

TOURISM NORTHERN IRELAND OPERATING PLAN 2019 / 20

MISSION: Tourism Northern Ireland’s mission is to provide strategic leadership and work collaboratively to accelerate growth in Tourism. We will do this by investing in:

- tourism enterprise
- the development of world-class products, experiences and events; and
- the promotion of Northern Ireland as a must-see destination to markets which offer the greatest potential for growth.

VISION: Our vision is that Northern Ireland is an internationally competitive destination renowned for world class 3-5 day breaks.

VALUES: Tourism NI aspires to be enterprising, with an entrepreneurial culture. Our Core Values are: We act with **Integrity, Passion and Excellence** and We deliver through **Leadership, Innovation and Collaboration**.

Priority 1: Sustaining & Supporting Business Growth		
Goal: by March 2020 we will have supported the tourism industry to deliver £1bn tourist spend		
Objective	Key Initiative	Deliverable
Drive awareness and consideration of NI as a world class short break destination	Run two marketing campaigns in ROI and NI	Campaign Programme delivered
	Cooperative Marketing Fund to support NI business to take part in campaigns in ROI	Co-operative marketing fund launched
	International sales and marketing fund to support industry representation in international markets	Sales and marketing fund in place
	Deliver an “always on” digital and social programme	Digital media engagements
	Deliver a media FAM programme in partnership with Tourism Ireland for “Out of State” Journalists	500 Journalists and Social Media Influencers participating on Programme
	Deliver the NI Tourism Events programme	Events delivering positive ROI (tourism benefits & economic return) supported
	Taste the Island Food Showcase	
		Taste the Island Campaign

Promoting NI as a short break destination through B2B Channels	NI Meet the Buyer Event	220 NI Industry Participants
		168 International Trade Participants
		4500+ meetings arranged
	Industry FAM Programme	390 buyers participating in programme
	15 Trade shows/workshops/sales missions	30 business participation opportunities
	ITOA NI Workshop	31 ITOA Members
	TTC Annual Conference	95 NI Trade Participants
		350 delegates participating in Conference
	Conference Business Support Programme for Visit Belfast & Visit Derry	Subvention Fund in place (£200k)
		FAM visits and site inspections
	Develop a Conference Business Growth Plan for 2020-2030	Business Growth Plan completed
	Develop meet in Ireland programme with Failte Ireland	Access to 5 shows secured Content on website
	Host C&IT Conference in Belfast	Conference successfully delivered
	Develop Market Growth Plans with key account DMCs	Growth plan in place
		Tool kits developed for industry & DMCs
		Fam & Site Visit Programmes
Tourism Growth DMC Support Fund		

Support the growth and development of sustainable tourism businesses	Deliver Tourism 2019/20 Enterprise Development Programme	Tourism Enterprise Development Programme Launched & Delivered
	Deliver Cluster Development Programme	Clusters in place and working together
	Upgrade TNI.com Online Business Support Hub	New Support content available to businesses
		Business portal & hub in place
	Conduct a review of certification service	Report supplied with recommendations
	Deliver statutory certification service and grading service	100% properties coming due certified
Grading Advisory Visits undertaken		
Provide a user friendly insights & intelligence service	Develop and deliver Insights and Intelligence Programme	New research programme developed and in place
	Deliver a tourism data hub	Data hub operational

Priority 2: To create a fit for purpose organisation

Goal: by March 2020 we will have agreed and communicated a Business Transformation Programme and executed Year 1 Priority Actions

Objective	Key Initiative	Deliverable
Establish new Organisational Structure	Approved Resources Business Case to be submitted as part of DfE June Monitoring bid	Business Case Submitted to DfE Resources Committee
	Implement Phase 1 Recruitment Process (subject to DfE approval)	Phase 1 Posts Recruitment Underway
	Define and Agree Competency Framework	Competency Framework
Develop and Implement Staff Development Programme	Key Account Management Development Programme	Programme Developed and Delivered
	IT Skills Programme	IT Skills Programme designed and implemented
	TNI Tourism Academy created	Partner Academic Institute Contracted and Programme Designed
Identification & Implementation of new TNI Operating Procedures	Organisational Wide Business Process and Systems Review	Business Process Review of each business unit
		Business Process Improvement Plans in place for each Business Unit

Priority 3: New Experience Brand developed & launched			
Goal: by March 2020 the Northern Ireland Experience Brand will be operational in key markets			
Objective	Key Initiative	Deliverable	
To launch Experience Brand at World Travel Market	Set up key industry Influencer group	Active key influencer group in place	
	Stakeholder Engagement Programme	Six stakeholder Engagement Workshops Delivered	
	Create an Experience Development Framework	Industry tool kit available online	
	Produce Industry Toolkit and consumer collateral	Consumer brochure delivered	
	Develop 5-Year Implementation Plan	Suite of purchasable experiences identified	
	Launch Event at World Travel Market	Stand designed for WTM	
		Implementation Plan in place	
Launch has taken place at WTM			
To have NI Experience Brand operational in key markets	Discover NI website & social media aligned to new brand	New Website Operational	
	NI & ROI marketing campaigns reflecting new brand	Spring 2020 Market Campaign delivered	
	Overseas Engagement Plan with Tourism Ireland	Engagement Plan developed and implemented	
	NI Consumer Launch	NI Brand promoted on Tourism NI Platforms overseas	
Tourism NIs operational processes & systems aligned with the brand	Experience Development Support Programme	Support programme	
	Align the Tourism Growth Fund to the Experience Brand		
	Update of Visitor Information Plan agreed	New visitor information plan	

Priority 4: Industry Investment

Goal: by March 2020 we will have secured Ministerial support for a Financial Investment Plan to deliver the Tourism Strategy to 2030

Objective	Key Initiative	Deliverable
Investment Plan in place to secure the necessary capital and programme resources to deliver the Tourism Strategy	Undertake research to establish capital investment required to deliver £2bn spend by 2030	Research Paper and Forecasting Model Developed
	Formulate a Tourism Growth Fund for approval by DfE and DoF	Capital Funds for 2019/20 Secured
	Launch Tourism Growth Fund	Tourism Growth Fund Launched
	Complete Experience Consumer Testing	Research Paper
	Develop Capital Investment Strategy	Capital Investment Strategy Published

Priority 5: Deliver a successful 148th Open Championship, Royal Portrush

Goal: by March 2020 we will have worked with partners to deliver/support a successful Open Championship

Objective	Key Initiative	Deliverable
To support the delivery of a successful Open Championship and position Northern Ireland on a global scale as a host of global events.	Event Multi-agency Delivery Programme	Establish Multi-Agency delivery group architecture and reporting
		Deliver a safe and successful event: <ul style="list-style-type: none"> • 190,000 spectators • 25,000 out of state visitors • 94.5k bednights
	Epic Journey Civic Pride Campaign	95% NI resident spectators stating the event increased civic pride
	Open Ready Destination Support Initiative	Initiative Delivered to key businesses
		500 industry trained Open Championship World Host ambassadors

		350 volunteers recruited & trained
	NI Destination Golf Campaign	Increase Golf Tourism by 5% one year post event
	Develop integrated and aligned 'post event' marcomms plan to maximise opportunities to position TNI as the strategic leader for tourism growth	New research report developed
		Aligned marcomms plan

Priority 6: Tourism Strategy

Goal: by March 2020 a new Tourism Strategy will be in place supported by industry and the public

Objective	Key Initiative	Deliverable
To design and execute a programme of work that engages industry and key stakeholders, gaining their commitment to a strategy to drive tourism growth	Prepare a draft strategy	Draft strategy
	Agree scope with DfE	Project plan
	Develop project plan with key milestones and budget requirements	Workshops held
	Design and execute 6 workshops	Stakeholder commitment
	Collate responses to consultation	Revised draft
	Finalise draft for Ministerial approval	Strategy launch

Priority 7: EU Exit Preparation

Goal: by March 2020 we will have supported the industry to deal with the UK Exit from the EU (subject to Bid for EU Exit Funding being met)

Objective	Key Initiative	Deliverable
Maintaining Consideration of NI as a Short Break Destination	Deliver "Staycation" Campaign in NI	2 Domestic Marketing Campaigns
	Enhanced Marketing Campaign in the ROI	Market Support Programme for ROI Tour Operators
		Summer Promotional Campaign

		Upscaling of “Always On” Digital Marketing Programme
Securing additional Business from sectors less susceptible to EU Exit	Enhanced Destination PR Programme	Sales Mission to USA, GB and Europe
		Lead Generation Programme
	EU Exit Business Tourism Growth Programme	Increased Subvention Fund
	EU Exit Golf Tourism Growth Programme	Golf Sales Mission to Germany, US and Nordic Markets
		Attendance at 14 Golf Events
Supporting businesses to manage impact of EU Exit	Deliver a Managing EU Exit Programme	<p>Series of workshops focused on:</p> <ul style="list-style-type: none"> • Supply chain management • Retaining labour source • Managing revenue & costs • Securing businesses from new markets.