VisitWiltshire Business Plan
April 2016 – 2020

VisitWiltshire Business Plan 2016 – 2020

1. EXECUTIVE SUMMARY

VisitWiltshire's priority is to grow the county's visitor economy by generating additional tourism visits and spend, raising awareness of Wiltshire as a visitor destination and improving our tourism product.

VisitWiltshire's initial 2012-15 Business Plan was launched shortly after the company was founded in August 2011 following a period of industry consultation. Over the lifetime of that plan:

- The value of Wiltshire's visitor economy has grown from £1.1bn to £1.5bn per annum
- Wiltshire's tourism GVA has increased from £626m to £860m per annum
- The number of tourism jobs supported has increased from 21,000 to 29,000
- The number of VisitWiltshire Partners has increased from 336 to over 600
- The number of unique visitwiltshire.co.uk users is up from c500k to 1.2m per annum
- The amount of additional spend from our main season marketing campaign activity is up from £5.1m to £15m per annum
- Our fans/subscribers are up from 11,000 to over 100,000
- Our PR advertising value equivalent is up from £400k to £2.2m, reaching 200m people p/a

In 2015, Swindon & Wiltshire's visitor economy (*SWRC: Economic Impact Study*) generated an estimated £1.53 billion and supported over 29,000 jobs.

Company Priorities 2016-20
VisitWiltshire's priorities during the life of this new 2016-20 Business Plan will focus on building on the success achieved by the company from 2012-15. A reduction in core funding from Wiltshire Council effective February 2016, and changes in national, regional and local landscapes also means we will continue to evolve our business model, seeking new partnership and funding opportunities to support our growth objectives.

Our 2016-20 priorities are:

1. To work in partnership with businesses, partner, stakeholders and other key organisations to secure additional investment for the marketing and development of tourism.

2. To support strategic partners and their economic growth priorities, including the Swindon & Wiltshire Local Enterprise Partnership, Wiltshire Council, the national boards and other agencies.

3. To continue to develop our role as the strategic body for Wiltshire tourism, and the lead body on all issues related to visitor economy development, management and marketing.

4. To ensure that Partner activity remains at the heart of our activity, providing a destination platform and routes to market for SMEs and larger businesses alike.

5. To grow our non- core funding sources including via grant programmes, extending our suite of marketing services, and broadening partnership and industry activity.

6. To progress and follow-up on product development actions and priorities identified in Wiltshire's 2015-20 Destination Management & Development Plan and Wiltshire Accommodation Futures study.

7. To develop, promote and embed Wiltshire's 'Timeless' brand positioning.

8. To proactively seek opportunities to broaden VisitWiltshire's role and influence, including seeking opportunities to work on broader geographical projects where appropriate.

Company Aims
Through the activity described in this 2016-20 business plan we will:
- Continue to win back market share and match England's Strategic Framework for Tourism's 4% annual growth forecast.
- Generate additional visits and spend; sustaining existing and creating new jobs.
- Inspire our target audience to visit, stay and explore Wiltshire through focused image and tactical marketing campaign activity.
- Raise the profile of Wiltshire, its tourism assets and member businesses.
- Work in partnership with stakeholders, members and partner organisations.
- Create and distribute inspirational content in line with our positioning to target audiences
- Generate additional funding to extend our impact and reach.
- Proactively seek new product development opportunities.
- Improve the visitor experience, ensuring product, quality and infrastructure are developed sustainably to meet the needs of target visitors.
- Increase the productivity of Wiltshire's tourism industry
- Help enhance Wiltshire's image as a place to work, live, invest and do business.

2. TOURISM IN THE UK

The Government's 5-Point Tourism Plan
The government launched a new 5-point Tourism Plan in July 2015 to boost tourism across the UK - spreading the benefits of one of our fastest growing sectors beyond the capital, helping to create jobs and rebalance the economy.

A new inter-ministerial group has been formed to co-ordinate and align action across Government. The group will focus on five key areas:
- A better co-ordinated sector
- Skills and jobs: Driving and retaining talent in the sector to encourage growth
- Reforming regulation to drive competition and improve the tourism offer for visitors
- Forging links between transport and tourism to help visitors travel outside of the capital
- Delivering a world class welcome

Tourism and the UK's Economic Recovery
Tourism is a hugely important sector. The UK's visitor economy is now worth £127bn a year, employs over two million people and accounts for nearly 10% of the entire UK workforce. It supports many thousands of businesses nationally, both directly and indirectly, and has an interdependent relationship with sectors including farming, transport, retailing, sport, museums, galleries and the arts. A successful visitor economy helps to create and support a high quality of life for local communities, sustains business viability and diversification, helps to shape places that are attractive for investment and attracts inward investment in its own right.

Tourism is now the UK's 3rd largest employer, employing 3.1m people (9.6% of the UK workforce) and contributing £127bn to the UK economy (9% of GDP).

Since 2009, tourism employment has increased at almost double the rate of the rest of the UK labour market (ONS). There are now 265,000 tourism businesses in the UK, 10% of all businesses (DETI).

According to Office for National Statistics (ONS) research, the tourism industry provided a third of all new jobs created in the UK between 2010 and 2013. Tourism employment grew at 5.4% per annum, almost double that of other industries. ONS also report that the tourism industry's direct GVA growth between 2008 and 2013 was one of the highest in the UK, increasing by over 13% from £49.5bn in 2009 to £56bn in 2013.

Trends in National and International Tourism
Two out of three people in the UK have changed their holiday-taking behaviour since the economic downturn, with research showing an increasing trend towards taking multiple trips per year, shorter holidays, more last-minute planning and growth in short city and rural breaks.

Despite concerns about security, welcome, and investment post- Brexit most reports are forecasting an increase in both domestic and inbound tourism in 2016 and 2017.

Demographic and social changes are having an impact on the visitor economy. The changing shape of the family has implications for leisure trips and breaks. More single parent, single child families, more divorced and step-families means more multi-generation trips and a need to cater for the interests of a wide age-range travelling together.

People are also looking for their breaks to deliver special experiences – whether that means physical wellbeing, active challenges, emotional, spiritual or intellectual fulfilment. Wiltshire's large attractors are already active in developing and delivering out of the ordinary experiences for their visitors but that commitment must extend to all businesses and across the destination to provide strong reasons to visit and to come back.

New technology means that people use multiple sources when searching for holiday ideas and planning a trip. Referrals and peer reviews heavily influence travel decisions – and consumers increasingly expect to engage with brands (including destinations) during the whole customer journey. Finding last-minute deals is easy and late booking, driven by discounted rates or added value, is the new norm. For DMOs and tourism businesses to survive and thrive they must understand and use the opportunities technology offers. In a sector that is dominated by small and micro-businesses it is important that VisitWiltshire provides business support in this area.

The Visitor Economy in Wiltshire and Swindon
VisitWiltshire was established after a period of significant decline for Wiltshire tourism. Between 2004-10 Wiltshire lost significant market share to competitor destinations. In 2010, the loss of domestic market share resulted in total visitor spend for Wiltshire shrinking by 6%. There were a number of reasons for this including fragmented approach; lack of product investment; focus on information provision rather than destination management & marketing; poor long term planning.

In the 5 years between 2006 and 2010 Wiltshire slipped from 13th to 30th (out of 45) fastest growing English destinations in terms of visitor spend. By 2010 the continued loss of market share meant that Wiltshire was being out-performed by every other south west destination in the 5 years to 2010.

However Wiltshire's performance has been transformed since 2011. A key objective of VisitWiltshire and its partners has been to win back market share and grow the visitor economy to match VisitEngland's target of a 4% per annum growth target.

As a result, Wiltshire's visitor economy is now worth £1.53 billion per annum to Wiltshire & Swindon and supports over 29,000 jobs. Tourism jobs account for over 9% of Wiltshire & Swindon's employment.

Overnight visitors spend far more per day and per trip than day visitors, and are more likely to explore further and build a relationship with the destination, leading to recommendations and repeat trips. The majority of visits to Wiltshire are day trips, but we have seen a significant improvement in staying visits over the last few years. And for the first time in 2015 a notable extension of travel during the shoulder and winter months.

Day visitors are important repeat, year-round customers who support tourism businesses and services that are also used by local people. Some day trips to Wiltshire are made by people staying overnight in neighbouring destinations, and by people travelling through on the way to their holiday destination. Both of these are potential targets for Wiltshire & Swindon to convert to staying visitors. Some coach visitors stay overnight in Wiltshire but many visit Stonehenge and Salisbury and then move on to Bath or the Cotswolds to complete their day meaning an overnight stay is lost to Wiltshire. Travel trade feedback to VisitWiltshire is that Wiltshire needs another large attraction to create a day and a night offer.

The Stonehenge & Avebury World Heritage Site puts Wiltshire on the radar of international visitors. Some 14% of overnight visits to the County are from overseas and just over 6% of all trips made in Wiltshire & Swindon include a trip to Stonehenge. Despite the importance of large visitor attractions, shopping and eating out across the county represent the largest share of visitor spend.

Challenges
Wiltshire's 2015-20 Destination Management & Development Plan identifies a number of priorities for growing Wiltshire's visitor economy which help shape this business plan:
- The need for consistent positioning of Wiltshire as a visitor destination
- The need to improve transport services and connectivity
- The need for more to see and more to do
- The need to create reasons to visit now
- The need for more and better business partnerships
- The need to address seasonality issues
- The need to deliver a consistent quality of visitor experience

Trends in Domestic and International Tourism
Between 2011 and 2015 international visits to the UK increased by 17% from 30.8m to 36.1m, while international spend increased by 23% from £18bn to £22.1bn.

However, much of this growth has been into London only (54% of all inbound tourism business), and government are developing a number of initiatives to drive out-of-London business, eg the national tourism strategy, encouraging VB to develop out of London product, grant programmes.

Domestically, in 2015, British residents spent £19.6 billion on 102.7 million overnight trips in England, adding up to 300 million nights away from home. Number of overnight trips is slightly down on the 104.3 million overnight trips in 2011. 1.3 billion day trips were taken to English destinations in 2015, with spending totalling £46.4 billion.

VisitBritain and VisitEngland are reporing strong growth in both inbound and domestic tourism for the first months of 2016. Reports from the national boards, Deloitte and Barclays remain upbeat about growth prospects over the next 5-10 years.

The Deloitte study found that tourism would account for a similar proportion of the overall UK economy in 2020 as it did in 2008 (8.8%). The number of jobs that tourism supports is forecast to increase by 250,000 between 2010 and 2020, from 2.645 million to 2.899 million.

The long-run GVA growth rate of the visitor economy is forecast to be 3.5% per annum to 2020, well ahead of the 2.9% forecast for the economy as a whole.

Tourism expenditure is forecast to grow at an annual real growth rate of 3.0% per annum to 2020 according to Deloitte, with spending by inbound visitors forecast to grow at a faster rate than spending by domestic residents (4.4% versus 2.6%).

Economic Impact of Wiltshire's Visitor Economy

The South West Research Company (SWRC) estimate that in 2015 Wiltshire's visitor economy currently generated £1.53 billion per annum and supported over 29,000 jobs. Tourism is responsible for approximately 8.5% of all Wiltshire's employment.

After losing significant market share between 2005-10, the 4 years to 2015 have all been record years for Wiltshire tourism. Wiltshire's annual tourism GVA has grown by 35% from £638m in 2010 to £860m in 2014.

In 2015 for the first time we are able to see a significant shift in seasonality, with October-December performance for both day and staying visitors, markedly increased on previous years.

	Staying Trips		Day Visits	
	2014	2015	2014	2015
Jan to Mar	14%	15%	19%	21%
Apr to Jun	26%	28%	31%	25%
Jul to Sep	35%	28%	28%	29%
Oct to Dec	25%	29%	22%	25%
Total	100%	100%	100%	100%

Headlines results from the 2015 report are:

	2011	2012	2013	2014	**2015**
Staying Visitor Trips	1.5m	1.7m	1.7m	1.8m	**1.84m**
Staying Visitor Spend	£269m	£321m	£339m	£355m	**£368m**
Day Visits	17.9m	18m	18m	18.1m	**17.7m**
Day Visitor Spend	£549m	£638m	£641m	£646m	**£668m**
Visitor Related Spend	£859m	£959m	£980m	£1,001m	**£1,036m**
Tourism Business Turnover	£1,130m	£1,422m	£1,455m	£1,470m	**£1,530m**
Number of jobs	20,917	27,583	28,032	28,062	**29,159**
Estimate GVA	£638m	£799m	£817m	£826m	**£860m**

- 2015 was another record year for Wiltshire tourism, the fourth record year in a row. Staying visits, visitor spend and economic impact are all at record levels.

- Wiltshire's visitor economy is worth £1.53bn (+4%) per annum and supports over 29,000 jobs.

- Tourism contributes £860m GVA per annum to Wiltshire's economy.
- Mainly driven by a reduction in the number of short-stay day visitors, the total number of visitors to Wiltshire in 2015 was down 1.5% to 19.6m visitors.

- Wiltshire attracted a record 1.84m staying visitors in 2015 (+5%), spending a record £368m (+4%).

- Total annual tourism business turnover and GVA have increased by 35% since 2011 to £1,530m and £860m respectively.

- Wiltshire's 17.7 million day visits generated £668m in day visitor expenditure.

- At similar levels to previous years:
    - UK staying visitors stay for an average of 2.7 nights, spending £175 per person per visit.
    - Overseas staying visitors stay for an average of 6.0 nights, spending £326 per person per visit.
    - Day visitors spend an average of £35.50 per person per visit.

3. VISITWILTSHIRE STRUCTURE AND GOVERNANCE

VisitWiltshire Ltd was established in 2011 as a private company limited by guarantee. VisitWiltshire is a private/public not-for-profit partnership organisation. We are recognised by Wiltshire Council, the Swindon & Wiltshire Local Enterprise Partnership, VisitEngland and VisitBritain as Wiltshire's official Destination Management and Marketing Organisation.

Wiltshire Council are VisitWiltshire's single largest funder with the provision of tourism services set out in a Deed of Entrustment (DoE). The Deed of Entrustment is a 5-year agreement from January 2016

This Business Plan recognises that funding streams and opportunities shift and we need to continue to evolve our strategy and activity to manage our political, stakeholder and industry landscape. The continued evolution of national, regional and local landscapes, and changes in funding opportunities are all likely to impact directly on the activity in this plan and our ability to.

Public Sector Support - Addressing Market Failures
Wiltshire Council funding aims to stimulate economic growth by addressing market failures inherent in the local tourism industry. These information and coordination failures mean that businesses have little or no incentive to promote Wiltshire as a tourist destination, to invest in a destination marketing strategy or to invest in the development of Wiltshire's tourism product. This is because they cannot capture the full benefits of destination marketing as visitors' spend is spread across a range of businesses.

Without public sector intervention, if the market is left to itself there is an under-investment in promoting and developing Wiltshire as a tourist destination. In addition, information failures consist of tourists and travel trade operators not being fully aware of Wiltshire's offer for leisure tourism purposes, which will prevent or restrict them from selling Wiltshire as a visitor destination.

By definition, for Wiltshire this means it will not be possible to replace public sector funding that had previously used to address market failures, with private sector funding.

Changes in sources of public funding may mean changes in objectives and outputs, for example ouputs from the new Discover England Fund relate to product development, not incremental jobs; DEFRA outputs might relate to business assists rather than additional spend etc. Any changes will be reflected through regular updates to this plan.

Key work programmes identified in the Deed of Entrustment cover the following main work areas:
- Managing a programme of marketing and promotional activity.
- Business and sector support – including running a Partner programme of activity for Wiltshire businesses.
- Strategic leadership – including being the strategic lead for tourism in Wiltshire.
- Visitor economy product development

VisitWiltshire Board members, September 2016 are Peter Wragg Chairman, David Andrews CEO, Philip Alford, Robert Newman, Alistair Sommerlad, Tina Cumpstey and Bob Montgomery. Cllr Fleur De Rhe-Philipe and Alistair Cunningham, Wiltshire Council are Observers.

The VisitWiltshire Chairman, Peter Wragg, represents the visitor economy on the Swindon & Wiltshire Local Enterprise Partnership (LEP). Tourism is now identified as a key sector in the LEP's Strategic Economic Plan (SEP)

In April 2016 the company had 650 Partners.

VisitWiltshire is connected to and represented on a number of key boards including:
- VisitEngland's Destination Management Forum
- Swindon and Wiltshire Local Enterprise Partnership
- Enterprise Wiltshire Board
- South West Tourism Programme Board and England's Heritage Cities
- Other local tourism groups and initiatives across the county

4. VISITWILTSHIRE MISSION AND BUSINESS

Our mission is to work in partnership to build the value of tourism to Wiltshire

We are focused on:
- Inspiring our target audience to visit, stay and explore Wiltshire
- Ensuring product and infrastructure are developed sustainably to meet the needs of our target visitors.
- Maximising the opportunities for increasing jobs in the visitor economy, improving quality, skills and welcome, for the overall economic benefit of the county.

Our vision for VisitWiltshire is to be widely recognised as the voice of tourism in Wiltshire, providing sector vision, leadership, and marketing leadership expertise

We will:
- Work in partnership with the industry and key stakeholders.
- Provide the industry with focused, expert leadership and will develop Wiltshire as a leading visitor destination.
- Raise awareness of Wiltshire's tourism assets among our target markets through an integrated programme of consumer, trade and PR activity.
- Develop our 'Timeless' brand positioning, securing its integration and adoption into partner and stakeholder activity.
- Continue to work on developing Partner engagement and communication.
- Create new marketing platforms and opportunities for maximising partnership investment and support.

- Ensure our priorities and those of the LEP and other strategic partners are aligned.
- Develop strategic partnerships and alliances with key investors
- Work with transport providers to generate additional visits and spend.
- Create new Wiltshire itineraries and packages
- Ensure our activity has a significant impact on driving off season traffic.
- Work in partnership to deliver against Wiltshire's Destination Management & Development Plan actions.
- Proactively seek opportunities to bid for and deliver grant programmes in line with DMDP objectives.
- Seek opportunities for funding to enable us to develop our international activity.
- Maintain our reputation in the top tier of Destination Management Organisations by achieving excellence across all our activity.

Our priorities for the life of this business plan are:
> Partnerships, Engagement & Funding
> Marketing and communications
> Destination Management & Product Development
> Organisational Development

5. YEAR ON YEAR PERFORMANCE 2012-15

The following table shows 2012-15 performance against target related:

Year on Year Performance to 1 April 2016					
	August 2011	**2012/13**	**2013/14**	**2014/15**	**2015/16**
Value to the Economy/Jobs (values relate to previous year)	n/a	£1.1bn 20,917 jobs	£1.4bn / 27,538 jobs	£1.5bn / 28,000 jobs	**£1.5bn / 28,062 jobs**
GVA (values relate to previous year)	£626m	£638m	£799m	£825m	**£860m**
Number of partners	336	478	544	583	**651**
Unique website visitors	500k (est)	700k	850k	937k	**1.2m**
Additional Spend from main season marketing campaign	n/a	£5.1m	£9.6m spend	Spend £12m	**£15m**
PR AVE / Reach	£400k	£950k	£1.6m / 62m	£1.6m /162m	**£2.3m / 208 m**
Fans & followers / Subscribers	11,000	13,500	32,000	66,000	**93,000**
Total income	£630k		+£740k	£815k	**£774k + £556k SWTGF**

The next sections in this Business Plan set out our 3-year priorities, activities and targets.

6. MARKETING & PROMOTION….

a) Wiltshire's 'Timeless' Brand Positioning

Our new brand positioning launched after a period of industry consultation in March 2015 for Wiltshire is 'Timeless':

Timeless builds on a powerful truth about Wiltshire. No other place in England can make such a strong case. Timeless is about history and provenance – time and place, past present and future. Literally it's time free, a place which calms, revives and is full of magic and wonder.

Timeless is highly campaignable with a powerful link to promoting products that encourage immediacy of travel, eg Time for Wiltshire, It's Wiltshire Time.

UK Proposition - It's Wiltshire Time
Escape to Wiltshire, press pause and let time stand still. Immerse yourself in timeless pleasures. Feel calm soothed and refreshed. If you're tired of the everyday then it's time for Wiltshire. You'll be here in no time.

International Proposition - Welcome to Timeless
Wander through time in Wiltshire. Wonder at England's fascinating history. Enjoy timeless places. No visit to England is complete without experiencing the magic of this ancient county.

The positioning recommends grouping products and experiences for marketing purposes as Timeless Wonders (iconic attractions), Timeless Pleasures (e.g. canal boating, visiting a local pub, arts and culture, food and drink, shopping, walking and cycling), Timeless Places (towns and villages, cultural and historic attractions), and Timeless Nature (the countryside).

7. VISITWILTSHIRE ACTIVITY 2016-20

Through the life of this business plan, our activity will be focused on continuing to evolve our funding and activity streams, raising the profile of Wiltshire as a must-see-now destination, increasing the volume and value of Wiltshire's visitor economy, and improving our product.

This plan focuses on a series of priorities which will be supported by annual action plans. The headline actions and objectives for each priority are detailed in the sections below.

Our target segments are outlined in Annex 1.

The following section outlines the headline objectives, key activity and key outcomes for each priority area. Tactical activity and targets will be detailed in annual Action Plans.

Priority One: Partnerships, Engagement & Funding

Working with Partners and stakeholders across Wiltshire, nationally and internationally to develop our activity, reach and effectiveness.

We will continue to seek new funding opportunities, generating additional public and private sector income for existing and new initiatives and campaigns.

Objectives

1. Partner retention and recruitment.
2. Generate additional income from new and non-tourism Partners.
3. Extend our Partner activity, including developing new area based partnerships and sector partnerships to reduce duplication and maximise impact.
4. Raise the profile of VisitWiltshire among opinion formers, industry, Partners and Stakeholders.
5. Identify, submit and support funding bids for local, national and international public funding streams in-line with objectives.
6. Support strategic partners and broader economic and place objectives.
7. Seek opportunities to raise our profile and broaden our remit/scope of activity.

Activity

- Work with Towns Partners to develop local tourism groups, strategies, plans and activities.
- Significantly increase sales revenue generated from existing activity including campaigns, print and marketing opportunities.
- Develop our Marketing Opportunities to generate additional income from, and activity new routes to market for, new and existing members
- Continue to evolve our Partner fee structure and reduce net costs to reflect the changing landscape and best practice.
- Deliver tailored business and marketing services for external organisations on a fee paying basis.
- Introduce new Partner benefits in order to increase, upgrade and expand membership.
- Develop an annual programme of business, networking and familiarisation events
- Produce a familiarisation Passport offering £1,000 additional value to our Partners
- Develop relationships with local, regional, national and business based organisations to increase income and reach.
- Develop relationships with key Partners and stakeholders, eg through MoUs and marketing agreements.
- Increase tourism's profile in key strategies, eg the LEP's Strategic Economic Plan
- Work with, and influence, the Tourism Alliance and other industry groups
- Seek opportunities arising from grant and other initiatives such as the government's new Tourism Plan, the Discover England Fund, Cultural Destinations, DEFRA, ESIF.
- Deliver a successful corporate communications plan, raising awareness generating interest and positioning VisitWiltshire as Wiltshire's voice of tourism.
- Develop our corporate communications to increase engagement.
- Encourage Partners to update their content.
- Extend our geographic coverage, for example via the South West England travel trade group and the Great West Way.

Key Outcomes 2016-20

- To increase income from sources other than Wiltshire Council to £XXXk, a growth of XX%,over the life of this business plan.
- Achieve non-renewals rate of less than 15% (national average 22%)
- Increase membership penetration in key product sectors by +20%
- Achieve 85% Partner satisfaction ratings
- Help secure funding for projects that help grow Wiltshire's visitor economy.
- Broaden our remit and sphere of influence
- Reduce time spent on managing and chasing Partners.

Priority Two: Destination Marketing and Communications

Continue to raise the profile of Wiltshire as a visitor destination, driving additional visits and spend through an integrated marketing and communications strategy

Objectives
1. Manage and implement a Wiltshire destination marketing and communications strategy in partnership with the industry and key stakeholders.
2. Maximise our distribution and reach, including through digital, PR, social media, content development and travel trade activity to drive additional economic benefit for Wiltshire.
3. Develop inspirational content in-line with the Timeless brand positioning, and encourage its adoption through our advocates programme by Partners and stakeholders.
4. To provide a platform for Wiltshire's tourism industry and towns.
5. To be at the forefront of destination digital technology and innovation.
6. Drive immediacy of visit, including through promotion of our festivals & events, arts & culture, food & drink offer.
7. To extend our revenue streams to help offset costs and to plough back into activity.
8. To contribute towards wider place objectives, development of Wiltshire as a place to live, work, study and invest.

Consumer Marketing Activity
- Through our marketing activity we will continue to be at the forefront of digital innovation and development, keeping up to date with trends and technology.
- Increase user generated content
- Increase the amount of Wiltshire content pushed out through wider distribution channels.
- Continue to develop and evolve our social media channels to encourage engagement.
- Aim to maintain our position as leaders in digital / social media activity following our coming top in England's Social Travel Index 2015.
- Grow and develop our strategic partnership activity with key national industry partners.
- Continue to develop our digital platforms, eg VisitWiltshire and Visit Salisbury apps.
- Extend our use of video as part of our marketing reach.
- Grow and develop our marketing activity with towns with bespoke campaigns, town channel sites and brand positioning.
- Develop marketing partnerships via joint campaigns, online content, offers and E-CRM.
- Introduce new thematic campaigns, eg pubs, food and drink
- Increase participation from all sizes of business by offering partner buy in at various levels.
- Develop our inspirational print, improving online/digital distribution and continuing to reduce net costs, and seek other print opportunities as appropriate.
- Expand our consumer database and e-crm activity to increase engagement
- Develop our promotional activity locally at no cost, eg via town and railway notice boards.
- Work with local, regional and national partners to expand our reach.
- Develop and promote our photographic library, and secure buy-in from partners.
- Develop activity through non-traditional intermediaries, eg bloggers.
- Extend our international activity and amount of Wiltshire product promoted overseas.
- Mobilise our industry to act as advocates, distributing our positioning and content
- Manage Wiltshire revenue marketing projects and campaigns in support of broader LEP/Council place initiatives.
- Review options for improving events information to encourage immediacy of visit
- Review options for generating income from visitors, for example via an online shop, saleable vouchers, offers card, ticketing solutions.

B2B Activity - Travel Trade, Leisure B2B & Business Tourism
- Undertake a programme of B2B activity, guided by Wiltshire's travel trade group.
- Increase our international travel trade activity in partnership with industry, other SW destinations and VisitBritain.
- Increase content through development of itineraries, digital content and packages
- Increase participation in our groups and travel trade programme of activity
- Increase the amount of product available through key B2B outlets.
- Increase our international travel trade activity in partnership with industry, other SW destinations and VisitBritain.
- Extend the amount of Wiltshire product being promoted to the international travel trade, assisting businesses to be become 'international visit ready'
- Develop new bookable trade product
- Develop our online travel trade content
- Taking a leading role in the SW travel trade group making recommendations and communicating market trends
- Seek opportunities to establish and develop a business tourism function.
- Maximise opportunities for generating income for travel trade activity.

PR Activity
- Raise the profile of Wiltshire, its tourism assets and member businesses by issuing a strategic regular calendar of communication to targeted media
- Raise the profile of key attractions, events and towns, communicating special offers ensuring visitors are given a timely reason to visit.
- Increase the value and reach of PR coverage.
- Continue to evaluate our PR activity against qualitative and quantitative targets.
- Expand our media database and influence.
- Ensure PR strategy is fully integrated into the rest of the business.
- Extend our PR to maximise opportunities from new media, broadcast and online as well as traditional media.
- Maximise opportunities for contributing to other strategic agendas, eg invest, work, study
- Maximise opportunities for generating income, and reducing net cost, from PR activity.

Key Outcomes 2016-20
- Increase our consumer database from 60,000 in 2015/16 to 150,000 by 2020
- Increase unique website visitors from 937k in 2015 to 1.5m by 2020
- Achieve annual PR advertising value to £2.1m and 215 million reach
- Increase subscribers and social media followers from to 150,000 by 2020.
- Increase print income from £2,637 in 2015 to £50,000 by 2020
- Increase the proportion of digital print distribution
- Extend industry usage of our brand positioning, extending reach to XXX by 2020
- Maintain our position as a leading DMO for destination marketing

Priority Three: Destination Management & Development

As the strategic body responsible for Wiltshire's visitor economy development and marketing, VisitWiltshire has a strategic role to play in partnership with key stakeholders to ensure the recommendations in Wiltshire's Destination Management & Development Plan (DMDP) are progressed, and that the interests of the visitor economy are represented in relevant policies and plans.

We will work to secure commitment from government, strategic bodies, funding bodies and the industry to progress the actions identified as priorities for Wiltshire's visitor economy.

Objectives
1. Grow, and improve productivity of, Wiltshire's visitor economy.
2. Be the strategic lead for Wiltshire's visitor economy.
3. Follow-up on product development and marketing priorities identified in the DMDP.
4. Seek opportunities to grow, protect and improve our visitor offer.
5. Provide business support and training options.
6. Develop our sector and geographical groups.
7. Work with towns and other stakeholders to develop local tourism strategies and initiatives.
8. Continue to promote quality and sustainable business practices.
9. Provide destination insight and intelligence.

Activities
- Represent tourism on the SW LEP Board.
- Follow-up on actions identified in the 2014 Wiltshire Accommodation Futures study to attract, retain and enable accommodation growth.
- Work with key partners to progress priorities for action identified in Wiltshire's 2015 Destination Management & Development Plan.
- Develop new high profile tourism initiatives and sector campaigns, eg pubs campaign
- Develop, and maximise adoption of Wiltshire's 'Timeless' brand positioning.
- Provide a framework for towns and other partners to access a low-cost brand Positioning model and secure take-up of this by key partners.
- Introduce and develop new marketing action groups with industry partners to galvanise sector activity and stimulate growth and productivity.
- Proactively work with towns to improve our groups/coach offer, including progressing Coach Friendly Status.
- Seek opportunities for developing food and drink related tourism activity.
- See opportunities for developing arts and culture related tourism activity
- Review the potential for introducing a 'Big Weekend' concept.
- Extend our annual programme of training courses in-line with DMDP priorities.
- Work with clusters to develop our activity, eg Online Marketing and Travel Trade groups.
- Manage and develop the Wiltshire Association of Visitor Attractions.
- Promote quality accommodation including via the quality schemes and our Accommodation Charter.
- Develop our model for Partners, eg towns, SMEs to be able to develop channel websites.
- Work with Information Centres to improve visitor information provision.
- Seek opportunities to broaden our place management and marketing role.
- Ensure tourism priorities in programmes such as ESIF, EAFRD, LEADER are aligned with objectives identified in the DMDP.
- Extend mechanisms for ensuring VisitWiltshire is consulted as the strategic lead on tourism- related initiatives across the county.
- Lobby as appropriate to raise the profile of Wiltshire's visitor economy and product.
- Review options and priorities for carrying out a research and evaluation programme.

Key Outcomes
- Wiltshire's visitor economy to grow by XXX over the life of this business plan.
- Secure tourism as a key sector in key strategies and programmes
- Increase town participation in tourism management and marketing across the county
- Develop sector initiatives that generate £XX additional visits and spend.
- Secure grant funding for Wiltshire's visitor economy.

Priority Four: Organisational Development

The quality and professionalism of VisitWiltshire staff has been the key to the company's success over the last few years. We must continue to offer a challenging, rewarding and industry leading environment to retain and motivate our people.

Objectives:
1. Recruit and retain the best staff
2. Continue to develop our commercial acumen
3. Continue to improve operational effectiveness generating additional income
4. Provide leadership to Wiltshire's tourism industry
5. Maximise effectiveness of our Board, including: leading on sector groups, championing our business, leveraging their expertise
6. Develop VisitWiltshire's culture as an organisation that develops its staff and rewards outstanding performance.
7. Manage and develop our staff resources in line with the fast-moving, changing needs of the business.
8. Maximise opportunities for using external industry resource and expertise to help accelerate the speed of growth.

Activity
- Work with the VisitWiltshire Board to develop the business.
- Agree increased commercial targets for the team
- Ensure we have the ability to react quickly to major changes in our operating environment
- Achieve consistently high performance ratings across the team
- Develop our performance culture by strengthening links from all activity to business KPIs.
- Develop our role to support other economic growth and place agendas.
- Proactively drive dialogue with the LEP and Councils to maximise economic development opportunities.
- Continue to seek opportunities for bringing activity in-house, including finance, marketing and programme management as appropriate.

Key Outcomes
- Retention of high performing staff demonstrated through performance management ratings
- Maintain our reputation for excellence
- Maintain fit-for-purpose business systems in critical business areas
- Rewarded, motivated team
- Expanded role and remit

Annex 1 – Target Leisure Markets / Segments Snapshot

Domestic – main audience within a 2-hour travel time.

Mature Mainstreams
- Mature Mainstreams baby boomers are 20% of the UK population, have 80% of the wealth and take 40% of all UK short breaks. Numbers of people in the UK aged 55+ will grow by 10% over the next 10 years. High repeat visitors, looking to explore further afield, and seeking quintessentially English countryside, small towns and villages plus heritage.

Experience Seekers
- Experience Seekers are high consumers of leisure trips. Free to travel year round and are always looking for or planning their next break. Relatively high spending adults aged 35-54 without children. Good growth potential.

Hardworking families
- This group are interested in driving, good price and service, They are mainstream and risk averse, preferring trusted products. Couples. Both short breaks and 7 nights are relevant to them.

Yesterday's captains
- Stay in Wiltshire. They enjoy gardening, nature, cultural events and visiting National Trust places, so focus on history and heritage mainly, although countryside still relevant; also Salisbury. Quality and service are important to them. They tend to do short breaks out of season to mid range hotels in the country. They are conservative, with active minds, older, enjoy eating out and classical music.

Innate conservatives
- 55+,well organised, like pre-planned experiences, enjoy lots of hobbies, including golf and classical music. Feel they owe themselves a treat with their partner. Trusted products and quality of service are important to them. All 3 brand values relevant, plus the range of things to do. They have a preference for 4-6 night breaks.

Garden suburbia
- Enjoy family holidays (with older, non-dependent children), gardening, hobbies, eating out, plus music, theatre and cinema, all 3 brand values are relevant. The best abundance of history and beauty, within easy reach of home. Quality of service, a quiet life and comfort are important to them. Travel by car.

Families
- An important sector for attractions and day trips throughout the year. Growing numbers of active boomer grandparents treating families – with or without parents – to leisure trips and "vertical families". Other trends are increases in families with one child, single-parent families, same-sex parents, step families.

International
Primary international target markets, include Germany, France, Benelux, Italy, Ireland, Spain, North America and Australia/New Zealand, travelling both independently and in groups.

It is important that we continue to invest in relevant national marketing activity and campaigns via VisitEngland and VisitBritain, to retain profile in priority countries and exploit opportunities to attract visitors from other countries including emerging international markets. Travel trade and PR will continue to be key.

VISITWILTSHIRE

Annex 2 - Performance Indicators to 2020

	August 2011	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target
Value to the Economy/Jobs (values relate to previous year)	n/a	£1.1bn / 20,917 jobs	£1.4bn / 27,538 jobs	£1.5bn / 28,000 jobs	£1.5bn / 28,062 jobs	£1.5bn / 28,500 jobs	tbc	tbc	tbc
GVA (values relate to previous year	£626m	£638m	£799m	£817m	£826m	£840m	tbc	tbc	tbc
Total number of partners	336	478	544	583	651	600	600	600	600
Partner income (excl Wiltshire Council)	£123k	£203k	£270k	£305k	£325k + £566k SWTGF	£270k	£270k	£285k	£300k
Unique website visitors	500k (est)	700k	850k	937k	1.15m	1.2m	1.2m	1.3m	1.5m
Additional Spend from main season marketing campaign	n/a	£5.1m	£9.6m	£12m	£15m	£10m	£11m	£12m	£13m
PR AVE / Reach	£400k	£950k	£1.6m / 62m	£1.6m / 162m	£2.3m / 208m	£2.2m / 225m	£1.7m / 170m	£1.9m / 190m	£2.1m / 215m
Followers & subscribers / Reach	11,000	13,500	32,000	66,000	93,000	100k / 4.2m	120k / 4.6m	135k / 5m	150k / 5.5m
Total Income	£630k	£703k	+£740k	£815k	£774k + £556k SWTGF	£490k	£510k	£535k	£560k