and investment.	Listening tour Our Visitors Workshop	Proposed	TBC	Businesses utilising customer feedback to improve	**Marta**
	Undertake pilot "sentiment analysis" project	Proposed	Oct 14	Improved understanding of visitor experience	**Gillan** QoE Group
	Promote awareness and use of existing market intelligence (VS, TIS, VB etc)	Active	Ongoing	Improve the uptake of existing resources.	**ETAG Team**
	Pilot project for gathering, aggregating, interpreting and sharing existing market intelligence gathered by tourism sector	Proposed	March 15	Optimise use of existing industry held intelligence	**Marta**
	Work with CEC to identify opportunities to improve market intelligence for Ed via data generate/collected by new wireless provision	Proposed	Ongoing	Optimise opportunities provided by new data source.	**Mags** Gillian
	Establish ETAG Learning Journeys Working Group to identify and delivery 2 learning journeys	Active	Oct 15	Delivery of 2 Learning Journeys	**Gillian** LJWG/Synden
	Tourism Business Survey Update (last undertaken 2011)	Proposed	Sept 14	Improved understanding of business requirements	**ETAG Team**

5. Communications/Networking

Priority	Activities	Status	Timescale	Outputs	Lead Support
Ongoing development of and comms with Ed tourism community	Redevelopment of ETAG Website	Active	June 14	Improved digital estate	**Kim**
	Ongoing management & Updating of ETAG website	Active	Oct 15	Improved industry comms & engagement	**Synden** ETAG Team
	Tender and commission for new ETAG PR support	Proposed	Sept 14	Support for ETAG PR activity	**Mags** Gillian
	Prepare and deliver ETAG social media comms strategy for 14/15	Active	March 15	Improved industry comms & engagement	**Synden** **ETAG Team**
	Full refresh of ETAG database/mailing list	Active	July 14		**Synden**
Engagement with key tourism stakeholders to support tourism growth objectives	ETAG Summer Party	Complete	July 14	Stakeholder engagement	**Synden**
	HIT Lunch	Active	Oct 14	Stakeholder engagement	**Mags**
	ETAG Christmas Lunch	Active	Dec 14	Stakeholder engagement	**Synden**
	ETAG 2015 Conference	Active	Jan 15	Stakeholder engagement	**Conference Committed**

6. Governance

Priority	Activities	Status	Timescale	Outputs	Lead Support
Ongoing delivery and development of ETAG	ETAG Steering Group Meeting x 6	Active	Ongoing	Effective management and governance of ETAG	**Synden**
	ETAG Full Group Meetings x 6	Active	Ongoing	Effective industry leadership to deliver strategy objectives	**Synden**
	Develop and agree delivery of ETAG Annual Action Plan.	Active	June 14	Clear, robust programme of activity and reporting mechanism.	**Mags** Gillian
	Delivery of ETAG Annual Action Plan.	Active	Ongoing	Effective and successful delivery of Action Plan	**ETAG Team**
	Audit of ETAG Accounts 13/14	Active	July 14	Governance	Marta Synden/Linsay
	Ensure completion of all ETAG contracts, invoicing etc in line with agreed procedures	Ongoing		Governance	Marta Synden/Linsay
	Review and update of ETAG governance structure	In discussion	Dec 14	Governance	Gillian ETAG Steering Group

1. Events

Date	Type	Event Title	Venue	Nos	Lead	Status	Comments
24/04/2014	Technology	Social Media Practical - Twitter	Ed Training & Conf	10	Cathy	Complete	
30/04/2014	Technology	Workshop - Digital Advertising: which one makes the money	Ed Training & Conf	20	Cathy	Complete	
09/05/2014	Market Intell	Edinburgh Tourism Showcase	Assembly Rooms	500	Mags	Complete	
08/05/2014	Technology	Social Media Practical - Facebook	Ed Training & Conf	10	Cathy	Complete	
15/05/2014	Technology	Workshop - Measuring Digital Return on Investment	Ed Training & Conf	20	Cathy	Complete	
20/05/2014	Technology	Workshop - Creating Engaging Content	Ed Training & Conf	20	Cathy	Complete	
27/05/2014	Technology	Tech Tues - Google products for FREE!	Ed Training & Conf	25	Cathy	Complete	
27/05/2014	Technology	1:1 Digital Surgeries	Ed Training & Conf	1	Cathy	Complete	
27/05/2014	Business	Taste our Best/Launch of F & D Guide	NMS	130	Mags	Complete	Joint event - partnership with VS, Scotland Food & Drink
09/07/2014	Networking	ETAG Summer Event	Tattoo Stands	150	Mags	Complete	Partnering with REMT, FE & Heritage Portfolio
16/07/2014	Business Briefing	Edinburgh Christmas and Hogmanay	The Dome	80	Mags	Complete	
22/07/2014	Business Briefing	Food in the City	Le Monde	70	Mags	Complete	
21/08/2014	Business Briefing	City of Literature (linked to launch of new Toolkit and Innovation fund)	Edinburgh International Book Festival	70	Gillian	Confirmed	
02/09/2014	Business Briefing	ETAG Programme of Technology Events	TBC	TBC	Cathy	Active	
Sept 2014	Business Briefing	VS new market segmentation	TBC	TBC	Marta	Proposed	

Sept 2014	Innovation workshop	Winter innovation workshop	TBC	TBC	Marta	Proposed	
30/09/2014	Business Briefing	Edinburgh World Heritage	TBC	TBC	Marta	Active	
Oct 2014	Innovation workshop	Food and Drink innovation workshop	TBC	TBC	Marta	Proposed	
31/10/2014	Networking	HIT Lunch	Sheraton	10	Mags	Active	Guest list to be agreed
20/11/2014	Business	Developing International Tourism Markets (Day 1)	TBC	20	GS	Active	Delivered in partnership with SDI
Autumn/Winter 2014	Workshop	Workshops around VS segmentation	TBC	TBC	Marta	Proposed	
Nov 2014	Business Briefing	Edinburgh Cultural Venues (linked to economic impact and BOG)	TBC	TBC	Gillian	Proposed	
27/11/2014	Business	Developing International Tourism Markets (Day 2)	TBC	20	GS	Active	Delivered in partnership with SDI
10/12/2014	Networking	ETAG Christmas Lunch	Michael Neave	25	Mags	Active	Restaurant provisionally booked
Dec 2014	Business Briefing	Festivals Edinburgh	TBC	TBC	Mags	Proposed	
Jan 2015	Innovation workshop	Culture Audiences innovation workshop	TBC	TBC	Marta	Proposed	
30/01/2015	Networking	ETAG 2015 Conference	Sheraton	200	Mags	Active	Date and venue booked - Conference Committee working on Programme
20/03/2015	Technology	Technology Solutions for Tourism Conference	Sheraton	150	Cathy	Active	Date and venue booked - Conference Committee working on Programme
Spring	Business	Developing International Tourism Markets (Day 1 & 2)	TBC	20	GS	Proposed	Delivered in partnership with SDI
20/05/2015	Networking	Edinburgh Tourism Showcase	Assembly Rooms	600	SG	Active	Date and venue booked - potential tie in with Year of F & D and Ed Welcome Project