APPENDIX 1

Belfast Visitor & Convention Bureau BVCB supported by DIAGEO NORTHERN IRELAND

BELFAST MARKETING & VISITOR SERVICING BUSINESS PLAN 2010 - 2013

December 2009 – DRAFT DOCUMENT

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Belfast inspired

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1. INTRODUCTION

In spite of the global recession and difficult economic times for world tourism and industry generally, Belfast's tourism performance has remained strong. The Belfast Visitor and Convention Bureau (BVCB) responded rapidly to the changed and turbulent environment and through price led marketing and value based promotional activity ensured that Belfast was well positioned from the on-set of the credit crunch to exploit to the full the market opportunities presented.

New product together with focused and co-operative marketing and effective visitor servicing ensured that visitor numbers to the city continued to grow throughout 2008 and while 2009 figures are not yet available, all indications are that results may be more favourable than current economic trends would suggest. The highly successful Belfast Maritime Festival -Tall Ships Atlantic Challenge which attracted over 800,000 visitors in August was a welcome boost along with the marked increase in day and overnight visitors from the ROI and Europe.

Over the past 10 years Belfast has gone through a transformation into a quality tourist destination of international standard. The novelty of Belfast as a destination with its curiosity appeal, the improved choice of attractions and events, supported by significantly increased marketing efforts have all combined to generate hugely increased visitor traffic over the period.

The City's economy has undergone a step change following years of suppression due to the 'Troubles' and a fresh optimism and confidence in the city's potential as a quality visitor and business destination, has fuelled investment in tourism infrastructure, attractions, environment and facilities.

In light of current economic conditions and the impact on the tourism industry performance plus the way that technology is impacting on how visitors access and exchange information, BVCB has reviewed its strategy to ensure expenditure and efforts are prioritised on those key activities that will consolidate Belfast's position of strength and secure further growth of Belfast's tourism economy during the period of the plan.

To prioritise this strategic direction, the overall marketing budget has been re-defined and re-allocated, plus additional human resources planned, to ensure that BVCB remains at the forefront of technological development and in tune with current and future visitors. The over-riding aim here is to maintain BVCB and Belfast's strategic focus on increasing visitor numbers and spend. A robust programme of integrated marketing and communications activity has been developed to respond to both short term challenges, as well as longer term growth objectives. BVCB continues to raise the bar and we will work even harder and smarter to ensure delivery of our business and operational objectives. This is demonstrated by ambitious city and departmental performance targets, which are reflective of our City's aspirations and our confidence in the Belfast brand, and the continuous product development.

The on-going and critical commitment of Belfast City Council, Northern Ireland Tourist Board, RTP Councils together with commercial sponsors Diageo NI and Value Cabs and BVCB Members enables BVCB to deliver innovative and tightly focused plans. BVCB is committed to working together in partnership with the industry, our members and the private sector to exploit opportunities and leverage our collective resources to realise the City's combined ambitions of increasing visitor numbers and revenue.

2. EXECUTIVE SUMMARY

2.1 Background

Belfast Visitor and Convention Bureau (BVCB) is the tourism marketing and visitor servicing organisation for the Belfast City region. It is a results-focused and commercial organisation and its marketing and visitor servicing plan focuses on priority markets and those activities which will have the greatest impact and economic return for the region, Northern Ireland as a whole and its funders.

In 2010/11, BVCB's core funding is expected to total £3.8 million for marketing and visitor servicing, which is down on 2009/10 budgets, partly due to the increased marketing spend levered from the Tall Ships Atlantic Challenge in August 2009. Regardless of extra events marketing, Belfast regional marketing spend needs to be consistent in order to secure Belfast City region's share of visitor numbers and spend.

However, thanks to continued investment by Belfast City Council (BCC) and the 3-year Service Level Agreement with NITB we are able to manage and prioritise our activities in a planned and strategic way which ensures our ability to deliver better results as a consequence. This secured investment has enabled BVCB to gain increased private sector contributions towards the marketing of the City region.

2.2 Market Trends

The UK economy is experiencing the deepest and longest recession since records began, and in 2010, the gloomy outlook looks set to continue with consumer spending expected to fall, dampened by a projected rise in unemployment to a peak of around 3 million in the second half of 2010.

The impact of global recession and tightened consumer spending is clearly evident on World tourism. According to the United Nations World Tourism Organisation (UNWTO) worldwide international tourist arrivals declined by 8% between January to August 2009. Growth was negative across almost all World regions.

A similar picture is reflected in Northern Ireland. Average occupancy was down 6 percentage points to 59% in the 9 months Jan to Sept 09. However despite Belfast's hotel room occupancy falling to 61% (from 78% in 2007), rooms sales are up 9% and bedspace sales are up 18% (due to 6 new hotels opening within the last 12 months adding 31% more rooms to the available hotel room stock).

Overall, the tourism industry faces ongoing challenges as well as opportunities from:

- A rapidly changing and competitive global market place;
- More seasoned and price sensitive consumers demanding more customised holidays, innovative packaging, niche marketing and high levels of quality and visitor servicing;
- Growing demand for short breaks, and particularly city and nano breaks;
- Growing influence of IT, on-line media and customer driven relationships;
- Environmental pressures and rising fuel costs, increasing the price of travel and discouraging long haul travel;
- Global terrorism, discouraging some global travel.

However, there are positive trends and initiatves that the industry, as a whole, can build upon in order to ensure that Belfast and Northern Ireland are well positioned to respond and capitalise on the future growth opportunities that economic recovery will present. These include:

- NITB is currently developing its new Strategic Framework to drive Northern Ireland's tourism industry through to 2020. New signature projects will come on stream, and the roll out of Northern Ireland's new brand strategy will further strengthen and communicate the visitor experience working in partnership with its various stakeholders.
- The Belfast Integrated Strategic Tourism Framework is nearing completion and creates direction and framework for input and commitment from a diverse number of public/private sector organisations and bodies to ensure that the city and surrounding region can compete effectively on an international tourism stage. BVCB will play a pivotal role in helping to deliver these strategies through leadership, partnership working and the proactive and targeted marketing of Belfast as a city and as a gateway to Northern Ireland's wider tourism offering.

- In 2010 Tourism Ireland intends to:
  - Focus its marketing efforts on source markets which offer the best return on investment in the short term and have set targets to grow visitors by 4%; and
  - Deliver 2 million promotable visitors to Northern Ireland by growing promotable visitors by 10%.
- 2008 was another excellent year for Belfast when 7.1 million visitors came to the City, an increase of 3% on the previous year (this included 1.6 million overnight visitors representing an increase of 11% on the previous year). Visitors contributed £437 million to the local economy, an increase of 39% on 2007 and this helped support nearly 25,000 full time equivalent jobs. While current year 2009 figures are not yet published, all indications are that results will remain positive, boosted by 800,000 visitors to the highly successful Tall Ships event and the surge in city breaks and shopping trips from ROI and Europe.
- 2009 has generally been a tremendous year for Belfast with many iconic and historic buildings opening again to the public – Ulster Hall, Belfast City Hall, the Ulster Museum along with 6 new hotels, new offices and residential developments showing just how much the cityscape is expanding and developing. The leadership of BCC in developing new products to further enhance the city's offering including literary, music and art tours, evening economy initiatives, shopping festivals and a vibrant and varied annual calendar of cultural events have ignited promotional campaigns and converted interest to action.
- Belfast has new energy and optimism that is attracting fresh interest on many levels - as a capital city; a commercial hub; an arts and cultural centre; a shopping emporium; a gateway to Northern Ireland and ROI; and as an access point to Ireland.

Belfast has been the driving force in Northern Ireland's tourism growth, not only as a destination in its own right but also as the physical and psychological gateway to the country. Given its scale and excellent performance, the Belfast City Region is the economic driver for tourism in Northern Ireland. Belfast is a magnet and hub for city break, cruise visits and business/conference tourists and a major gateway for spreading the benefits of tourism throughout the province.

Belfast accounts for over 50% of all out-of-state overnight trips and spend to Northern Ireland, which equates to substantial economic return for the wider area. Given the overall growth in the City breaks and conference sectors of the tourism market, and the direct access routes with Europe and North America, the importance of Belfast to the regional economy and Northern Ireland tourism can only increase further.

Key to the success of any tourism destination is ease of access. The development of low cost direct air access routes into Belfast has created the springboard for Belfast and Northern Ireland to increase its out-of-state visitor numbers. With more than 17 routes from Europe each week, 24 from Great Britain and one trans-Atlantic connection, Belfast now has access to a much greater market.

Traditionally, conference and business tourism has been a key market for BVCB and for Belfast. Conference wins saw the likes of the Inner Wheel Clubs of GB and Ireland and the World Forum on Early Care and Education choose Belfast for the conference destination in 2009. However, this sector is also becoming increasingly competitive, as new facilities are developed and market expectations rise. BVCB's strategy will prioritise this sector and additional resources allocated to win conferences for the city.

- Belfast's main competitors in the UK and Ireland - Birmingham, Dublin, Edinburgh, Glasgow, Liverpool and Manchester - all have purpose built conference centres (Dublin's centre is due to open August 2010), more venues and a greater supply of hotel accommodation. The development of the Convention Centre Dublin is expected to impact significantly on the Belfast and UK market.
- A report on the implications of subvention funding for Belfast and Northern Ireland showed that all of the top cities in the UK have significant conference subvention budgets, and that Belfast requires a subvention fund in order to compete nationally and internationally.

Collectively, the Belfast City Region has an extremely strong tourism product. In addition to the City of Belfast, the regional tourism partnership brings in the urban centres and rural areas of Lisburn City Council, Newtownabbey Borough Council, Carrickfergus Borough Council and North Down Borough Council which offer a wide diversity of tourism products. While Belfast dominates in the City break and urban tourism market, City-breakers often look for activity or rural experiences which complement their urban exploration. Likewise, visitors to rural areas often want to dip in to city life for a short time during their stay. The Belfast City region has an integrated, well-rounded tourism product, which gives visitors variety, encourages them to stay longer and spend more, and leaves them wanting to return.

2.3 Vision, Strategy and Objectives

Our marketing and visitor servicing plans have been developed with BVCB's vision statement the cornerstone of our focus and strategy. Our corporate vision is:

"To establish the Belfast City Region as a world class visitor destination by increasing the contribution that tourism makes to the economy in a way that is customer-focused, delivers a quality solution in a cost-effective way, respects the environment, is acceptable to the local community and offers sustainable growth."

The priorities and strategic aims that will guide the Belfast City Region, marketing and visitor servicing plans over the next 3 years are based upon five key over arching themes.

1. ***Working together to deliver …***
2. ***Growing value and difference…***
3. ***Showcasing Belfast and Northern Ireland…***
4. ***Generating measurable results...***
5. ***Building foundations for the future…***

The focus of BVCB's integrated marketing, communications and visitor servicing strategy will be:

- The short break/city break markets, cruise ship port of calls and daytrips. The focus will be on maintaining the region's position and growth in Northern Ireland whilst actively targeting the ROI, GB, Europe and North American direct access markets;
- The conference and business tourism market. BVCB will promote the region for meetings, conferences and events, with a focus on the Association Conference market;
- Promoting Belfast's gateway role for visiting other regions in Northern Ireland and Ireland, mixing rural and urban product;
- Delivering effective and efficient visitor servicing to optimise the visitor experience through the operation of the BWC / BIA TIC and GBBCA TIC and adoption of the Belfast and Northern Ireland brand values.

The key geographic markets to generate best short term results as well as longer term growth are: ***GB, ROI, Northern Ireland, and Europe*** while keeping our eye on new and developing markets offering future potential.

A segmentation approach to the marketing of Belfast will focus on customers that the city is best aligned to meet their travel experience needs. Priority products offering the best prospects for Belfast have been identified as: **Destination City Breaks, Day Trips, Business Tourism, Gateway Leisure, All Ireland Touring, Visiting Friends and Relatives, Cruise Tourism.**

Belfast's continued prominence in BVCB campaign advertising and destination marketing campaigns in conjunction with NITB and Tourism Ireland will be fundamental to delivering growth. We will be showcasing the revitalised Belfast as a city break destination with a focus on key events and cultural products together with promotions around shopping, evening economy, Sundays and new and developing visitor experiences such as Titanic, MAC and the Lyric Theatre. On-line and e-marketing channels are becoming increasingly dominant sales and marketing channels. BVCB's marketing plans have demonstrated financial and resource commitment to this strategic area and reflects a shift in marketing focus from traditional forms of communication toward new contemporary marketing, digital media and web based and social networking platforms to more effectively inform and influence our visitors.

Visitor servicing is a critical part of Belfast's success. It is key to generating maximum economic benefit for the region, and for the wider Northern Ireland tourism industry. By converting enquires or intent into business, encouraging longer stays and higher spend, delivering on the Belfast brand and influencing repeat visits, all sectors of the community will benefit.

Current visitor servicing activity operates at three levels: entry points, city wide and local level, which will be further developed by focusing on:

- Greater promotion of Belfast Welcome Centre;
- Enhanced visitor servicing at points of entry (ferries and airports, in conjunction with NITB and BCC);

- APB enhanced visitor servicing through the Belfast Cultural Diversity and Visitor Servicing;
- Mobile Tourist Information;
- Enhanced use of new technology as a new visitor servicing tool;
- Front line staff "learning journeys" and Greater Belfast concierge programme;
- Continue to provide an enquiry handling and ticketing service for major BCC events;
- Continue to support, promote and help manage some of the new city tour products that BCC are developing.

Demonstrating the measure of our confidence and commitment to meeting the challenges to achieve growth in 2010 and beyond BVCB has set increased performance targets and objectives against which it measures the success of individual activities and the overall impact of its plans. These targets range from overall city objectives relating to the volume and value of tourism to Belfast and the region, to specific department and tactical targets.

Projections by 2011:

- An increase in the number of overnight visitors by 23% to 2,016,696 by 2011;
- An increase in the total visitors by 12% to 8,178,000 by 2011;
- An increase in the revenue from overnight visitors by 12% to £314m by 2011;
- A total increase in visitor spend of 11% to £470m by 2011

These projections are set against a 2008 baseline and reflect the following annual increases:

Overnight Visitors (+8%)

- Domestic overnight visitors to increase by 5% per annum;
- Out of state overnight visitors to increase by 7% as follows:

  GB by 5% per annum

  ROI by 10% per annum

  Europe by 8% per annum

  N America by 10% per annum

  Other by 4% per annum

Day Visitors (+4%)

- Domestic day visitors to increase by an average of 3% per annum
- Out of state day visitors to increase by 10% per annum in 2009, then 5% in following two years

Visitor Spend (+4%)

- Total visitor spend by day visitors to increase by 3% per annum, in line with growth in visitor numbers
- Total spend by overnight visitors to increase by an average of 4% per annum

2.4 BVCB's Operational Plan 2010/11

The Operational Plan sets out in detail both the tactical activities together with the budget allocation to deliver year one of the Business Plan, found in Section 8.

Funding Plan and Budgets

The projected targets and visitor servicing spend and income is outlined below and detailed in section xxx

Total projected expenditure			
	10/11	11/12	12/13
Marketing	2,727,364	2,878,714	2,879,198
Visitor Servicing	1,147,004	1,185,677	1,224,169
Total	**3,874,368**	**4,064,391**	**4,103,367**

Total projected income			
	10/11	11/12	12/13
BCC	2,048,825 (53%)	2,096,051 (51%)	2,144,536 (52%)
Other Local Authorities	117,000 (3%)	121,000 (3%)	125,000 (3%)
NITB	726,174 (19%)	718,000 (18%)	718,500 (18%)
Other RTPs	5,000	5,000	5,000
Private Sector/Commercial	978,707 (25%)	1,125,978 (28%)	1,110,744 (27%)
Total	**3,875,706**	**4,066,029**	**4,103,780**

The Plan will generate 8.1million visitors spending £470million in the local economy sustaining 25,000 jobs. This computes to a return on investment of £1:£117. Using the multiplier effect, the return on investment is far in excess of that direct spend outlined above. Given that Belfast generates 63% of all out of state overnight trips to Northern Ireland and tourism revenue and up to 66% of overnight stays in Belfast visit places outside of Belfast City, it is clear the return on investment benefits far wider than Belfast City.

The leverage for the public and private sectors is clear also with every £1 invested by Belfast City Council levers £1.89 from other sources, while every £1 invested by Northern Ireland Tourist Board leverages £5.34 from other sources.

The delivery and investment in this Plan will limit the damage of the economic downturn on Belfast's economic performance and will accelerate Belfast City region's return to growth and regeneration.

3. BACKGROUND TO BVCB

3.1 BVCB's Responsibilities and Activities

Belfast Visitor and Convention Bureau (BVCB) is the tourism marketing and visitor servicing organisation for the Belfast City region, with responsibility for:

- Attracting tourism visitors, bed nights and revenue to the Belfast region;
- Fulfilling an essential tourism gateway role for the rest of Northern Ireland;
- Providing a visitor servicing function, through the operation of three tourist information centres – the Belfast Welcome Centre, Belfast International Airport TIC and George Best Belfast City Airport TIC.

BVCB is a results-focused and commercial organisation. Its marketing plan prioritises markets and activities which are likely to have the greatest impact and economic return for the region, Northern Ireland as a whole and its funders. This philosophy remains central to BVCB's strategies and is reflected in BVCB's, and the Region's, impressive performance figures:

- Tourism to Belfast has more than quadrupled over the last decade, to reach 7.1 million visitors in 2008 and £437 million revenue to the economy (including 1.6 million overnight visitors which is an increase of 11% on the previous year);
- In 2009, Belfast secured 36 cruise ships into Belfast, equating to over 57,000 passengers and crew visiting and £15m to the Belfast and Northern Ireland economy;
- In 2008, BVCB secured 34 conferences wins equating to over 10,000 delegates and expected to generate £11.5 million for the local economy (it is estimated that Belfast hosted 63 conferences, generating 34,000 bednights and £13 million for the economy);
- The Belfast Maritime Festival Tall Ships Atlantic Challenge in August 2009 drew a record 800,000 visitors to the city generating an estimated £24 million to the local economy. The Belfast Welcome Centre, airport TICs and 'Lagan Lookout' TIC handled approximately 30,000 enquiries in that same week;
- Belfast has been driving and sustaining tourism performance in Northern Ireland as a whole, with Belfast's tourism growth rates and hotel occupancy levels well above the Northern Ireland average. In some instances, Belfast has actually maintained Northern Ireland's tourism numbers, as visitor numbers have dropped across the other regions. In 2008 average annual hotel room occupancy in Belfast was 70%, against a Northern Ireland average of 63%. Nearly a quarter of Northern Ireland's hotels are in the Belfast region, equating to 43% of the national hotel room stock;
- Northern Ireland benefits from a successful Belfast which delivers 63% of NI tourism economy. In 2008 83-90% of hotel arrivals were from out of state and 66% visited other parts of Northern Ireland;
- BVCB has a well proven track record for driving visitor numbers and spend and this generates excellent returns on investment for its funders. In 2008/09, every £1 spent by BVCB in marketing the region £109 was generated for the local economy;
- BVCB has a very strong private sector support and membership, with 490 members;
- BVCB has won a number of marketing awards, for the excellence and innovative nature of its marketing activities, its contribution to tourism, and the Belfast Welcome Centre (Best TIC 6 years in a row);
- Belfast was the only UK/Ireland city featured in Frommers' top 12 Guide, voted as the 3rd most favourite UK City/short break destination in the 2009 Guardian/Observer Travel Awards, the UK City of the Future in the FDI magazine, was noted in Lonely Planet as one of the top ten cities on the rise, and Best Conference Destination in the Business Britain Magazine;
- During 2008/09, the three Belfast TICs (BWC, BIA TIC and GBBCA TIC) handled a total of 540,455 enquiries, equating to 57% of all enquiries handled by the Northern Ireland TIC network. Approximately 45%-50% of these enquiries related to regions outside Belfast, indicating its gateway role. Ticket sales at the BWC for tours and events were up 72%;
- Over 300 international press visits were hosted and generated over £4m ad equivalent and almost 600 trade agents were welcomed to the city and Northern Ireland.

3.2 BVCB Organisational Structure

BVCB is a not-for-profit private/public sector partnership between local government, central government and the private sector, governed by a Board with representatives from all of these bodies.

BVCB is also the marketing and visitor servicing delivery agent for the Greater Belfast Strategy Forum, which is a forum through which the local authorities in Belfast Metropolitan Area, Lisburn City Council, Newtownabbey Borough Council, Carrickfergus Borough Council and North Down Borough Council come together to discuss tourism development for the region.

BVCB is structured across four divisions, reporting to the Chief Executive but working very much in coordination and jointly towards an overall strategy and operational plan:

- Leisure, business and conference marketing;
- Communications and research;
- Visitor Servicing;
- Finance, administration and IT.

3.3 BVCB Funding

In 2010/11, BVCB's total funding is expected to total £3.8 million for marketing (£2.7m) and visitor servicing (£1.1m) drawn from:

Local Government (56%)

- Belfast City Council
- Other Local Authorities
- Lisburn City Council
- Carrickfergus Borough Council
- Newtownabbey Borough Council
- North Down Borough Council

Central Government (19%)

- NITB through a Service Level Agreement (SLA) in respect of BVCB's gateway role.

Private Sector and Commercial Activity (25%)

- Private sector members fees, sponsorship, participation in marketing activities and joint marketing campaigns, and sales.

Given the extent of its activities, BVCB operates on a tight budget and it remains low in comparison with other competing cities such as Glasgow, Manchester, Leeds and Birmingham who have budgets ranging from £4 million to £7 million for marketing alone.

The main funder is Belfast City Council, whose investment represents 55% of the 2010/11 projected budget. The funding from NITB in 2010/11 is a Service Level Agreement, currently in its second year and with a further year to run, and represents 19% of the 2010/11 budget.

BVCB's private sector support and funding has always been strong, and in 2010/11 the private sector and commercial activity is expected to contribute 23% of the budget. However, BVCB is mindful that, in the current economic climate, private sector contributions will come under more and more pressure over immediate years.

2010/11 will see a decrease in both the out-of-state and the domestic marketing budgets due to the absence this year of the Tall Ships marketing budget which boosted spend to the level that is required on a consistent basis to secure Belfast City regions share of visitor numbers and spend. However, thanks to continued investment by Belfast City Council, the four local authorities of the RTP and the 3-year SLA with NITB, BVCB is able to manage activities in a more planned and strategic way delivering better results as a consequence. This secured investment has enabled BVCB to secure increased private sector contributions to the City marketing.

4. MARKET OVERVIEW & STRATEGIC CONTEXT

This section of the report summarises key developments and trends in Belfast and BVCB's market environment, taking into consideration tourism trends in terms of:

- Global Tourism Trends
- Tourism in the Island of Ireland
- Northern Ireland Tourism
- Tourism in the Belfast City Region

4.1 Global Tourism Trends

Global Economic Crisis - The financial crisis has provoked an unprecedented deep global recession. Economic activity in high-income and developing countries alike fell abruptly in the final quarter of 2008 and in the first quarter of 2009. While growth is expected to recover in 2010, unemployment is expected to remain high even in 2011. Recovery in Europe and more mature economies is expected to be sluggish compared with other parts of the world. Already there is evidence that emerging and developing countries such as India and China are further ahead on the road to recovery predicting GDP growth this year of 8% and 6.3% respectively.

The UK economy is experiencing the deepest and longest recession since records began. According to economists Price Waterhouse Cooper (PWC) forecasts, consumer spending is estimated to fall by around 3.25% in real terms in 2009 due to the squeeze on consumer spending from high levels of debt, tighter credit controls, falling house wealth and rising unemployment. Consumer spending is expected to fall by a further 0.25% in 2010, dampened by a further projected rise in unemployment to a peak of around 3 million in the second half of 2010.

UK GDP is projected to fall by around 4.75% in 2009 with growth in 2010 likely to remain modest at around 0.75% for the year as a whole. The rise of VAT in January 2010 will be a contributory factor in dampening growth. PWC anticipate it could be mid 2012 before levels of GDP return to its pre-recession peak.

Decline in World Tourism - The impact of global recession and tightened consumer spending is clearly evident on World tourism. Spiralling unemployment, reduced consumer confidence and dampened travel demand were some of the most immediate side effects of the economic downturn.

According to the United Nations World Tourism Organisation (UNWTO), Worldwide international tourist arrivals declined by 8% between January to August 2009. Growth was negative across all world regions except Africa, which bucked the trend.

Arrivals to Europe were down by 8% with Central and Eastern Europe most affected, down 11%. However results for most other sub regions of Europe were around the average.

Tourism Macro-Economic Trends - Tourism is the World's fourth most valuable export and, for many countries, the number one export industry. Over the last quarter of a century, the Worldwide tourism market has seen incredible growth. Whilst Europe is still the world's leading tourist destination, accounting for approximately half of all tourist arrivals across the globe and half of global tourism revenue, its share is falling as a result of newly emerging destinations, continued growth in access routes and low cost travel.

However, the major issue currently facing most industry sectors, including tourism, is the overall effect of global recession and the resultant change in consumer buying behaviour and spending.

Hotel Occupancy Hit Globally - The first half of the year when the financial crisis had some way to go, most World regions were reporting double digit growth in hotel performance until midway through 2008 when the deepening recession started to take its toll. Business travellers and tourists started to think twice about their trips away, there was a significant slowdown in hotel performance in most world regions, particularly in the final quarter.

Hotel performance data as analysed by Deloitte show overall occupancy levels down across all World regions, but to a higher extent in Asia Pacific and the Middle East. Global hoteliers experienced a decline of revenue per available room in 2008 with Europe suffering most, down 29% on the previous year, while occupancy fell by 4% to 66%.

A similar picture is reflected in Northern Ireland. Average occupancy was down 6 percentage points to 59% in the 9 months January to September 09. Belfast on paper suffered the greatest decline in room occupancy across all regions, down from 78% to 61%, though this would have been accounted for by an unprecendented 30% increase in the number of rooms available in the city over the period. On the positive side overall room sales increased by 12% and bed sales up 19%.

Business travel demand severely dampened - On a global level, recession has led many companies to batten down the hatches as they prepare for a long period of difficulty. Travel budgets and discretionary travel spend have been cut as companies retrench in an effort to cut costs and protect jobs.

The direct impact on Northern Ireland has been a significant decline in incoming business traffic of 62,000 (26%) for the first six months of 2009. Direct and via business trips each showed declines of approximately one quarter (down 53,000 and 9,000 respectively) while 52,000 fewer business trips were taken by GB residents in the first six months of 2009 (-27%) compared to the same period in the previous year. European business visitors took 8,000 fewer trips in NI, largely due to a reduction in direct trips.

As unemployment is projected to remain high into 2011, business tourism is not expected to show any signs of recovery in the short term.

Much of Northern Ireland‘s recent visitor growth was accounted for by business tourism. From a 30% high in between 2002 and 2004, as leisure tourism grew in recent years, the proportion of overall visits made for business purposes accounted for just 23% of visits in 2008.

Airline Industry Suffers from Loss of Passengers and Schedules - The airline industry has been faced with new commercial challenges as demand dampens against increasing operating costs. After a year of declining passenger traffic, there are slight signs of recovery. According to IATA, September 2009 was the first month with a slight increase (+0.3%) in passenger traffic. Global airline capacity is also showing positive growth for November 2009. The World’s airlines have 285.4 million seats available November 2009, a rise of 3% over November 2008 levels. This is an upward trend following a 1% increase in October.

Against an improving global picture, the trans-Atlantic market between North America and Western Europe shows an 8% decrease in capacity year on year, representing 434,467 fewer seats. Frequencies are down 10%, representing 2,144 fewer transatlantic flights for the month.

Meanwhile flights to and from Europe show a slight growth compared to November 2008, with 1% more flights and seats. Flight schedules within the region however are declining year on year, with 4% (20,264) fewer flights and 1% (645,115) fewer seats.

Belfast has felt the direct impact of this reduction in schedules as a number of direct flights to some mainland European destinations have been withdrawn over the past 18 months.

Swine Flu (H1N1) virus presents a new industry challenge - Although not proving to be as severe as first feared, the (H1N1) ‘swine flu’ virus is still a major concern for the global travel industry. Increasing cases have been reported in the northern hemisphere over recent months suggesting there remains a real risk of large numbers of people being infected and affecting travel and tourism demand.

In Northern Ireland there have been 1,265 detected cases of swine flu and 13 deaths and as the vaccination programme gets underway, reported cases appear to be in decline.

Industry Challenges - The overall tourism industry faces ongoing challenges and opportunities from:

- A more competitive global market place;
- Environmental pressures and rising fuel costs, increasing the price of travel and discouraging long haul travel;
- Global terrorism, discouraging some global travel;
- More sophisticated and price sensitive consumers, demanding more customised holidays, innovative packaging, niche marketing and high levels of visitor servicing;
- Growing demand for short breaks, and particularly city and nano breaks;
- Growing influence of IT and on-line media: according to the Danish Centre for Regional and Tourism Research, on-line travel sales increased by 24% between 2006 and 2007 alone, and accounted for almost 20% of the European travel market. Growth is expected to continue at 15-20% per annum over 2007 and 2009. The UK accounted for 30% of the European on-line travel market, and direct sellers accounted for two thirds of sales, with the balancing third made through third party sellers.

4.2 Tourism in the Island of Ireland

The challenging conditions facing tourism on the island of Ireland and globally have taken their toll and this is reflected in the decline in visitor numbers and revenue - down 3% in 2008 and continuing even during 2009 summer peak season. It seems likely that the current uncertainty in the global economy will persist into 2010.

Visitors, revenue, and promotable visitors continued to decline through August, the latest month of which data was available. Based on these disappointing results and the latest information on the performance of the global economy, Tourism Ireland continue to believe that the full year outturn will match or exceed their worst case scenario for the full year of 2009, for visitors, revenue and promotable visitors.

Overall visitors to the island of Ireland declined by 12% during the first eight months of this year: visitors to the Republic of Ireland declined by 11.9% in the year to August according to the Central Statistics Office (CSO), while visitors to Northern Ireland declined by 14%. There have been sharp declines in visitors to the island of Ireland from our four main market areas, with Great Britain declining most steeply (-16%).

Performance to date

Overseas Visitors 2009 v 2008 % Change January to August			
	Northern Ireland	ROI	Island of Ireland
GB	-14.7%	-16.8%	-15.8%
North America	-9.0%	-7.7%	-6.2%
Mainland Europe	-13.9%	-6.5%	-7.3%
Other Areas	-17.5%	-12.9%	-12.8%
Total	**-14.2%**	**-11.9%**	**-12.0%**

Economic conditions in Ireland's key source markets remained weak during the summer, the predicted loss of air access has occurred and both the dollar and sterling (adversely impacting the Republic of Ireland) continued their slide against the Euro. Promotable visitor numbers are expected to exceed their worst case scenario as the global recession has a greater impact on discretionary travel. In light of the significant price cutting by the industry Tourism Ireland anticipates that revenue will decline by at least 15%, despite the more optimistic CSO results for the Republic of Ireland. Industry sentiment suggests that the decline in revenue being experienced by frontline tourism enterprises is in the range of -20% to -30%.

Over the course of the year, Tourism Ireland has implemented a range of initiatives to address the market weaknesses and to win business in this aggressively competitive and changing marketplace.

Strong plans for 2010 were launched to the industry this month by Tourism Ireland identifying a number of priorities designed to respond to the difficult global environment. Their over-riding objectives are focused on recovery and restoring growth through a plan which is tactical and urgent. This ambition is underpinned by a new strategy for their largest market -Great Britain to deliver 2% growth in 2010 and 13% growth by 2013. Their plan highlighted significant potential from the German market and with committed industry engagement in Europe targeting 4% growth ahead of main competitors ,as well as a continuing commitment to maximising visitors by 2% from North America and 3% from New and Developing Markets to the island of Ireland.

Tourism Ireland's plan aims to deliver 2 million promotable visitors to Northern Ireland over the next 5 years and have set a target growth of 10% in 2010 by focusing on signature projects, NI scenery and Belfast as the "City of Music" and "Titanic".

The targets in these plans to market the island of Ireland overseas are from a low base, but nonetheless are challenging and determined. They respond to the immediate difficulties with responsiveness, budget flexibility and more targeted communications, with commitment to stay on course for long term growth and recovery, by maintaining the levels of expenditure in all identified source markets that offer the best return on investment.

4.3 Tourism Market in Northern Ireland

Out-of-State Visitor Summary 2008			
	2008	2007	% Change
Trips	2,076,000	2,107,000	-1.5%
Nights	10,469,000	10,486,000	-
Revenue	£396m	£376m	+5%

Source: NITB Tourism Facts 2008 Table (c)

Domestic Tourism Summary 2008			
	2008	2007	% Change
Trips	1,204,000	1,154,000	+4%
Nights	2,207,000	2,828,000	-22%
Spend	£144m	£159m	-9%

Source: NITB Tourism Facts 2008 Table (d)

Overall revenue generated by out of state visitors increased by 5% to £396 million, reflecting an upward trend across all overseas markets, with the exception of GB.

Added to this was a £144 million contribution from domestic tourism, bringing the economic contribution of Northern Ireland's tourism industry to £540 million. It should be highlighted that there was a distinct shift in the domestic market away from holiday trips toward business or non-holiday trips. Total domestic overnight trips increased by 4% while domestic holidays showed a decline of 8% in 2008 compared to 2007.

Half year figures for 2009 are reflecting pressure on the industry as a result of current economic conditions, however there are some positive trends that the industry, as a whole, need to build upon in order to ensure Northern Ireland is well placed to capitalise on growth opportunities the economic recovery will present.

NITB is currently developing its new Strategic Framework to drive Northern Ireland's tourism industry through to 2020. New signature projects will come on stream, and the roll out of Northern Ireland's new brand strategy will further strengthen and communicate the visitor experience. Working in partnership with its various stakeholders, BVCB will play a pivotal role in helping to deliver this strategy through proactive and targeted marketing of Belfast as a city and as a gateway to Northern Ireland's wider tourism offering as well as an effective and efficient visitor servicing.

Visitors Numbers - In the past ten years, out-of-state visitors to Northern Ireland has grown by 27% to the current level of 2.1m, while visitor expenditure has risen by 49% to £396m.

- Political stability after 25 years of unrest
- Investment in the local economy and tourism facilities and infrastructure
- A more vibrant and confident economy stimulating growth in business visitors
- Rapid growth in air access from mainland UK and European destinations
- Emergence of Belfast as a new and attractive city break destination
- Perceived opening up of Northern Ireland and Belfast as 'being open for business'
- Visitor curiosity in Northern Ireland culture, history and people
- Tourism 'catch up' after years of suppression

The recent world economic crisis however has brought major shifts in tourism activity and set new challenges for tourism in Northern Ireland as in the rest of the World.

Key Statistics

- From an all time high in 2008 of 2.1 million visitors to Northern Ireland declined by 14% on the previous year between January and August 2009;
- Across all key regions, GB showed the greatest decline with overall visitors to Northern Ireland down 17% for half year to June 2009;
- Visitor numbers to the island of Ireland fell by 12% during the period January to August 2009. The Republic of Ireland suffered a 12% decline during the period, while visitor numbers to Northern Ireland fell by 14%;
- European visitors, down just 2%, have been supported by the huge influx of visitors via the south attracted by a weak sterling against the euro.

Out-of-State Visitors to Northern Ireland 2008 v 2009			
	Jan-June 2008	Jan-June 2009	% Change
Trips	804,000	677,000	-16%
Nights	4,726,000	3,186,000	-33%
Spend	£168m	£125m	-26%

Source: NITB Table (e)

Key Markets - Over the past ten years, growth in out of state visitor numbers to Northern Ireland has largely been generated from four key regions, GB, ROI, Europe and the US, each with unique characteristics. All key markets have suffered significant decline this year with GB being most affected, down 17% year on year to June. In real terms, this represents over 100,000 in visitor numbers equivalent to 12.5% of total half year visitors.

Overseas Visitors to N. Ireland by home area Jan – June 2009				
	Jan-June 2008	Jan-June 2009	Difference	% Change
GB	585,000	484,000	-101,000	-17%
Europe	107,000	99,000	-8,000	-7%
North America	75,000	63,000	-12,000	-16%
Elsewhere	37,000	31,000	-6,000	-16%
Total Trips	**804,000**	**677,000**	**-127,000**	**-16%**

Source: NITB Table (f)

A similar picture is reflected in Tourism Ireland figures for ROI, with visitor numbers down 11.9% January to August 2009. Although showing a 6.5% fall in visitor numbers, Europe was the least affected area.

Overseas Visitors 2009 v 2008 % Change January to August			
	N. Ireland	ROI	Island of Ireland
Great Britain	-14.7%	-16.8%	-15.3%
Mainland Europe	-13.9%	-6.5%	-7.3%
North America	-9.0%	-7.7%	-6.2%
Other Areas	-17.5%	-12.9%	-12.8%
Total	**-14.2%**	**-11.9%**	**-12.0%**

Source: Tourism Ireland Table (g)

Performance by Market - GB remains Northern Ireland's most important source market contributing around 60% of all out of state visitors. The GB market is distinct from other regions as visits to Northern Ireland have traditionally been driven by family connections and business travel rather than pure holiday.

A squeeze on consumer spending, loss of discretionary business travel and the axing of several GB air routes have all contributed to a downward trend. All visitor markets have been equally affected, with business visitors down 27%, those visiting friends and family by 9% and pure holiday trips by 36%.

Europe- has been a success story for Northern Ireland with visitors from Europe growing from 7% of total visitors in 2002 to 13% in 2008. Direct visitors from Europe started to show a decline in 2008 that has continued into 2009 with a 7% decrease in trips in the half year to June 2009.

Significantly, this decline affects direct visitors only with the proportion of European visitors to Northern Ireland coming via the Republic has shown a 23% increase in the same period. This has been largely fuelled by a weak pound and relatively strong euro resulting in Northern Ireland's new appeal as a 'new value for money' destination

The loss of three direct air services to Berlin, Prague and Amsterdam in 2009 following a number of route cuts last year, has not helped the situation.

North America - The US has been a key market for Northern Ireland representing 8% of overall out of state visitors in 2008. A mature market that, like the UK, has suffered disproportionately from the economic crisis and the squeeze on consumer spending has directly impacted on visitor numbers to Northern Ireland.

In the first six months of this year, trips to Northern Ireland fell by 16% (12,000), spread across business and leisure travel. Direct visitors to Northern Ireland fell by 22% while those entering Northern Ireland via ROI fell by 13%.

Visitor Expenditure - In 2008, 2.2 million out of state visitors to NI generated £396 million expenditure, equivalent to £190 per visitor, a rise of 5% since 2005. While visitor expenditure over recent years has grown in line with increased visitor numbers, the revenue generated by visitors to Northern Ireland remains relatively low compared with the rest of the UK and ROI.

Although out of state visitor expenditure is rising, spend per trip in 2008 was still only £190 compared to €554 for ROI and £511 for the UK as a whole. This figure is a reflection of the higher than average proportion of overall visitors to Northern Ireland coming to see family and friends and has remained fairly static over the period 2002 to 2007.

Figures to date indicate a slight increase to £39 per night, boosted by the increase in shopping trips from ROI, however still a very low base relative to more mature GB and ROI tourism markets.

NITB has identified the need to increase the average spend of out of state visitors as a strategic aim going forward.

Outlook - In March 2009, Tourism Ireland published the following range of forecasts for tourism performance this year. Facing such turbulent economic climate, it was impossible to predict how the year would pan out.

Tourism Ireland's Forecast Scenarios for the Island of Ireland 2009			
	Visitors %	Promotable Visitors %	Revenue %
Best Case	-4%	-4%	-4%
Middle Scenario	-7%	-8%	-9%
Worst Case	-9%	-11%	-15%

Source: Tourism Ireland Table (h)

In November this year, latest forecasts are that visitor numbers to the Island of Ireland are likely to be close to the worst case scenario which represents almost 8 million visitors and 3.5 million promotable visitors, generating £3.2 billion in visitor revenue. This would reflect an 8% fall in visitor numbers and a 15% fall in revenue generated.

4.4 Tourism Trends in Belfast

Belfast's Tourism Performance - Despite the bleak picture for World tourism and downward trend for visitors to Northern Ireland, Belfast has performed well above the trend and expectations, and continued to deliver growth against a backdrop of global decline for tourism generally.

Visitor numbers to the city continued to grow throughout 2008, and while current year figures are not yet published, all indications are that results will remain positive, boosted by 800,000 visitors to the highly successful Tall Ships event and the surge in city breaks and shopping trips from ROI.

Over the past 10 years Belfast has gone through a renaissance into a quality tourist destination of international standard. The novelty of Belfast as a destination with its curiosity appeal, the improved choice of attractions, festivals and events, supported by significantly increased marketing efforts have all combined to generate hugely increased visitor traffic.

After the bleak years of the 'Troubles' the city's economy has been fuelled with a fresh optimism and confidence in the city's enormous tourism potential as a quality visitor destination and corresponding investment in tourist infrastructure, attractions, environment and facilities has taken place.

Belfast's new energy and optimism is attracting fresh interest on many levels:

As a Capital City….

Belfast is the capital city of Northern Ireland and the centre of national government. Years of news coverage, good and bad, means the city benefits from high levels of awareness across the World. This provides a solid platform from which to build the city tourism economy.

Belfast is the commercial centre of Northern Ireland and the centre of government, civic and national. In 2011 the city will begin a new era of governance when the impact of the Review of Public Administration will bring new responsibilities and fresh focus on shaping the city's tourism environment for the future.

As a commercial hub…

On an economic level, the city has experienced a surge in commercial activity over recent years and is now regarded as a serious city in which to do business. Resulting economic prosperity has helped reshape the city's skyline and physical environment to the benefit of businesses, residents and visitors.

As an arts and cultural Centre…

Belfast has benefited from over £500 million in a series of public investment projects that along with commercial rejuvenation, have strengthened the cultural appeal of the city. Recent developments include refurbishment of Belfast City Hall, investment in the Ulster Museum that re-opened last month, and the restoration and refurbishment of the Ulster Hall. The city's maritime heritage will provide yet another platform from which to raise Belfast's tourism profile on a global scale. The widely anticipated Titanic Signature project represents an investment of £97 million (scheduled for completion March 2012) along with the new Lyric Theatre and the MAC (due to open in 2011) a flagship for contemporary, visual and performing arts in the Cathedral Quarter.

The city boasts a growing programme of music events and festivals many with international recognition such as the Ulster Bank Belfast Festival at Queens , the OrangeFest and Feile, the Open House Festival, Cathedral Quarter Arts Festival and Belfast Nashville Songwriters' Festival.

Exciting new events are being negotiated such as a week long MTV music event to be held in September 2010 that will widen the City's appeal to the 18 to 25 year old market.

As a shopping emporium…

Shopping has become one of the world's favourite pastimes and is considered a major element of a city break experience. The opening of the £320 million Victoria Square retail development in 2008 has attracted high profile retail names to the City and heightened Belfast's appeal as a shopping destination. BCC have introduced new initiatives to promote the retail sector including Belfast's first ever Shopping Festival in April 2009 which included neighbourhood shopping areas across the city as well as the city centre, (Lisburn Road, Bloomfield Avenue, Stranmilis and Ormeau Road).

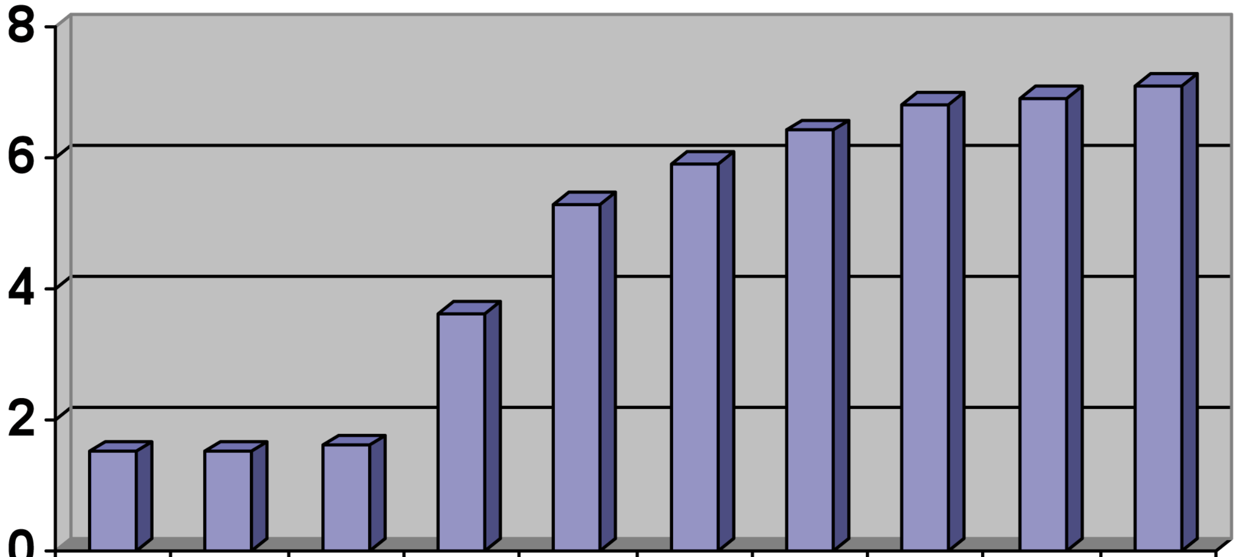
As a gateway to NI and ROI…

Belfast is regarded as the gateway to the rest of Northern Ireland and the ROI. The city is a key access point, with many visitors to Northern Ireland arriving into one of Belfast's various air, rail and ferry ports. The city offers direct rail and coach links with Dublin and the rest of Ireland. The ferry ports provide the only sea route between Scotland and Ireland, from which self-drive visitors disperse across the island.

As well as being a destination in itself, Belfast is regarded as a stopping off point for visitors , becoming an increasingly popular addition to an 'all Ireland' touring itinerary.

Visitor Numbers

Over the last decade, visitor numbers to Belfast have more than quadrupled. Notwithstanding the start of the financial crisis, 2008 was another excellent year for Belfast when 7.1 million visitor trips were made to the city, an increase of 3% on the previous year. Visitors contributed £437 million to the local economy, an increase of 39% on 2007 and this helped support 25,000 full time equivalent jobs.



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
overall	1.5	1.5	1.6	3.6	5.3	5.9	6.4	6.8	6.9	7.1

Of these visitors, 2.2 million were from out-of-state markets – up 42% on the previous year; and 5.5 million visits were day trips.

In line with global tourism trends, the main area of growth has been in City breaks and short breaks. With lower cost air travel and more direct access routes, there has been a considerable increase in demand for short breaks and City breaks; which are very influential in attracting first time visitors, and then acting as a gateway for these visitors to other parts of NI.

Visitors to Belfast 2005-2008

Trips	2005	2006	2007	2008	% change 2007-08
Overnight Trips					
Domestic	247,000	185,000	196,000	193,000	-1.5%
Out-of-state GB	672,000	812,000	937,000	758,000	-20%
Out-of-state ROI	121,000	93,000	119,000	354,000	+279%
Out-of-state Europe	35,000	41,000	53,000	71,000	+34%
Out-of-state N. America	39,000	43,000	58,000	147,000	+153%
Out-of-state Elsewhere	49,000	26,000	33,000	39,000	+18%
	916,412	1,014,947	1,200,000	1,369,000	+14%
Total Overnight Trips	**1,163,000**	**1,200,000**	**1,396,000**	**1,562,000**	**+12%**
Day Trips					
Domestic	4,900,000	5,300,000	5,200,000	4,702,000	-9%
Out-of-State	277,000	243,000	356,000	846,000	+138%
Total Day Trips	**5,177,000**	**5,543,000**	**5,555,000**	**5,545,570**	**-**
Total Trips	**6,400,000**	**6,800,000**	**6,900,000**	**7,100,000**	**+3%**

Source: Belfast Tourism Monitor, Belfast City Council Table (j)

The number of overnight stays by out of state tourists rose by 14% greatly enhanced by the ROI and euro zone effect as well as an increase in visitors from the USA . Out of state day trips rose by a massive 138% year on year fuelled by the strength of the euro and the proximity of Belfast and NI to ROI and enticed by targeted advertising campaigns and price led offers.

Visitor Breakdown

Day Trippers - The domestic market remains Belfast's most important source of day visitors. In 2008, there were 5.5 million day trips made into Belfast, the majority from Northern Ireland (85%) and almost 13% from ROI. The main reason why Out-of-state day-trippers visit the city is to see a tourist attraction however Belfast's contemporary new retail centre has increased its pull, now attracting 10% of day visits.

Overnight Stays - Out-of-state visitors made up 31% of total visitor trips to Belfast, while the remaining 69% was made up of day trips and overnight stays from within Northern Ireland.

Over three quarters of out-of-state visitors to Belfast stayed in commercial accommodation (hotels, B&B, guesthouse, apartments) staying on average 2.6 nights. Those using residential accommodation (friends and relatives) stayed longer, on average 4.4 nights.

Visitor expenditure - Direct expenditure from visitors is estimated at £437 million, of which 64% was by overnight visitors.

Out of state tourists contributed £325m (74%) of revenue with GB and ROI the major contributors, accounting for 53p and 28p respectively, of every pound spent.

Day trippers spent £158m or 36% of total spend, the large proportion of which was from domestic visitors (64%). Not surprisingly, figures show ROI day visitors contributing 84% (£48m) of total out of state day visitor expenditure.

Of the £268m generated from overnight stays, 96% was spent by out of state tourists.

Visitor Expenditure in Belfast 2005-2008

Trips	2005	2006	2007	2008	% Change 2007-08
Overnight Trips					
Domestic	£15m	£11m	£14m	£11m	-27%
Out-Of-State	£123m	£140m	£139m	£268m	+92%
Total Overnight Trips Expenditure	**£138m**	**£151m**	**£154m**	**£279m**	**+81%**
Day Trips					
Domestic	£135m	£161m	£114m	£101m	-11%
Out-of-State	£12m	£12m	£20m	£57m	+184%
Total Day Trips Expenditure	**£147m**	**£173m**	**£119m**	**£158m**	**+32%**
Total Expenditure	**£285m**	**£324m**	**£313m**	**£437m**	**+39%**

Source: Belfast Tourism Monitor, Belfast City Council Table (k)

While total visitors to Belfast rose by 3% in 2008, visitor expenditure increased by an impressive 39% mainly due to the positive effect of the euro exchange rate and the increased visits from ROI. A rise in out of state expenditure, both by overnight visitors and day-trippers, accounted for this increased spend. Domestic expenditure showed a decline both for overnight and day visitors.

Clearly out of state visitors are finding more ways to enjoy and spend their money in the city, a welcome development and a positive reflection of the attractions, shopping, hospitality and other facilities that Belfast now offers. With the visitor servicing role, BVCB provides the maximisation and spread of expenditure through the 3 TICs.

Visitors to Belfast - As Belfast is such a large component of the Northern Ireland tourism product and its tourism performance, it is not surprising that the origin of visitors to the City reflects that of the national breakdown:

- The GB market accounts for the majority (49%) of overnight out-of-state visitors. GB also accounts for the largest share (almost 60%) of out-of-state day trips.
- The ROI market now accounts for a further 23% of out-of-state overnights, with a phenomenal 200% increase on 2007. At last, ROI is performing to a level expected of a neighbouring country.
- Both North America and mainland Europe have both shown strong growth as political stability continues over the years, particularly between 2007 and 2006 (up 34% and 153% respectively). However, with the current economic climate, it is anticipated that 2009 will see a slow down, if not decline, in visitors from North America.
- The domestic market accounted for 4.9 million visitors to Belfast, of which 193,000 stayed overnight. Belfast has recognised the value of the domestic market and, in conjunction with organisations around the City, has developed advertising campaigns to attract this market.

Appendix I contains research statistics on the profile of the visitors to Belfast. Some of the key findings are:

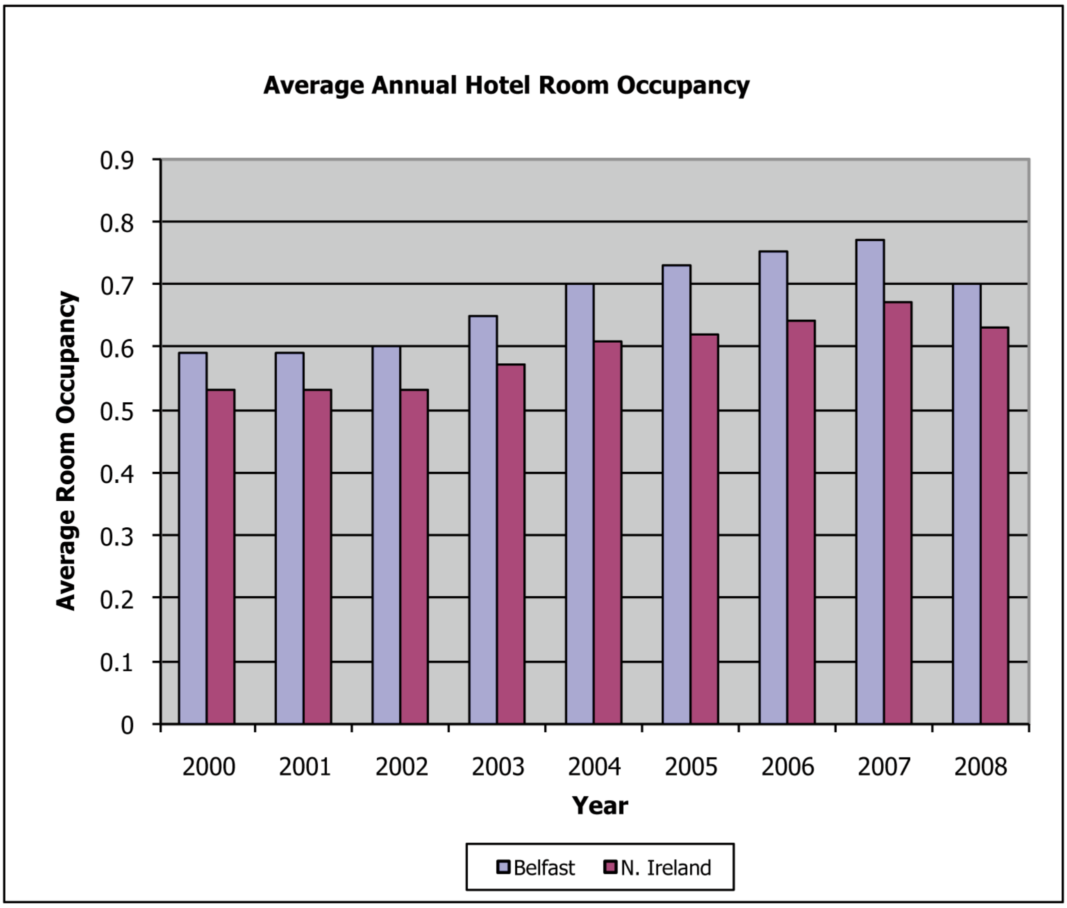
- 46% of out-of-state visitors are on business, 14% visiting friends and relatives and 32% are on holiday. As an urban destination it is not surprising that the largest proportion of visitors are business travellers, and that this continues to be a lucrative sector for Belfast.
- The increase in 'pure' holiday visitors to the City is a very encouraging trend and a clear result of the successful marketing of the City to the leisure sector; in the last few years - 'pure holiday' visitors accounted for 32% of all out-of-state overnights, in comparison with 12% in 1999.
- The reliance on the VFR market is lessening, as Belfast establishes itself as a city-break and short break destination: now 14% compared to 39% in 1999.

Belfast as a Tourism Driver - Belfast has been driving Northern Ireland's tourism growth, not only as a destination in its own right, but also as the physical and psychological gateway to Northern Ireland. Given its scale and excellent performance, the Belfast City Region is the economic driver for tourism in Northern Ireland. Belfast is a magnet and hub for city break and business/conference tourists and as such, a major portal for spreading the benefits of tourism throughout the province.

- Between 2005 and 2008, research indicates that out of state overnight visitors to Belfast rose by 18% compared to a 7% rise in visitors to Northern Ireland as a whole, confirming the growing appeal of Belfast.

- The impressive increase in visitor numbers is reflected in the high hotel occupancy levels achieved in Belfast, which are well above the average for Northern Ireland. At its peak in 2007, average hotel occupancy in the Belfast region was 77%, compared to the Northern Ireland average of 67% - even as occupancy declines, Belfast hotel room occupancy is 7 percentage points above the national average.

Average Annual Hotel Room Occupancy



- Belfast accounts for over 60% of all out-of-state overnight trip and associated spend to Northern Ireland, which equates to substantial economic return for the wider area. Given the overall growth in the City breaks and conference sectors of the tourism market, and the direct access routes with Europe and North America, the importance of Belfast to the regional economy and Northern Ireland tourism can only increase further.

- During the past year, hotel bedroom stock in Belfast has grown by 30% with the opening of six new properties. The Belfast City Council area now has a total of 28 hotels offering 2,936 bedrooms and 6,141 bedspaces.

- Belfast hotels attract the highest proportion of visitors from outside Northern Ireland, with monthly visitor content ranging from 83-90% of arrivals throughout 2008, again well above the national average.

- 66% of visitors to Belfast visit other parts of Northern Ireland, highlighting the wider economic benefit of promoting the Belfast city region.

- NITB's Visitor Information Strategy (draft), BWC's gateway role is highlighted during 2009/10 with 39% of all counter enquiries and 80% of all literature distributed by post being gateway NI information. At BIA TIC this equates to 58% of all counter enquiries and at GBBCA TIC 48% of all counter enquiries which are NI specific.

Belfast – Conference Market - Traditionally, conference and business tourism has been a key market for Belfast. However, this sector is also becoming increasingly competitive, as new facilities are developed and market expectations rise.

There are approximately 26 major conference venues in the UK, with 15 further destinations in the UK and Ireland planning or considering new centres or extended facilities. The development of these new facilities is putting more and more pressure on Belfast's ability to attract major association conferences.

In order to better understand the market dynamics, BVCB commissioned The Right Solution Ltd to conduct research into competing convention bureaux in the UK, Ireland and mainland Europe, and into future trends impacting the convention bureau market. The key findings of the study, which was completed in July 2008, were:

- There is increasing competition, between cities throughout the UK and Europe. The standard of facilities available for major association conferences is increasing, with a number of new conference centres planned across the UK and Ireland;
- Whilst there are three possible venues in Belfast, they do not meet the market demands, in terms of layout, configuration and availability of space for plenary sessions, catering, breakout and exhibition space;
- Belfast's main competitors in the UK and Ireland - Birmingham, Dublin, Edinburgh, Glasgow, Liverpool and Manchester - all have purpose built conference centres (Dublin's centre is due to open August 2010), more venues and a greater supply of hotel accommodation. The development of the Convention Centre Dublin is expected to impact significantly on the Belfast and UK market;
- Belfast is currently in 11th position of UK destinations used by national associations, whilst those destinations with purpose built centres all enjoy higher positions;
- The Right Solution Ltd concluded that, unless a purpose built centre and adequate hotel supply is developed, Belfast is likely to see continuing erosion of its market share;
- The average marketing budget for business tourism (not including staff and overheads) amongst the benchmark bureaux is £153,452;
- Whilst Belfast's budget compares favourably with the average for the bureaux researched, its staffing complement is half of the average for the others. The addition of a second Conference Sales Manager post for 2010 is welcomed;
- In spite of its lower staffing levels and the lack of appropriate conference facilities, the target number of conferences and bids for Belfast is similar to those for cities with purpose-built conference centres, substantial subvention budgets and more central transport routes;
- In a separate report on the implications of subvention funding for Belfast and Northern Ireland, The Right Solution Ltd showed that nearly all of the top cities in the UK have significant conference subvention budgets, and that Belfast requires a subvention fund to compete nationally and internationally.

4.5 Belfast Brand

The Belfast Brand strategy sets out a clear vision of what type of City Belfast wants to be and identified and prioritised the City's core values and attributes which BVCB must focus on. In this way the Brand is not only a marketing and communication framework within which all the City's marketing must operate to ensure co-ordinated, integrated, concise and clear marketing but it is also a decision making tool to assist the decision making process in regard to all future developments, strategies and policy relating to the development of our City.

The essence of the Belfast brand is simple: **"This is Belfast's moment"**

This reflects Belfast's coming of age, the turning of a new page and the new shared enthusiasm which is palpable to all those who experience the City. There is an urgency to our City's development that is summed up by an attitude of not just "can do" but "must do now". If we are to realise the full potential of the opportunities that now exist, we must act now.

The brand proposition is: **"A unique history and a future full of promise have come together to create a City that is bursting with energy and optimism".**

The brand experience is as follows:

For citizens…

The time is right for us to build a thriving, vibrant City. Bringing together our strong sense of identity, our resilience and enterprise and our renowned warmth and wit, we are seizing this opportunity with both hands. Proud of our heritage, we embrace the future to build an even better Belfast, providing a warm welcome to visitors, an exciting environment for business and a great place to live.

For visitors…

Here, in its outstanding natural surroundings, is a dynamic City with a big personality. Proud of its heritage Belfast is alive with possibilities and open to change – vibrant, energetic and exciting. The people of Belfast provide a welcome which is not just warm, but genuine and generous, inviting anyone and everyone to join in. Belfast provides a vivid and memorable experience with new things to discover every time you visit.

For investors…

Belfast is a vibrant City full of opportunity. A spirit of optimism and a real sense of purpose fills the air, inspiring enterprise, creativity and change. The people of Belfast – witty, lively, welcoming and determined – are proud of the City's past, positive about its future, and ready and able to seize the opportunities on offer. Now is the time, and Belfast is the place, where anything is possible.

The brand attributes below reflect the qualities we want to associate with Belfast.

Welcoming, Sociable, Witty, Genuine - These reflect the warmth of the Belfast welcome and the openness of its social fabric that allows those from the outside to quickly enter into the spirit of things and experience genuine friendship and a little bit of Belfast's unique wit.

Optimistic, Determined, Dynamic, Vibrant - The City has a buzz. New things are happening, there is a determination to keep what is good and change the things that could be better. A vibrant mix of old and new is visual proof of a dynamic City reinventing itself.

Enterprising, Inspiring, Energetic, Bold – A City built on enterprise with a history rich in cultural and commercial inspiration translates into a modern society with new skills and energy, boldly making its way in the today's world.

The Brand Identity

The Brand identity is the visual interpretation of our brand. It projects Belfast's energy and optimism and acts as the heart of the City reflecting its warm and welcoming nature. The capital "B" is a bold statement, putting Belfast firmly on the map. When used in conjunction with a tagline it becomes a call to action, as in, Be "part of it" and very much embodies the brand essence – **This is Belfast's moment.**

Our new brand is distinctive, credible, sustainable and will guide the City's marketing for the next 5 – 10 years and reinforce Belfast's position as:

- a confident and contemporary European City;
- a quality leisure and business tourism destination;
- a competitive place for companies to locate and grow their business;
- a great place to live;
- a place that attracts and retains talent;
- a magnet for world leading research and innovation.

This Marketing and Visitor Servicing Plan will focus on the City's core values and attributes and thus provide clear and concise messages for all City marketing generating civic pride and encouraging wider participation in City marketing activities. This plan delivered within the brand framework will unite the public, private, and voluntary sectors in Belfast providing new opportunities for co-operation and joint cost effective marketing initiatives.

NITB has developed and rolled out a new tourism brand strategy for Northern Ireland that complements Belfast's "city with a unique history full of promise" and the current Tourism Ireland brand of "An Island of Unique Character and Characters" by providing a range of unique experiences that will increase the volume of visitors to Northern Ireland. It will also ensure that investment in Great Britain and overseas marketing is reflected in Northern Ireland's share of all island visitors. As part of its gateway role, BVCB will reflect the Northern Ireland brand and brand values in its communications and media.

4.6 SWOT Analysis

The following table notes the competitive strengths and weaknesses of both the Belfast City Region and BVCB, in addition to the key opportunities and threats facing tourism within the region.

Strengths	Weaknesses
Tourism Product • Compact City close to rural tourism product; • New brand with clear brand values; • Continued developments throughout the region and the City: Titanic Quarter Queens Quarter Cathedral Quarter Victoria Square Gaeltacht Quarter New improved shopping product • Three gateway TICs; • Good range of products and BCC tourism development – evening/night time economy; retail product; culture and heritage; festivals and events; • New products such as Titanic, MAC, Lyric Theatre, recently refurbished City Hall, Ulster Hall, Ulster Museum and Crumlin Road Gaol; • Expanding calendar of events; • Belfast Integrated Strategy Tourism Framework. ***Access*** • Proximity to the Republic of Ireland market through improved road links; • Excellent direct access options, with low cost airlines and international flights; • Number of and choice of hotel accommodation in the city; • Accessibility to urban, rural and coastal areas • Excellent port facilities and maritime links to link with cruise tourism; • City's role as gateway with road rail and airs links to rest of Ireland; • Comprehensive visitor servicing provided in city and key access points; • Growing reputation as a conference destination; • Growing reputation as a cruise destination; • Growing reputation as a city break destination ***BVCB and Marketing Structure*** • Proven track record for results-driven marketing, and commercial and viable business plans; • Well-established team with considerable experience in marketing, tourism, sales, communications and visitor servicing; • Close fit with local and national government strategies, and established relationships with statutory agencies, local authorities and the private sector; • Support and commitment of the local tourism private sector, with c486 members; • Delivers extremely attractive levels of £1:£81 return on investment for all funders; • Customer-focused marketing activity (segmented and targeted).	***Resources*** • Limited finance and resources in comparison with other competing destinations; • Still some duplication of marketing efforts and budgets across the region. ***Profile*** • Belfast still regarded as an emerging tourist destination; • City's negative history; • Potential for greater partnership and united approach to developing Belfast's tourism economy. ***Product Development*** • Need to continue to build the region's distinctive product offering; • Need to continue to develop new products, and create linkages between products across the region; • Need to strengthen the region's visitor servicing, through licensing laws, availability of taxis, and removal or conversion of graffiti, flags and slogans into positive messages; • Need to further develop a 'must see' international standard attraction – the Belfast Story; Titanic; Crumlin Road Gaol; • Need to develop the conference product and conference subvention funding, to protect the region's share of the conference market; • Need to develop the incentive product, business tourism research information, and conference/ exhibition space; • Need more joined up ticketing opportunities through the TICs.

Opportunities	Threats
Market Demand • Growing tourism to Belfast, with impressive growth across all visitor categories; • Growing demand for City breaks and urban tourism; • Growing demand for conference and business tourism (although this may be tempered by economic conditions); • Attract more international sporting/cultural events to the city; • Full embrace the digital age of destination marketing by more proactive online visitor engagement; • Favourable exchange rate on which to draw ROI and other European visitors; • Build the domestic and GB holiday market through short breaks, shopping and events. ***Access and Product Base*** • The development of the Titanic Signature Project; • Direct access airlines providing strong opportunities to attract out-of-state visitors; • Developments underway, and planned, for new packaged products, such as The Ulster Scots culture, Celtic culture, Industrial Heritage, Cave Hill and Divis Mountain and Crumlin Road Gaol; • Promote Belfast's strong music and arts sector; • Titanic Signature Project will provide new and compelling reason to visit Belfast; • Build tourism event and products on cultural diversity and appeal of Belfast; • Develop the 'Sunday Economy' to provide visitors with true 'European' city experience.	***Market*** • Decline in visitor numbers due to economic downturn • Slow recovery of business travel; • Loss of potential new conference business to European cities and Dublin's new conference centre; • Loss of direct air routes to Belfast could divert gateway traffic through Dublin; • Maintain standard of accommodation while downward pressure on room rates. ***Political*** • Ripples of political unrest spreading to undermine the growing confidence in the Northern Ireland tourism industry. ***Economic*** • Uncertainty in the economic outlook for UK, ROI and other key markets; • Further decline in consumer spending through 2010 if unemployment rises; • Further slide in sterling against the euro • Exchange rate fluctuations impacting on visitor flows through ROI; • Current downturn and tightening credit constraining on public/private investment in the city.

5. KEY CONCLUSIONS & ASSUMPTIONS

Tourism is now one of Belfast's major success stories, in terms of the number of tourists, the economic contribution made by tourism, the level of tourism investment, and the profile that tourism has given to both Belfast and Northern Ireland on the international stage. Indeed, experience and visitor numbers show that Belfast, as the primary City, is the main driver of tourism growth in Northern Ireland.

Collectively, the Belfast City Region has an extremely strong product. In addition to the City of Belfast, the region comprises a number of urban centres and rural areas and a wide diversity of physical tourism products. While Belfast dominates in the City break and urban tourism market, City-breakers often look for activity or rural experiences which complement their urban exploration. Likewise, visitors to rural areas often want to dip in to City life for a short time during their stay. The Belfast City region has an integrated, well-rounded tourism product, which gives visitors variety, encourages them to stay longer and spend more, and leaves them wanting to return.

The co-ordinated approach to tourism in the Belfast City region provided by the RTP offers real mutual benefits for all partners, the partners being Lisburn City Council, Carrickfergus Borough Council, North Down Borough Council, Newtownabbey Borough Council. Through the RTP, the Belfast City region has a strategic approach to marketing and developing its diverse combination of urban and rural tourism products, in inland and coastal settings, in a way which is innovative, distinctive, easily accessible and flexible.

Given its location and concentration of international and domestic entry points, the Belfast City Region is the primary gateway to Northern Ireland and the engine for tourism growth. Indeed, in the international market place, the City of Belfast is one of Northern Ireland's principal attractions.

However, competitor city regions also offer a range of City and country-based products of world-class quality. To compete, the Belfast City region's product needs to compare favourably on an international stage. So far Belfast's performance in terms of visitor numbers has been exceptional, but continued development is essential if the region is to maintain and grow its market share; this will require an ambitious plan for product development, visitor servicing, marketing and capacity building – and no time more so than in the current challenging economic climate. As a result, the BCC Belfast Integrated Strategy Tourism Framework is being developed in partnership with NITB and BVCB and is the vehicle for Belfast's continued development.

With the current economic crisis, market conditions are expected to be very difficult for the next few years. Competition amongst cities for market share is fierce and Belfast has limited resources in comparison with competitors, who have average budgets of over £4million per annum for marketing.

Great Britain is still the main out-of-state market and, although Northern Ireland as a whole has seen little growth from GB, Belfast has successfully increased the number of visitors from GB, up 13% from 2005 (2008 was down on the 2007 figure of 936,000). In the current economic climate, closer to home markets such as GB will remain increasingly important to maintain, and BVCB's track record in this market should hold Belfast in good stead for regaining the marginal fall off in this core market in 2008.

ROI and Mainland Europe have continued to be strong growth markets for Northern Ireland particularly given the euro exchange advantage, and the potential from North America has been very promising.

In delivering our marketing and business plans the challenge for Belfast tourism is to:

- Concentrate on closer to home markets, as consumers cut back on longer holidays in favour of shorter breaks;
- Promote the benefits of the exchange rate advantage, by targeting Euro markets;
- Prioritise the GB, ROI and domestic markets, and target key mainland European markets;
- Ensure the product choice provides an ever discerning visitor with the experience they are seeking;
- Target emerging markets, which are showing higher levels of growth and consumer confidence throughout the crisis; and
- Maintain the region's share of the international conference market, through appropriate subventions and facilities;
- Maintain Belfast's profile and success as an emerging cruise destination;
- Focus on the City's core values and attributes as identified by the Belfast Brand Strategy and then provide clear and co-ordinated messages for all City marketing.

Given the speed of change in the global economy and marketing landscape, a highly proactive and flexible approach is required to take advantage of the opportunities and new challenges presented, to ensure that Belfast continues on its journey towards becoming a world class tourism destination and world class City in which to live and work, invest and visit.

Our marketing will be focused and provide motivating and value-for-money packages and reasons to visit in 2010. We will capitalise on events and unique Belfast products such as Titanic “100 Years on”, MAC flagship for contemporary visual and performing arts and exploit our strong music, art and cultural connections and offerings to achieve stand out and differentiation. Sustained marketing effort will be critical if Belfast is to protect its position in the short break and conference markets.

Based on the above analysis, BVCB’s 3 year Strategy, Vision, Aims and Objectives and detailed 2010/11 operational plan will, in partnership with the industry and our members, deliver success in both the short and medium term.

6. VISION, STRATEGIC AIMS & OBJECTIVES

Vision

BVCB's vision statement is at the heart of our strategic and operational plan:

"To establish the Belfast City Region as a world-class visitor destination by increasing the contribution that tourism makes to the economy in a way that is customer-focused, delivers a quality solution in a cost-effective way, respects the environment, is acceptable to the local community and offers sustainable growth."

6.1 Strategic Aims

BVCB's strategic aims are focused upon five key themes:

Working Together to Deliver...

We will:

- Work in partnership with Belfast City Council, NITB and other funders at strategic and operational level to provide a truly integrated marketing function that focuses on the delivery of strategic objectives for the Belfast City Region and Northern Ireland as a whole;
- Work with all key stakeholders to ensure a joined-up approach to tourism development, clarity of roles and responsibilities and most effective allocation of resources;
- Maintain excellent working relationships with BCC, NITB, TI, all the industry, members, customers and suppliers to ensure the strategic aims and objectives for Belfast and the region are delivered by working together.

Growing Value and Difference…

We will:

- Focus on unique features and experiences to grow interest and target our marketing activities and resources at key source markets and sectors with greatest potential for tourism growth;
- Position and differentiate Belfast's uniqueness as a worldwide tourism destination by ensuring that Belfast's brand proposition underpins all communications and achieves the widest possible penetration – with visitors, investors and the community;
- Focus on Belfast's business tourism potential and focus Belfast as a superior and good value business tourism destination;
- Create, drive and deliver innovative marketing campaigns through the integration of on-line tools and applications in all marketing and promotional activity, engaging proactively with visitors before, during and after their visit.

Showcasing Belfast and Northern Ireland...

We will:

- Communicate and reinforce the Belfast brand promise and characteristics through integrated marketing activities and publicity to capitalise on strong consumer interest;
- Nurture and expand Belfast's role as a welcoming gateway, and through effective visitor servicing, inform and encourage visitors to explore all the city and the rest of Northern Ireland through our 3 TICs;
- Anticipate and respond to visitor needs by providing comprehensive visitor information and services that engage, communicate, tell our stories and add value – before, during and after their visit;
- Reflect the unique character, culture and heritage of Belfast at every stage of visitor engagement and experience to generate wider interest and spread to strengthen Belfast's competitive positioning as a unique city destination.

Generating Measurable Results...

We will:

- Implement a planned and integrated approach to marketing the City to ensure the best return on marketing investment;
- Incorporate a proactive and flexible approach to continue to meet the challenges and respond to uncertainties of the global economy;
- Monitor and measure the effectiveness of all BVCB activities and marketing campaigns to evaluate performance against targets and objectives;
- Deliver best value for money from all our marketing, visitor servicing and operational programmes.

Building Foundations for the Future...

We will:

- Make Belfast a ‘must visit’ destination for the future;
- Engage with new and developing markets by building awareness, interest and curiosity in the potential of Belfast and Northern Ireland as a premier tourism destination;
- Ensure BVCB and Belfast are firmly positioned to capitalise on new growth and market opportunities that emerge as the tourism industry recovers from the global downturn;
- Build interest and awareness of Belfast and Northern Ireland in advance of the world-class Titanic Signature Project and the London Olympics in 2012, the World Police and Fire Games and Belfast 400th birthday celebrations in 2013;
- Improve our organisation’s capability and increase partnership activity and member participation.

6.2 Belfast City Region Projections 2009 - 2011

Last year BVCB set an ambitious target of increasing the numbers of out-of-state visitors to Belfast by 25%, by 2010. In 2008 we witnessed a huge shift in visitor mix, resulting in a 20% increase in out-of-state visitors year-on-year. This was largely the result of huge rises in visitor numbers from ROI and North America, while visitor numbers from GB fell by 19%.

Working from a new baseline to factor in the growth achieved in 2008, we have revised our three year projections and set even more ambitious visitor targets which reflect an overall growth of 35% in overnight visitors from 2007 to 2010 and 23% growth between 2008 and 2011.

Belfast City’s overall projections relate to increases in visitor numbers and visitor revenue. For the three year period to 2011, we aim to achieve:

- An increase in the number of overnight visitors by 23% to 2,016,696 by 2011;
- An increase in the total visitors by 12% to 8,178,000 by 2011;
- An increase in the revenue from overnight visitors by 12% to £314m by 2011;
- A total increase in visitor spend of 11% to £470m by 2011.

These projections are set against a 2008 baseline and reflect the following annual increases:

Overnight Visitors (8%)

- Domestic overnight visitors to increase by 5% per annum
- Out-of-state overnight visitors to increase as follows:

  GB by 5% per annum

  ROI by 10% per annum

  Europe by 8% per annum

  N America by 10% per annum

  Other by 4% per annum.

Day Visitors (+4%)

- Domestic day visitors to increase by an average of 3% per annum;
- Out of state day visitors to increase by 10% per annum in 2009, then 5% in following two years.

Visitor Spend (+4%)

- Total visitor spend by day visitors to increase by 3% per annum, in line with growth in visitor numbers;
- Total spend by overnight visitors to increase by an average of 4% per annum.

Total Visitor Numbers 2009-2011						
	Target 2008	2008 Achieved	Target 2009	Target 2010	Target 2011	% Increase 2008-2010
OVERNIGHT TRIPS						
Domestic	206,000	193,088	216,300	227,115	238,470	+23%
Out-of-State						
GB	1,010,000	758,271	796,184	835,993	877,792	+16%
ROI	124,000	429,014	471,915	519,106	571,016	+33%
Europe	60,000	71,138	76,829	82,975	89,613	+26%
N. America	65,000	147,176	161,893	178,082	195,890	+33%
Other	37,000	39,041	40,602	42,226	43,915	+12%
	1,296,000	**1,444,640**	**1,547,423**	**1,658,382**	**1,778,226**	**+23%**
Total Overnight Trips	**1,502,000**	**1,637,728**	**1,763,723**	**1,885,497**	**2,016,696**	**+23%**
DAY TRIPS						
Domestic	5,356,000	4,700,000	4,841,000	4,986,230	5,135,816	+9%
Out-of-State	384,000	845,570	930,127	976,633	1,025,464	+21%
Total Day Trips	**5,740,000**	**5,545,570**	**5,771,127**	**5,962,863**	**6,161,280**	**+11%**
TOTAL TRIPS (Rounded)	**7,242,000**	**7,183,000**	**7,535,000**	**7,848,000**	**8,178,000**	**+12%**

Total Visitor Spend 2009-2011						
	2007	2008 Achieved	2009	2010	2011	Increase 2008-2010
Day Visitors	£142m	£158m	£163m	£168m	£173m	+6%
Overnight Visitors	£185m	£279m	£290m	£302m	£314m	+8%
TOTAL	**£327m**	**£437m**	**£453m**	**£470m**	**£487m**	**+8%**

In addition to the overall city targets, BVCB has set its own departmental targets and key performance indicators which form part of the 2010/11 Operational Plan.

Departmental Targets

Departmental Targets 2010/11	
	2010/11
Leisure Tourism	
Attract cruise ships to Belfast	39 cruise ships, 60,000 passengers & crew £15m
Implement above the line campaigns	45,000 additional PHV from carrier campaigns generating £8.4m spend 50,000 additional ROI city breaks from partner campaigns generating £10.7m spend
Business Tourism	
Maintain the volume and value of conferences secured by BVCB	Win conferences attracting 17,000 delegates, £9.9m spend
Communications	
Implement the communications plans to deliver PR in main NI, ROI and GB markets	120 trips with 300 press £3.5m ad equivalent 120 m WOTS
Visitor Servicing	
Maintain current levels of enquiries and throughput at the three TIC's (Separate Visitor Servicing Plans)	552,841 enquiries 415,606 throughput £27m

7. STRATEGY

7.1 Introduction

The Belfast Integrated Tourism Strategic Framework will map out the framework within which all tourism development will take place in Belfast and Northern Ireland over the next 5 to 10 years, informing the marketing of the city. In light of this and current economic conditions and the impact on tourism performance, both globally and locally, BVCB has reviewed its strategy going forward to ensure expenditure and efforts are prioritised on those activities that will work towards securing the growth of Belfast's tourism economy in the short, medium and long term and deliver on the Belfast Integrated Tourism Strategic Framework.

The plan also fits strategically with the shift in market behaviour both as a result of reduced consumer spending and propensity to travel in the short term, but also the way technology is shaping how visitors access and exchange information.

The focus of BVCB's integrated marketing, communications and visitor servicing strategy will be:

- The short break/city break markets, day visitors, and cruises. The focus will be on maintaining the region's position and growth in Northern Ireland whilst actively targeting the Republic of Ireland, Great Britain, mainland Europe and North American direct access markets;
- The conference and business tourism market. BVCB will continue to promote the region for meetings, conferences and events, with a focus on the Association Conference Market;
- Promoting Belfast's gateway role for visiting other regions in Northern Ireland and Ireland, mixing rural and urban product;
- Delivering effective and efficient visitor servicing to optimise the visitor experience through the operation of the BWC / BIA TIC and GBBCA TIC.

7.2 Priority Markets and Products

The Belfast Integrated Tourism Strategy Framework sets out the priority markets and products for Belfast over the next 5 to 10 years. The BVCB Business Plan sets out a clear plan for marketing the City region and providing all partners and funders with valued marketing services and is set in context of Tourism Ireland's international marketing focus and NITB's approach to marketing within the island of Ireland.

This section of the Business Plan sets out the key market segments which offer the strongest prospects for growing visitor numbers, and a range of approaches to capturing a greater share of each segment.

Priority Geographic Markets – priority geographic markets offering the greatest potential have been identified as follows:

GB

For the foreseeable future, GB will continue to be the largest source of staying visitors in Belfast and therefore a priority market. This geographic segment includes leisure, business and conference visitors.

ROI

The ROI market for day-trippers and short stays has shown considerable growth over the past 18 months, as the strength of the euro against sterling has increased Belfast's standing as a 'value for money' destination. The opportunity exists to capitalise on this trend, which is forecast to continue, by converting even more day-trippers into overnight stays.

NI

The domestic market will continue to be a priority market as an increasing number of indigenous visitors are attracted to Belfast's growing cultural, music, art and evening economy, entertainment and shopping appeal.

Europe

Growing the short break market and gateway visitor to Ireland from those destinations that maintain direct air links with Belfast. Attracting a higher proportion of visitors to ROI to include a visit to Belfast in their trip.

Other

The US remains an essential target market. The recently announced investment by NYSE will inevitably create new opportunities to help maintain and grow this lucrative market.

Other long haul destination such as India and Asia offer potential to attract new visitors as economic prosperity stimulates the desire to travel.

Priority Products - The products offering the best prospects for Belfast have been identified as:

Business Tourism

Expand the number of conferences and meetings commensurate with facilities and capacity.

Destination Leisure Breaks

Increase the number, length of stay and spend of visitors attracted to the city for short leisure breaks and destination specific visits, including festivals and events.

Day Trips

Capitalise on the growing appeal of Belfast as a place for domestic and ROI day-trippers to come for shopping, culture, events or business.

Gateway Leisure

Expand the City's share of overseas touring visitors to Northern Ireland and island of Ireland including achieving greater success in attracting gateway visitor traffic via Belfast.

All Island Touring

Grow Belfast share, volume and value, of the all island touring market for leisure visitors.

Visiting Friends and Family

Traditionally a core market for Belfast that has the potential to develop both in terms of increasing visitor numbers and growing average spend.

Cruise Tourism

The historic and curiosity appeal of the city is making Belfast an increasing popular destination for the growing cold water cruising market.

Geographic Market	Key Products	Key Themes	Target customer Group	Marketing Channels	Tools
Domestic NI	Day Trips	Shopping, Eating out, Events, Culture Entertainment, Day/Evening economy, Sunday	All ages 18 – 45 yrs Couples and small groups, family	Above & below the line TV, press, radio, outdoor, digital, exhibitions	Tactical Price / value product
Domestic NI	City Breaks	Shopping, Eating out, Events, Culture, Entertainment Luxury, Day/ Evening economy, Sunday	All ages 18 – 45 yrs, 35+ couples, small groups and families ABC1 Culture seekers	Above & below the line TV, press, radio, outdoor, digital, exhibitions	Tactical Price / value product Luxury
ROI	Day Trips	Shopping, Events, Visitor Attractions Day/Evening economy, Sunday	All Ages Families, couples & small groups	Above & below the line Radio, outdoor, press, digital, exhibitions	Tactical Price Led/ value Product
ROI	City Breaks	Entertainment, Shopping, Culture, Luxury, Day/ Evening economy, Sunday	18 – 35 yrs 35+ couples and small groups Culture seekers	About & below the lineTV, radio, outdoor, press, digital, exhibitions	Tactical price led/ value, Luxury, City lifestyle
GB	City Breaks	Culture, Entertainment, Events, Luxury	25 – 45 yrs mature professionals & early retirees, singles, small groups & couples Cultureseekers	Above & below the line TV, radio, outdoor, press, digital, exhibitions	Destination led tactical City lifestyle, Luxury Product
GB	Day Trips	Shopping, Events, Visitor Attractions	All Ages Families, couples & small groups	Above & below the line Radio, outdoor, press, digital	Tactical price led/ value Product
Europe (France, Italy, Spain, Germany, Netherlands)	City Breaks	Sightseers and Culture Seekers Luxury	25 – 45 yrs mature professionals & early retirees singles, small groups & couples culture seekers	Above & below the line TV, radio, outdoor, press, digital, exhibitions	Destination led tactical City lifestyle Luxury
North America	1 – 2 week holiday	Sightseers and Culture Seekers Luxury	Baby boomers Mature Professionals & early retirees, Singles, small groups & couples Culture seekers	Travel Agents Digital Press	Destination image Culture/ lifestyle Luxury
North America & Germany	Cruise Market	Sightseers and Culture Seekers	Mature professionals & early retirees, Cruise operators	Cruise operators Digital, sales calls, exhibitions	Destination image Culture/ lifestyle
GB Europe & North America	MICE market	Quality, access, location, welcome	National & International Association conferences, Corporate Conferences	Sales calls, digital, exhibitions, bids	Destination Product

7.3 Branding

All of BVCB activity will be driven by the essence of the Belfast brand that is ***"This is Belfast's Moment!"*** communicating the urgency that is required if we are to capitalise upon the opportunity and can be summed up by the BVCB attitude of not just "can do" but "must do now". The essence translates to "Now is the time to visit, not next year or 5 years time, but now" (e.g. "B here now"). All the BVCB marketing, communications and visitor servicing activity will be based around the Brand proposition that Belfast is a City with ***"a unique history and future full of promise which creates a City that is bursting with energy and optimism".*** The core values and qualities that our marketing and visitor servicing will focus on are 'welcoming, sociable, witty, genuine, optimistic, determined, dynamic, vibrant, enterprising, inspiring, energetic and bold'. The City brand will be BVCB's call to action for all City marketing.

7.4 Marketing and Communications

The marketing of Belfast is undertaken by BVCB in partnership with NITB, Tourism Ireland and private sector partners and members. The primary above-the-line communication channels incorporate a full promotional marketing mix utilising all media channels and web based platforms. The programme of below-the-line communication include: press and PR, digital and e-mail marketing, direct consumer marketing, travel trade activities, exhibitions and shows, competitions and promotions and brochures.

BVCB ensures Belfast's continued prominence in campaign advertising and destination marketing campaigns in conjunction with NITB and Tourism Ireland which is fundamental to delivering growth. Our marketing and promotional plans showcase the regenerated Belfast as a city break tourism destination with a focus on key events and cultural products, together with promotions around shopping, evening economy, Sundays, and new and developing visitor experiences and attractions such as Titanic, MAC and the Lyric Theatre.

On-line and e-marketing channels are becoming the increasing dominant sales and marketing channels. Our marketing and operational plans have demonstrated our financial and resource commitment to this strategic area and reflects a shift in marketing focus from traditional forms of communication toward new contemporary marketing, digital media, web based and social networking platforms to more effectively inform and influence our visitors.

7.5 Visitor Servicing

Visitor servicing is a critical part of BVCB's Strategy. It is key to generating maximum economic benefit for the region and spread for the wider Northern Ireland tourism industry. By converting enquires or intent into business, encouraging longer stays and higher spend, delivering on the Belfast Welcome and influencing repeat visits, all sectors of the community will benefit.

BVCB is the ideal mechanism to deliver, manage and implement visitor servicing, working in partnership with BCC/ NITB and the wider tourism industry for the last ten years. BVCB undertakes Belfast City Region's visitor servicing and gateway role as part of an SLA agreement with NITB, while also working very closely with BCC's new Tourism, Culture and Arts unit, particularly in providing an enquiry, booking and support service for new tourism products and events. Going forward, BVCB's visitor servicing activity will focus on the key themes and priorities at the centre of the new integrated tourism strategy, much of which is already happening and ongoing.

The BVCB's current Visitor Servicing Activity operates at three levels: entry points, city wide and local level. During 2010/11, BVCB plan to further develop its visitor servicing role by focusing on:

- **Greater promotion of Belfast Welcome Centre -** Enhanced promotional campaigns during summer/ Christmas, focusing on radio, outdoor and press advertising, backed up with Tactical Activity: leaflet distribution, special offers and press and PR;
- **Enhanced visitor servicing at points of entry (ferries and airports, in conjunction with NITB and BCC) -** Racking and Information provision at Central Station and Europa Bus Centre, TICs at Belfast International and George Best Belfast City Airport;
- **APB enhanced visitor servicing through the Belfast Cultural Diversity and Visitor Servicing project** (to be completed by February 2010) - Visitor servicing material (Electronic maps), signage and interpretation, podcasts/downloads and electronic trail to the West, South, North East and Shankill;
- **Mobile Tourist Information Points -** maximise every opportunity to deal with visitors queries at events, cruise ships, etc;
- **Enhanced use of new technology as a new visitor servicing tool;**

- **Front line staff “learning Journeys” and Greater Belfast concierge programme -** encourage and work with the industry at large, particularly front line staff, to improve their product knowledge of Belfast and Northern Ireland;
- **Continue to provide an enquiry handling and ticketing service for major BCC events -** such as Tall Ships, World Irish Dancing, etc;
- **Continue to support, promote and help manage some of the new city tour products that BCC are developing.**

The Belfast Integrated Strategic Framework for tourism highlights:

“the city must offer a full range of services for visitors, including a higher profile and efficient Welcome Centre with a comprehensive range of facilities and services.”

“Ensuring a high quality, range and standard of services and facilities is essential to making sure that visitors have a comfortable and memorable experience in Belfast.”

BVCB’s Visitor Servicing Strategy and proposed developments for the 2010 and beyond, aim to work in partnership with BCC to help address these areas. In terms of wider issues such as the location of the Belfast Welcome Centre, an appraisal of options is currently being carried out.

7.6 Monitoring and Research

Belfast City Council delivers the Belfast Tourism Monitor through independent research. BVCB has lead responsibility for the ‘Monitoring and Research’ action point in the RTP strategy, including the development of the joint body of research and appropriate performance indicators for the region as a whole. Monitoring and research is ongoing and currently being undertaken by Millward Brown Ulster.

7.7 Industry Training and Capability Building

To ensure that skills gaps and labour supply do not become constraining factors on the growth of tourism, there must be a sustained approach to workforce development. A three-pronged approach is required.

- Enhanced skills and product knowledge of the existing workforce;
- Attracting more people to work in the industry; and
- Creating a pipeline of new recruits with world-class skills and attitudes.

In combination, these actions ensure that the industry attracts and retains more people with the right skills for delivering a globally competitive tourism product. Other agencies are developing strategies to deal with these issues such as BCC and NITB.

BVCB will deliver a number of fam trips for the Belfast and Greater Belfast area in order to develop the industry’s product knowledge, as well as working with the industry to improve the packages offered through tidinet. The costs of these are included in the Visitor Servicing Budget.

7.8 Marketing Budget

BVCB is responsible for the development and implementation of the RTP marketing plan. The total Marketing and Operational budget is outlined below; this does not include the Belfast Welcome Centre or BIA/GBBCA TICs, which have separate budgets and business plans. Budgets will be revisited following evaluation of 2009 activity and are based on securing funding, sponsorship and increased private sector contributions.

Expenditure:

Expenditure	2010/11
Leisure Tourism	1,308,950
Business Tourism	144,800
Web & Digital	140,000
Communications	135,300
TOTAL BY ACTIVITY	**1,729,050**
Overheads	**998,314**
TOTAL EXPENDITURE	**2,727,364**

table (n)

Funding Source	2010/11
Belfast City Council	1,519,360
Other Local Authorities	117,000
NITB Marketing Funding	478,000
Private Sector	513,900
Sponsorship	100,000
TOTAL – Funding	**£2,728,260**

8. OPERATIONAL PLAN & TARGETS 2010/11

The Operational Plan sets out in detail both the tactical activities together with the budget allocation to deliver year one of the Business Plan.

8.1 Leisure Tourism

The leisure tourism marketing budget in 2010/11 is £1,308,950. The key activities to be undertaken are summarised as follows:

	£
Out-of-state (OOS) campaigns GB, ROI	605,000
Domestic Marketing Campaigns	305,000
Advertising – OOS Publications	11,500
Collateral Production (Reduced by £100,000)	246,200
Exhibitions and Sales Visits	45,250
Cruise marketing	51,500
Familiarisation Visits	10,000
Research	15,000
Literature distribution	7,000
Membership Activity	7,500
Visitor Servicing Project	5,000
TOTAL	**1,308,950**

Out-of-State Campaigns (£605,000):

We will communicate and reinforce the Belfast brand promise and characteristics through all marketing activities and messages.

As part of the on-going successful marketing and promotional mix of integrated marketing and communications campaigns, BVCB has found that packaged carrier campaigns to be an essential tool in converting consumer interest in main markets into bookings and visits.

Therefore in line with growth targets set, BVCB will be focus on the two most significant leisure tourism markets for the city, these being GB and the ROI. A budget of £605,000 to undertake targeted and tactical out-of-state campaigns in conjunction with carriers/key partners and funders will be undertaken utilising a layered mix of image building, tactical, digital and promotions led marketing campaigns with strong call to action messages. Plans for city break campaign activity in the key euro-zone markets of Europe, including France, Italy, Spain, Germany and the Netherlands, will be implemented should opportunities arise for partner funding and campaign support.

GB:

Although this market has experienced some recessionary slow down, GB remains the largest main market for Belfast and the greater Belfast area, delivering the highest economic spend and benefit from a 40% share of all out-of-state visitors. In line with the critical importance of this near source market, a budget of £400,000 has been allocated for city break destination, tactical and co-operative marketing activity, promoting value offers to a widening demographic target audience of relaxers, sightseers and culture seekers. These intensive campaigns will be delivered jointly with carriers and partners such as; Stena, Flybe, bmi, Tourism Ireland and others. These type of campaigns have proven to be extremely successful and have delivered a clear return on investment through strong working partnerships with a number of direct access carriers.

ROI:

ROI has seen significant growth over the past year with day trips and overnight stays increasing by more than 200% year on year. The strength of the euro against sterling has enhanced value based tactical campaigns and successfully delivered in excess of one million out-of-state visitors to Belfast in 2008, with 39% on city breaks. This market has the potential for continued and sustained growth, therefore a budget of £205,000 will be invested in ROI co-operative integrated marketing and promotional campaigns, incorporating tactical advertising and employing digital and contemporary communication techniques.

Domestic Marketing Campaign (£305,000):

In 2008 the domestic market accounted for 4.9 million visitors to Belfast and £111 million in tourism revenue. Of these visitors, 193,000 were overnight stays spent in Belfast by N. Ireland residents from regions outside Belfast. The domestic marketing campaign is focused on a fully integrated year round integrated marketing campaign, targeting day trips and overnight stays. The main products being promoted include retail, evening and night time economy, festivals & events, including emerging cultural and heritage products such as music festivals, food and drink products all integrate with destination campaigns/promotions.

Advertising (£11,500):

This budget is for general generic tourism advertising in out-of-state publications and will be used to support the Belfast brand and city campaigns.

Collateral Production (£246,200):

BVCB produces a range of high quality printed material for marketing and visitor servicing. This year the overall print budget has been reduced by £100,000 and reallocated to avail of new web based technologies and digital communication methods as well as being more environmentally friendly. The budget will be allocated as follows:

- **What About (£210,000) x 6 editions:** Greater Belfast guide to visitor attractions, accommodation, events etc, bringing together products in a package format, giving value incentive offers;
- **Visitor Guide (£20,000):** The main brochure for Belfast increasing image and profile of the city region combined with area and product marketing;
- **Luxury Belfast Guide (£8,000):** A key brochure promoting Belfast's "finest" to those seeking high-end value accommodation, activities and shopping experiences;
- **Stand Design and production (£8,200).**

Exhibitions and Sales Visits (£45,250): Exhibitions and sales calls provide key platforms to market the destination and products, directly to both consumers and to travel trade. BVCB is very focused on the exhibitions it attends, with BVCB attending in partnership with private sector members where ever possible. The budget for attending exhibitions and undertaking sales calls is based upon a range of activity as detailed in the Appendix 2.

Cruise Marketing and Servicing (£52,500): This budget is for targeting cruise ships and organisers through sales calls, exhibition attendance and facilitating familiarisation visits to encourage cruises to the Port of Belfast and to ensure that we provide high quality cruise ship servicing, including the provision of shuttle buses from the port to city centre and welcome music bands on arrival to maximise revenue and gateway opportunities when they do visit as well as securing repeat business.

Travel Trade Familiarisation Visits (£10,000): This budget is to host fam trips targeting the travel trade and trade operators, to encourage greater coverage of the Belfast product and an update of their programmes – FIT, GAYP, Coach Travel Operators and on-line operators.

Research (£15,000): This budget relates to the fee for extending BCC's appointed research agency's remit to include the Greater Belfast region, in addition to the core Belfast City, as well as additional research on selected campaign target markets.

Literature Distribution (£7,000): This budget is for essential distribution of literature to Tourism Ireland offices, shows, exhibitions and to other member and stakeholder agencies and organisations.

Membership Activity (£7,000): This budget is for the production of membership material and marketing liaison with BVCB's existing and potential members.

Visitor Servicing Project (£5,000): This budget is the RTP contribution towards the visitor servicing at the George Best Belfast City Airport TIC.

8.2 Business Tourism

The total budget for Business Tourism is £144,800 for 2010/11 to target the MICE sector with a focus on National and International Associations and Corporate Conferences.

	£
Exhibitions & sales	81,100
Advertisements	17,000
Ambassador Programme	15,000
Association & membership activity	10,000
Bid and Promotional Materials	10,700
Site Inspections	3,000
Secondary Marketing	2,000
Booking Commission fees	4,000
Fam Visits	2,000
TOTAL	**144,800**

Exhibitions & Sales Activity (£81,100): This main budget allocation is for the all important attendance of key business tourism exhibitions and developing and undertaking sales calls in cluster geographic areas to raise the awareness of the region's business tourism product and generate leads resulting in site visits, fam trips, proposals and new business wins for Belfast. A detailed list of the shows and sales calls can be found within the Appendix.

Advertisements (£17,000): This budget is for selected targeted advertising in main business and digital publications to coincide with exhibition attendance to raise profile and awareness in the UK, Europe and USA, and will include support of Ireland/Belfast features in conjunction with Tourism Ireland. This will form part of BVCBs's overall integrated PR and digital marketing plans.

Conference Ambassador Programme (£15,000): The budget is to support and develop the successful Conference Ambassador Programme and develop into a Belfast and Northern Ireland scheme, including pro-active activity to attract new ambassadors.

Conference bid and promotional material (£10,700): This budget is to enable us to develop strong conference bid and promotional material to use in sales pitches and bids.

Membership (£10,000): This budget provides annual membership to a range of industry associations enabling access to association mailing lists, a presence on their websites and directories, inclusion in networking events and access to research information.

Site Inspections (£3,000): This budget is to assist in facilitating and hosting site inspections for conference and corporate agents.

Secondary Marketing (£2,000): This budget is for support secondary marketing activities to assist in optimisation of delegate attendance at confirmed conferences and to inform them fully of the tourism product available.
Our aim here is to increase delegate overnight stays by offering a range of extender and partner programmes and pre-conference marketing support.

Fam visits (£2,000): This budget is to support selected fam visits for the MICE market.

Booking Commission (£4,000): For the software licence fee and associated maintenance.

8.3 Website and Digital Marketing

The web and digital marketing budget has been allocated as follows:

	£
Site hosting and Support	20,000
Website and micro site development	50,000
Web and digital marketing	70,000
TOTAL	**140,000**

This substantially increased allocation reflects our strategic shift in marketing focus and resource from traditional forms of communication towards new contemporary marketing, digital media and web based platforms to more effectively reach, inform and influence visitors. The holistic budget includes site hosting and website development, to enable www.gotobelfast.com to continue to be expanded and developed to reflect the wider region, as well as exploiting further e-commerce and digital marketing, social networking and communication opportunities.
This includes hosting and development of the cruise, convention and luxury micro sites. Priority development will include:

- User generated content and asymmetrical communications to direct and influence these users through the various sources available;
- Inclusion of video content and ability to podcast;
- Development of inbound and outbound links to third party site that will assist the visitor's decision making process;
- Putting the visitor at the centre of site content in terms of published review, comments and feedback;
- Shifting the emphasis of the site from a purely promotional site to a genuine communication tool for visitors via writing content, inclusion of blogs and message boards;
- Engaging directly with visitors through social networking sites, primarily Twitter and Facebook for leisure communication and Linkedin for business tourism;
- Incorporating opt-in facility for site users to subscribe for email alerts or newsletters;
- Develop required platforms and linked database to facilitate email marketing.

On-line campaigns and digital marketing has become an increasingly important element of marketing as leisure and business visitors are increasingly using the web to influence decisions. An allocation from this budget will be employed to have a presence on third party websites and promote via Tourism Ireland internet based initiatives, as well as working in partnership with accommodation and carrier members to develop and promote packaged campaigns.

Further and more tactical on-line activity will be built into all campaign advertising plans for Northern Ireland, ROI and GB and funded from campaign budget allocation.

8.4 Communications

Public Relations and Corporate Communications play a key role in BVCB's overall integrated marketing and brand strategy which directs all communications. The total Communications budget for 2010/11 is £135,300 to implement the PR and corporate communication strategies and further exploit the potential of new media channels. The Communications activities and budget may be summarised as:

Communications Budget 2010/11	
	£
Public Relations activities	40,000
Improving Competitiveness, Industry Events, Stakeholder activities	25,100
Press Fams	22,200
Media Briefings and events	16,000
Expenses including photography, design, and activity related costs	32,000
TOTAL	**£135,300**

PR Activities (£40,000):

Belfast and Northern Ireland: the public relations budget will deliver strong specific corporate communications designed to build profile and awareness of Belfast as a short break, shopping, culture arts and entertainment destination for day and overnight trips. This will be done through news creation and generation of news-worthy stories and we will communicate and reinforce the Belfast brand promise and essence through all communication activities and messages. We will promote tourism activities, products and events, and address sponsor communication requirements and obligations, as well as providing general and specific PR support for the overall marketing and advertising campaigns and activity for the city.

ROI, GB and international: the task here is to increase profile, reputation and image in main GB and ROI markets, to provide creative and integrated consumer communications which maximise awareness of Belfast, its activities and products, among business and leisure sectors and to add value to above-the-line campaigns, exhibitions and other marketing promotions, supporting the marketing activity. Out-of-state media briefings will be organised in ROI and GB. Further additional PR support will be provided for European and North American marketing activity on a limited basis, through targeted media activity and press releases in tandem with and to support specific marketing activity.

Improving competitiveness & Industry Events (£25,100): BVCB has a critical and pivotal role in being a driver and facilitator of integrated and strategic marketing and communication plans, which emanate a variety of agencies, organisations, stakeholders and partners. BVCB's communication strategy is one of ensuring cohesion and focus through its leadership and relationship building activities which include: Communications, PR and relationship management with funders, sponsors, members and strategic partners through the promotion, organisation and attendance of business and marketing events, member networking events, awards and sector briefings.

Key events and activities to be organised during the year include members AGM, sectoral briefings and networking events, together with local and international media events and sponsor and partner promotional events. Competing for, and winning awards locally and nationally will be an important activity to demonstrate measures of our successes and to build reputation and maintain and engender funder and stakeholder support.

Press familiarisation activity Inbound (£22,200): This budget is to support the generation and servicing of individual and group media familiarisation visits to Belfast and Northern Ireland from key target markets: GB, ROI, Europe, as well as North America and the rest of the world. Working in partnership with Tourism Ireland and NITB we will proactively source and deliver self generated trips that are thought to be mutually beneficial.

Media briefings and events (£16,000): A series of media events and briefings incorporating key stakeholders will be organised as part of an on-going media relations development and in support of destination marketing campaigns. These will be organised in all main markets, as well as ensuring the supply of timely press releases and information on a regular and sustained basis.

8.5 Industry Training and Capacity Building

To ensure that skills gaps and labour supply do not become constraining factors on the growth of tourism, there must be a sustained approach to workforce development. A three-pronged approach is proposed for the Greater Belfast RTP area, to lobby appropriate agencies such as People First, DEL and the colleges for:

- Enhanced skills and product knowledge of the existing workforce;
- Attracting more people to work in the industry; and
- Creating a pipeline of new recruits with world-class skills and attitudes.

In combination, these actions ensure that the industry attracts and retains more people with the right skills for delivering a globally competitive tourism product. Where appropriate, BVCB provides advise and support to RTP activities addressing each of these areas.

BVCB will also deliver a number of fam trips for the Belfast and Greater Belfast area in order to develop the industry's product knowledge, as well as working with the industry to improve the packages offered through tidinet. The costs of these are included in the Visitor Servicing Budget.

8.6 Targets and Measures

BVCB sets a range of targets and objectives against which it measures the success of individual activities and the overall impact of its plans. These targets range from overall objectives relating to the volume and value of tourism to the region, to specific targets for individual marketing campaigns.

Section 6 details Belfast City's overall projections. However, in addition to these, BVCB has also set Departmental Targets a number of key performance indicators / tactical targets for 2010/11 as follows:

KPIs /Tactical Targets

Leisure Tourism

- To implement above the line and below the line marketing campaigns with key partners and deliver target visitor numbers and spend;
- To host 30 Trade fam trips with 300 trade;
- To attend 16 leisure exhibitions and events;
- To attend the Miami Sea Fair to promote the cruise product;
- To develop the website and attract 1.5 million unique visitors per month;
- Deliver 6 editions of the What About Guide generating £45,000 in advertising;
- To increase BVCB membership to 500 member organisations.

Business Tourism

- To enlist 40 new Ambassadors;
- To develop a list of 110 target conference leads to Belfast;
- To enlist 125 leads from exhibitions/sales calls;
- To submit 95 conference bids;
- To organise 2 fam trips with 20 buyers;
- To facilitate 30 site inspections resulting in 15 conferences;
- To undertake 4 sales calls with 20 buyers;
- To attend 4 exhibitions.

Communications

- To secure PR coverage in 230 articles, receiving 99% positive rating;
- To facilitate 8 media briefings, (4 out-of-state and 4 in Northern Ireland);
- To deliver 8 corporate events (including AGM, 2 sectoral briefings, 2 members networking events);
- To apply for a minimum of 3 new awards for BVCB;
- To produce and distribute 12 issues of the Corporate (product) e-zine throughout the year;
- To product and distribute 12 issues of the Consumer (promotions) e-zine throughout the year;
- To issue a minimum of 36 (Corporate and Product) press releases throughout the year and to extend coverage to main out-of-state markets.

Visitor Servicing

BWC

- Increase counter enquiries by 2% to 306,292;
- Increase total enquiries by 3% to 404,084;
- Increase gross revenue by 1.6% to £1,115,500.

BIA TIC

- Decrease counter enquiries by 2% to 59,411;
- Decrease total enquiries by 1% to 88,631;
- Increase gross revenue by 3% to £159,250.

GBBCA TIC

- Increase counter enquiries by 2% to 38,308;
- Increase total enquiries by 2% to 72,352;
- Increase gross revenue by 28% to £48,850.

9. FUNDING PLAN & FINANCIAL PROJECTIONS

In the current economic climate, and in the face of increasing competition between tourism destinations, it is essential that there is a clear, robust and consistent marketing and visitor servicing budget for the promotion of the Belfast region.

9.1	Total Projected Expenditure		
	2010/11	**2011/12**	**2012/13**
Marketing	2,727,364	2,878,714	2,879,198
Visitor Servicing	1,147,004	1,185,677	1,224,169
Total	**3,874,368**	**4,064,391**	**4,103,367**

9.2	Total Projected Income					
	2010/11		**2011/12**		**2012/13**	
BCC	2,048,825	(53%)	2,096,051	(51%)	2,144,536	(52%)
Other Local Authorities	117,000	(3%)	121,000	(3%)	125,000	(3%)
NITB	726,174	(19%)	718,000	(18%)	718,500	(18%)
Other RTPs	5,000	-	5,000	-	5,000	-
Private Sector/ Commercial	978,707	(25%)	1,125,978	(28%)	1,110,744	(27%)
Total	**3,875,706**	**-**	**4,066,029**	**-**	**4,103,780**	**-**

The above tables clearly show that this co-ordinated and integrated Marketing and Visitor Servicing Plan is a partnership between BCC and other Local Authorities, NITB and the private sector / commercial activity.
The funding is roughly split 53% BCC, 3% other Local Authorities, 25% private sector and commercial activity and 19% NITB.

9.3	Marketing Income %		
	2010/11	**2011/12**	**2012/13**
BCC	56%	54%	56%
Other Local Authorities	4%	4%	4%
NITB	17%	17%	17%
Private Sector/ Commercial	23%	25%	23%
Total	**2,728,260**	**2,879,242**	**2,879,436**

9.4	Visitor Servicing Income %		
	2010/11	**2011/12**	**2012/13**
BCC	46%	45%	44%
NITB	22%	20%	20%
Other RTPs	<1%	<1%	<1%
Private Sector/ Commercial	32%	35%	36%
Total	**1,147,446**	**1,186,787**	**1,224,344**

The impact of Belfast not realising the projected visitor numbers is enormous for the Belfast City Region and for Northern Ireland as a whole. The benefits generated for the economy so far, and those projected in this plan, are crucial to the transformation of Northern Ireland.

Budgetary Control

BVCB has thorough, efficient and tightly controlled financial management systems. Indeed, following an extensive and independent audit by the Internal Audit Section of Belfast City Council, BVCB gained a Substantial Assurance grade through its system of internal control. This recognition places BVCB's financial control systems at the upper standards in terms of efficiency and effectiveness.

BVCB Projected Income and Expenditure

Appendix 5 details BVCB's projected profit and loss statement (excluding the TICs and Visitor Servicing, which have separate budgets and Business Plans) for the next three years ending 31 March 2013.

BVCB Projected Marketing Income 2010/11 – 2012/13

Total income for 2010/11 is projected at £2,728,260 from the following sources of funding:

9.5 Marketing, Convention Bureau and Communications Projected Income			
Funding Source	2010/11	2011/12	2012/13
	£	£	£
Belfast City Council			
Belfast City Council – Core funding	1,141,300	1,175,540	1,210,806
Belfast City Council – Event marketing	170,000	170,000	170,000
Belfast City Council – What About	104,030	107,151	110,365
Belfast City Council – Domestic markets	104,030	107,151	110,365
Total	**1,519,360**	**1,559,842**	**1,601,536**
Other Local Authorities			
Lisburn CC	35,000	36,000	37,000
Newtownabbey BC	20,000	21,000	22,000
Carrickfergus BC	27,000	28,000	29,000
North Down BC	35,000	36,000	37,000
Total	**117,000**	**121,000**	**125,000**
NITB (SLA funding)	478,000	478,000	478,000
Total	**478,000**	**478,000**	**478,000**
Private Sector/Commercial activity			
Retail Sector	75,000	77,000	79,000
Private Sector Membership	135,000	140,000	145,000
Sponsorship Revenue	100,000	100,000	100,000
Advertising – What About	35,000	36,000	37,000
Advertising – Conference Guide	0	65,000	0
Advertising – Other	7,500	7,500	7,500
Conference Booking Fees	20,000	21,000	22,000
Advertising – Business Tourism	5,000	5,000	5,000
Leisure Exhibition Participation	9,000	9,500	10,000
Business Exhibition Participation	25,000	25,000	25,000
Out-of-state Campaigns	200,000	232,000	242,000
Luxury Belfast	1,400	1,400	1,400
Sundry Income	1,000	1,000	1,000
Total	**613,900**	**720,400**	**674,900**
TOTAL – Funding	**£2,728,260**	**£2,879,242**	**£2,879,436**

BVCB Projected Expenditure 2010/11 – 2012/13

BVCB's projected expenditure for 2010/11 totals £2,727,364 based upon the following budgets:

9.6 Marketing, Convention Bureau, Communications and BVCB Overheads – Expenditure			
	2010/11	2011/12	2011/12
	£	£	£
Activity			
Leisure Tourism (inc. Web at £140,000)	1,448,950	1,512,950	1,533,950
Business Tourism	144,800	199,800	144,800
Communications	135,300	135,300	135,300
Total	**1,729,050**	**1,848,050**	**1,814,050**
Overheads Salaries (80% Marketing/20% Admin) and overheads	998,314	1,030,664	1,065,148
TOTAL Expenditure	**£2,727,364**	**£2,878,714**	**£2,879,198**

Visitor Servicing Income and Expenditure

The Visitor Servicing income and expenditure projections for the three TICs are:

9.7	Belfast Welcome Centre Projected Income and Expenditure		
	2010/11	2011/12	2011/12
Income	£	£	£
Private Sector			
Accommodation Booking Fees	11,500	12,500	13,500
Other Commission	28,500	35,000	36,000
Advertising Space	25,000	27,000	28,000
Internet Café	4,500	5,500	6,000
Ticket Sales	540,000	580,000	600,000
Services Charged Out	6,000	9,000	9,500
Crumlin Road Tours	5,000	8,000	9,000
Sales of merchandise	490,000	538,968	592,873
Sundry Income	5,000	5,000	5,000
	1,115,500	**1,220,968**	**1,299,873**
Funders			
Belfast City Council	479,465	484,209	489,000
NITB	169,500	169,500	169,500
	648,965	**653,709**	**658,500**
Total income	**1,764,465**	**1,874,677**	**1,958,373**
Expenditure			
Cost of Sales	807,400	874,681	926,224
Payroll	411,884	422,104	432,605
Running Costs	541,827	574,686	596,570
Depreciation	3,152	2,464	2,584
Total expenditure	**1,764,263**	**1,873,935**	**1,957,983**
Surplus	202	742	390

9.8 Belfast International Airport TIC Projected Income and Expenditure			
	2010/11	2011/12	2011/12
Income	£	£	£
Private Sector			
Accommodation Booking Fees	750	850	900
Ticket Sales	125,000	130,000	135,000
Services Charged Out	21,000	22,000	23,000
Sales of merchandise	12,500	14,000	15,000
Translink	6,500	6,500	7,000
	165,750	**173,350**	**180,900**
Public Sector Funders			
BVCB Support	13,000	13,000	13,000
Belfast City Council	19,000	20,000	21,000
NITB	47,500	48,000	48,500
	79,500	**81,000**	**82,500**
Total income	**245,250**	**254,350**	**263,400**
Expenditure			
Cost of Sales	125,500	131,260	136,650
Payroll	81,555	83,694	86,249
Running Costs	37,508	38,608	39,708
Depreciation	474	612	834
Total expenditure	**245,037**	**254,174**	**263,441**
Surplus	213	176	(41)

9.9 George Best Belfast City Airport TIC Projected Income and Expenditure			
	2010/11	2011/12	2011/12
Income	£	£	£
Private Sector and Services			
Advertising Space	7,500	8,000	8,500
Accommodation Booking fee	1,500	1,600	1,700
Merchandise Sales	850	900	950
Ticket Sales	34,000	36,000	38,000
Translink	5,000	5,000	5,000
	48,850	**51,500**	**54,150**
Funders			
RTPs	5,000	5,000	5,000
BVCB	5,000	5,000	5,000
NITB TDS/IFI Support	8,674	-	-
NITB	22,500	22,500	22,500
BCC	31,000	32,000	33,000
	72,174	**64,500**	**65,500**
Total income	**121,024**	**116,000**	**119,650**
Expenditure			
Cost of Sales	32,393	34,299	36,205
Payroll	72,083	72,309	73,673
Running Costs	8,600	9,200	9,800
Depreciation	7,921	-	146
Total expenditure	**120,997**	**115,808**	**119,824**
Surplus/(Deficit)	27	192	(174)

Conclusion

Tourism is one of the few industries that can grow in this current economic environment and Belfast City region is uniquely positioned to capitalise upon and benefit from the current unique economic climate.

This Plan will deliver 8.1 million visitors and £470 million spend sustaining 25,000 jobs by the end of 2011. The return on investment is £1:117.

Using the multiplier effect, the return on investment would be far in access of the direct economic benefit outlined above and benefits for wider than the region. For example the busier a hotel is, the more staff is required, the more food and beverages required, the more taxis used, the more shops used; the more the regional economy benefits.

Belfast's opportunity is now, "This is Belfast's moment!" When visitors come they enjoy their visit and will tell others. There is latent potential and demand, which can be secured through promotion and marketing.

In the current economic climate it is essential that Belfast maintains its market share in our key markets. This can only be achieved with a consistent and robust marketing and visitor servicing budget to maintain Belfast's profile in these markets.

Since its inception, BVCB's overheads as a percentage of income have fallen steadily. Indeed, for 2009/10, administration overheads are projected to account for only 11% of income.

The return on investment for the public and private sector funds in terms of economic benefit and leverage of other funds is clear. In 2010/2011 every £1 invested by Belfast City Council will leverage £1.90 from other sources, while every £1 invested by Northern Ireland Tourist Board will leverage £5.33 from other sources.

Belfast City region generates over 60% of the Northern Ireland tourism economy. It is the magnet, driver and gateway for Northern Ireland tourism and therefore for the benefit of Northern Ireland the city region must have a competitive marketing and visitor servicing budget.

APPENDIX 1

Belfast Visitor Profiles

Why do People Visit Belfast?

	2008 Out-of-State Overnight Visitors
	2008
Holiday	30%
Business	40%
VFR	13%
Other	18%
TOTAL	**100%**

Belfast Tourism Monitor 2008

Origin of Overnight Visitors?

	Origin of Overnight Visitors – 2008
Northern Ireland	12%
GB	49%
ROI	23%
North America	4%
Europe	5%
Other	3%
TOTAL	100%

How do Out-of-State Visitors Spend Their Money?

	2008 % of Out-of-State Visitor Spend
Eating Out	22%
Entertainment	10%
Shopping	20%
Accommodation	40%
Transport	8%
TOTAL	100%

Day Trip Visitors to Belfast

	Number of Day Visitors	Spend
2008	5.5m	£158m
2007	5.6m	£139m
2006	5.54m	£173m
2005	5.2m	£147m
2004	4.9m	£128m
2003	4.3m	£153m
2002	3m	£105m

APPENDIX 2

Tactical Activity and Spend

Belfast City Region Tourism Operational Plan
Leisure Tourism

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Domestic Marketing Campaign						
NI	Above the line tactical advertising campaigns	All ages independents, couples, small groups, young families	Ongoing	Increase domestic visitor numbers by 5% by 2011 Increase footfall by 5% Increase take up for events 8%	£305,000	Number day trips, overnights Value of spend Take up at events Number of enquiries BWC £35,000 ad income
Collateral Production						
All	Belfast Visitor Guide	All	Oct 2010	20,000 print with digital format Members profile visitor servicing Create destination awareness	£20,000	£6,000 income
NI	Belfast City Guide (What About)	All	6 editions per yr	350,000 print Visitor servicing Members profile	£240,000	400,000 distributed £35,000 Ad income £100,000 BCC income
All	Stand Design	All	Spring 2010 and ongoing		£8,200	
All	Literature Distribution	All	Ongoing		£7,000	
Luxury Belfast						
NI, ROI, GB, USA, Canada & Europe	**Luxury Belfast Initiative:** • Luxury Brochure • Luxury website • Square Meal Venue & Events • ILTM Cannes • NDM & USA workshop	35+ yrs Mid – high disposable income leisure & incentive	Ongoing	Deliver Luxury Belfast Marketing Initiative. 15 members Attend exhibitions Print 10,000 brochures Develop website and digital marketing Present to 10 Tour Ops/Incentive Undertake 2 direct marketing campaigns 2 targeted e-zines Host 1 press fams Host 1 trade fams	£15,000	10,000 distributed Present to 10 Tour Operators Inclusion in 2 marketing campaigns and e-zines

Belfast City Region Tourism Operational Plan
Leisure Tourism

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Exhibition & Sales Visits						
All	World Travel Market	All	Nov 2010	Destination/product awareness Recruit 6 partners Secure 20 leads	£10,000	4 partners, £5,000 income 20 leads
US	Irish Fest Millwakee	All	Aug 2010	Destination/product awareness	£5,000	Number of attendees Literature distributed
ROI	Over 55's Show	All	Oct 2010	Promote members and city breaks, coach holidays	£1,000	Number of attendees Literature distributed
NI	Holiday World Belfast	All	Jan 2011	Promote members and city breaks	£1,800	3 partners, £1,500 income Number of attendees Literature distributed
ROI	Holiday World Dublin	All	Jan 2011	Promote members and city breaks	£2,000	2 partners, £1,000 income Number of attendees Literature distributed
GB	Best of Britain & Ireland	All	Mar 2011	Destination/product awareness Recruit 3 partners Secure 15 trade leads	£3,500	£1,500 income 3 Partners 15 trade leads
Germany	ITB Berlin	All	Mar 2011	Destination/product awareness Secure 5 trade leads	£3,000	Secure 5 trade leads Literature distributed Number of attendees
All	NITB Workshop – Meet The Buyer	All	Apr 2010	Destination/product awareness 15 trade leads	£850	15 trade leads
USA	USA Luxury workshop	Luxury	Oct 2010	Destination/product awareness 10 trade leads	Covered in luxury	10 trade leads
Canada	TI Road Shows	All	Mar 2011	Destination/product awareness 15 trade leads	£6,000	15 trade leads
Spain	SITC	All	May 2010	Destination/product awareness	£2,000	Literature distribution Number of attendees
Netherlands	Amsterdam Press/Trade	All	Nov 2010	Destination/product awareness 5 trade leads	£600	5 trade leads
France	Holiday Fair France (Monde a Paris)	All	Mar 2011	Destination/product awareness	£2,500	Literature distribution Number of attendees
On-Line Campaigns						
GB/Europe/ USA/ROI	On-line campaigns	All	Ongoing	Promote city break product with carriers and on-line companies	£20,000 included in digital budget	Number of e-shots/hits

Belfast City Region Tourism Operational Plan
Leisure Tourism

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Cruise Marketing						
USA	Sea trade exhibition Miami	Cruise	Mar 2011	Raise profile of Belfast & NI as cruise destination.	£2,000	Number to stand 40+ cruise ships secured 10
All	Membership	Cruise	Ongoing	Membership of Cruise Ireland	£1,500	39 cruise ships secured
All	Sales Calls	Cruise	Dec 2010	Sales calls to 4 USA cruise companies	£2,000	4 cruise sales calls 40+ cruise ships secured 10
All	Fam trips	Cruise	Ongoing	Secure 1 cruise fam trip	£2,000	1 fam trip secured
All	Cruise Servicing	Cruise	Mar 2010 – Oct 2010	Service cruise ships to ensure good visitor experience and product offering	£43,000	39 cruise ships secured
Travel Trade Fam Visits						
All	Fam visits	All	Ongoing	Raise profile of destination/product	£10,000	30 fam trips to the city 300 travel trade reps
Advertising						
All	Advertising	All	Ongoing	Raise profile of destination	£18,000	5 advertisements placed (inclusion in TI Canada and USA partnership advertising)
Research						
All	Research	All	Ongoing	Research to provide benchmarks and stats for RTP region & Business Tourism	£15,000	Research completed and outcomes evaluated
Out of State Campaigns						
GB / Europe	Out of state campaigns, Carrier campaigns	All	Ongoing	Raise profile of destination/product	£400,000	45,000 additional PHV equating to £8.4m Number of responses % awareness £200,000 partner Income
ROI	Out of state campaigns Partner Campaigns	All	Autumn, Winter & Spring	Raise profile of destination/product	£170,000	50,000 additional overnight PHV £10.7m income £165,000 NITB support £40,000 private sector income

Belfast City Region Tourism Operational Plan
Business Tourism

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Exhibitions & Sales						
ROI, UK, Europe & USA	Sales Calls & Sales activity	Association & Corporate	Ongoing	To generate new business and conferences to Belfast 1 x International – 5 buyers 3 x UK – 5 buyers	£8,000	4 sales missions 20 buyers Number of business secured
UK	Advice Clinics	Association	Ongoing	To generate new conference enquiries from our existing Ambassadors.	£5,000	3 Advice Clinics through the year generating 45 new leads.
UK	Confex	MICE	Feb 2011	To generate 40 leads resulting in 7 proposals and 2 site visits	£22,000	45 leads, 7 proposals, £10,000 income
UK	Event UK	Association & Corporate	Sept 2010	To generate 20 leads resulting in 3 proposals and 1 site visit	£20,000	20 leads, 3 proposals, 1 site visit, £5,000 income
Europe	EIBTM	MICE	Dec 2010	To generate 20 leads resulting in 3 proposals	£5,000	20 leads, 3 proposals, £3,000 income
Europe	IMEX	MICE	May 2010	To generate 10 leads resulting in 1 proposal	£6,000	10 leads, 1 proposal, £2,000 income
GB	London Event	Association & Corporate	TBC	Host 1 – 2 events with 30 buyers	£15,000	1-2 events, 30 buyers, £5,000 income
Advertisements						
UK, EU, USA	Advertising	MICE	Ongoing	To raise profile of Belfast and to support Ireland features in conjunction with TI.	£17,000	Number of ads taken Number of enquires £5,000 Ad income
Ambassador Programme						
All	Belfast & NI Ambassador Programme	Association & Corporate	Ongoing	To maintain and develop the profile of Belfast as conference meeting, incentive destination with NI Ambassadors. To recruit 40 new ambassadors and communicate effectively via presentations, e-zine, etc	£15,000	Develop qualified targeted list of 110 Enlist 40 new ambassadors Produce and distribute 2 e-newsletters Deliver 3 presentations to 60 key influencers. Deliver 1 major loyalty event
IT Initiatives						
All	Website and Database development	MICE	Ongoing	Ongoing development of micro-site and business tourism databases	£3,000 allocation included in web budget	Hits on website Customers/buyers on database

Belfast City Region Tourism Operational Plan
Business Tourism

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Membership						
All	Membership of BACD, ICCA, European Cities, etc	MICE	Ongoing	To increase visibility of Belfast as a destination through associations. To gain access to mailing lists.	£10,000	Develop qualified list of 110 PR generated staff training opportunities
Bid and Promotional Material						
All	Bid materials Promotional materials Stand	MICE	Ongoing	Submit 80 conference bids, winning conferences Produce 2 e-newsletters	£10,700	Submit 95 conference bids winning conferences, 17,000 delegates, £9.9m spend e-newsletter 2 a year.
Site Inspections						
All	Site Inspections	MICE	Ongoing	20 site inspections resulting in 10 conferences	£3,000	20 inspections resulting in 10 conferences
Secondary Marketing						
All	Secondary marketing	Conferences	Ongoing	To boost delegate attendance at confirmed conferences.	£2,000	Support 4 conferences
Booking Commission Fees						
All	Booking Fees	Conferences	Ongoing	Generate Revenue through accommodation booking service	£4,000	£20,000 income
Fam Visits						
All	Fam visits	MICE	Ongoing	To promote Belfast to potential buyers	£2,000	Organise 1 fams with 10 buyers

Belfast City Region Tourism Operational Plan
Communications

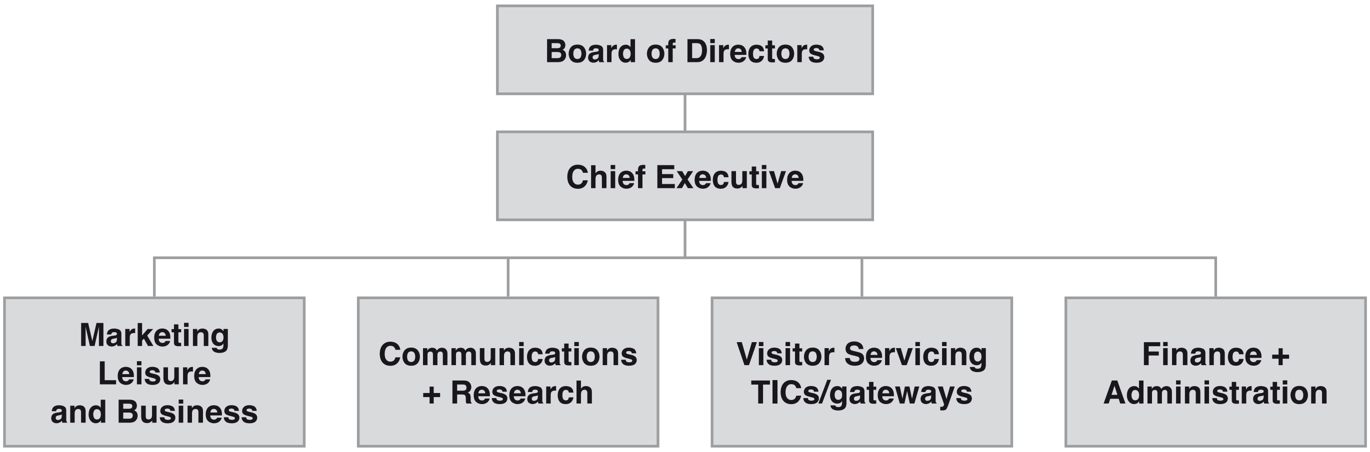
Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
Media Briefings						
Belfast & NI	Organisation of media briefings	NI	Ongoing	4 media briefings	£16,000	4 media briefings
ROI, GB & Europe	Organisation of media briefings	ROI, GB, Europe	Ongoing	4 media briefings	Covered as per above	4 media briefings
Press Familiarisation Activity Inbound						
All	Press fam visits	ROI, GB, Europe, N America, Rest of World	Ongoing	Raise the profile of Belfast and its role as a gateway city to NI. Organise and facilitate out-of-state press visits	£22,200	120 trips, 300 press contributing to £3.5m Ad equivalent & £120m WOTS
PR activity Belfast and NI						
NI	To produce specific communications and press activity designed to build profile and awareness of Belfast.	All ages, shopping, culture, arts entertainment, events, evening economy, Sun.	Ongoing	To position Belfast as a short break, shopping, culture, arts and entertainment destination for day and overnight trips	£40,000	36 press releases (Corporate and consumer) 230 articles receiving 99% positive rating
NI	Production and distribution of consumer e-zine	25-45 yrs, shopping, culture, arts entertainment, events, evening economy, Sun.	Monthly	Price led promotions, shopping, entertainment, nightlife, cultural events, visitor attractions in the city and beyond	Covered as per above	Distribute 12 promotions/ consumer e-zines to 1,200 organisations and achieve 30% readership (estimate 70,000+ people)
NI	Production of monthly electronic corporate e-zines with product and member updates	Members, press, operators	Monthly	To promote BVCB and member activity and raise tourism product awareness 12 per year	Covered as per above	Distribute 12 product e-zines to 800 contacts and achieve 40% readership
Website and Digital Marketing						
All	Site hosting	All	Ongoing		£20,000	
All	Site Development / interaction	All	Ongoing	ongoing development of new website and micro sites	£50,000	8m hits and 1.5m unique visitors per month
All	Web and Digital Marketing	All	Ongoing	Further development of Face book and Twitter. Pilot Linkedin.	£70,000	5,000 social media friends

Belfast City Region Tourism Operational Plan
Communications

Market	Marketing Activity	Market Segments	Date of Activity	Key Objectives Targets	Estimated Costs	Monitoring Evaluation
PR activity outside NI						
ROI, GB & selected out-of-state	To produce creative and integrated communications which maximise awareness of Belfast, its activities and products.	All	Ongoing	To increase profile, reputation and image in main GB and ROI markets	£32,000	Contributing to £3.5m Ad equivalent & £120m WOTS 36 press releases (as above)
All	Production of monthly electronic corporate e-zines with product and member updates	Members, Press, Operators	Monthly	To promote BVCB and member activity and raise tourism product awareness 12 per year	Covered as per above	Distribute 12 product e-zines to 800 contacts and achieve 85% readership (as above)
Improving Competitiveness & Industry Events						
All	Membership, key stakeholder communications Securing and meeting sponsor requirements	All key stakeholders	Ongoing	Effective communications with members and key stakeholders	£25,100	Apply for 3 awards Organise 8 corporate events including AGM, 2 sector briefings, 2 member networking events Secure £100,00 sponsorship

APPENDIX 3

BVCB ORGANISATION STRUCTURE



We have re-aligned our human and financial resources to ensure that we have a strategic fit with the changing external market environment and in line with our strategic aims and objectives. Additional specialist web marketing manager and e-communications executive will be recruited from within the existing budget allocation.

The Board of BVCB is structured as follows:

a) Eight Belfast City Councillors;

b) Two NITB Officers (as observers);

c) Private sector representatives, including the chairman and chair elect.

The Chairman is in post for two years and in the final year of office a Chair Elect is appointed to shadow the Chairman and then be Chairman for the next two years. In this way BVCB ensures continuity at Board level.

Ten other private sector Board representatives are elected by the private sector members at the AGM; one representative from each of the following sectors / categories:

- Bed and Breakfast/Guest Houses/Self-catering/Hostels
- Small/Medium sized hotels (up to 100 rooms)
- Large sized hotels (over 100 rooms)
- Air access
- Sea access
- Restaurants/Pubs/Clubs
- Visitor Attractions/Arts/Culture/Sport/Leisure/Associate/Corporate
- Major Conference/Exhibitions/Entertainment Venues/Conference Support Services
- Tour Operators/Ground Handlers/ Guides/PCOs/Event Organisers/DMCs
- Transport (train/bus/car hire/taxi)
- Retail

The Board of the BVCB meets bi-monthly to set strategic direction, receive bi-monthly reports updating the Board members of progress against agreed targets/objectives set out in the annual business plan and to address policy issues and agree corporate policy.

APPENDIX 4

MEMBERSHIP CATEGORIES OF BVCB

Private Sector Members
BVCB has been very successful in securing a high level of membership and private sector involvement. In 2008/09 the private sector is expected to have contributed 25% of BVCB funding.

The BVCB membership represents all the major stakeholders in the Belfast tourism industry and, in the case of conference and cruise ship players, beyond Belfast. The latent market for membership has been the strong retail sector and BVCB has now secured buy-in from key retail players including BCCM and the Belfast Chamber of Trade and Commerce in integrating their promotional budgets for domestic and RoI marketing. BVCB will continue to grow membership and partners.

BVCB has 490 private sector members mainly drawn from across the tourism sector in Greater Belfast:

Membership Category	Members
HOTELS	50
HOSTELS	7
GUESTHOUSES/ B&Bs	44
SELF-CATERING	40
ASSOCIATE	21
PROFESSIONAL CONFERENCE / EVENT ORGANISERS	11
CONFERENCE VENUES	18
CONFERENCE SUPPORT SERVICES	16
ARTS / ENTERTAINMENT	38
TRANSPORT CARRIERS / PROVIDERS	12
CAR / COACH / TAXI HIRE	10
TOUR OPERATORS / GROUND HANDLERS	35
VISITOR ATTRACTIONS	37
SPORT / LEISURE	13
RESTAURANTS	58
BARS / NIGHTCLUBS	32
RETAIL	41
CORPORATE PARTNERS	4
MEDIA	3
TOTAL NUMBER OF MEMBERS	**490**

APPENDIX 5

THREE YEAR PROJECTED PROFIT AND LOSS, BALANCE SHEET AND CASH FLOW

Belfast Visitor & Convention Bureau
3 years to 31 Mar 2013

MULTI-YEAR PROFIT & LOSS FORECAST

	10 - 11 £	11 - 12 £	12 - 13 £	TOTAL £
BELFAST CITY COUNCIL				
Belfast City Council Main Funding	1,141,300	1,175,540	1,210,806	3,527,646
Belfast City Council - Whatabout	104,030	107,151	110,365	321,546
Belfast City Council - Event Marketing	170,000	170,000	170,000	510,000
Belfast City Council - Domestic Event	104,030	107,151	110,365	321,546
TOTAL	**1,519,360**	**1,559,842**	**1,601,536**	**4,680,738**
OTHER LOCAL AUTHORITIES				
North Down BC	35,000	36,000	37,000	108,000
Lisburn CC	35,000	36,000	37,000	108,000
Newtownabbey BC	20,000	21,000	22,000	63,000
Carrickfergus BC	27,000	28,000	29,000	84,000
TOTAL	**117,000**	**121,000**	**125,000**	**363,000**
NITB				
NITB SLA Funding	478,000	478,000	478,000	1,434,000
TOTAL	**478,000**	**478,000**	**478,000**	**1,434,000**
PRIVATE SECTOR				
Retail Sector	75,000	77,000	79,000	231,000
Private Sector Membership	135,000	140,000	145,000	420,000
Sponsorship Revenue	100,000	100,000	100,000	300,000
Advertising - Whatabout	35,000	36,000	37,000	108,000
Advertising - Conference Guide	-	65,000	-	65,000
Advertising - Other	7,500	7,500	7,500	22,500
Conference Booking Fees	20,000	21,000	22,000	63,000
Advertising - Business Tourism	5,000	5,000	5,000	15,000
Leisure Exhibition Participation	9,000	9,500	10,000	28,500
Business Exhibition Participation	25,000	25,000	25,000	75,000
Out-of-State Campaigns	200,000	232,000	242,000	674,000
Luxury Belfast	1,400	1,400	1,400	4,200
Sundry Income	1,000	1,000	1,000	3,000
TOTAL	**613,900**	**720,400**	**674,900**	**2,009,200**
TOTAL INCOME	**2,728,260**	**2,879,242**	**2,879,436**	**8,486,938**

Belfast Visitor & Convention Bureau
3 years to 31 Mar 2013

MULTI-YEAR PROFIT & LOSS FORECAST

	10 - 11 £	11 - 12 £	12 - 13 £	TOTAL £
VISITOR SERVICING PROJECT COSTS				
Project Costs	5,000	5,000	5,000	15,000
TOTAL	**5,000**	**5,000**	**5,000**	**15,000**

MARKETING AND COMMUNICATIONS COSTS				
MARKETING DIVISION				
Promotional Literature	238,200	238,200	238,200	714,600
Literature Distribution	7,000	7,000	7,000	21,000
Domestic	2,650	2,650	2,650	7,950
Great Britain	13,500	13,500	13,500	40,500
Fam Trips	7,350	7,350	7,350	22,050
RoI Series	208,000	208,000	208,000	624,000
USA	7,500	7,500	7,500	22,500
Canada	9,500	9,500	9,500	28,500
Germany	4,650	4,650	4,650	13,950
Netherlands	1,100	1,100	1,100	3,300
France	2,500	2,500	2,500	7,500
Spain	2,000	2,000	2,000	6,000
Scandanavia	5,000	5,000	5,000	15,000
Australia / New Zealand	1,000	1,000	1,000	3,000
Belfast Cruise Initiative	51,500	51,500	51,500	154,500
Luxury Belfast	15,000	15,000	15,000	45,000
Internet	140,000	140,000	140,000	420,000
Membership Activity	7,500	7,500	8,500	23,500
Research	15,000	15,000	15,000	45,000
Domestic Marketing Campaigns	305,000	305,000	305,000	915,000
Out-of-State Campaigns	400,000	464,000	484,000	1,348,000
Sub-Total	**1,443,950**	**1,507,950**	**1,528,950**	**4,480,850**

COMMUNICATIONS DIVISION				
PR / Agency Costs	72,000	72,000	72,000	216,000
Product PR / Fam Trips	22,200	22,200	22,200	66,600
Events	16,000	16,000	16,000	48,000
Corporate PR and Sponsorship	25,100	25,100	25,100	75,300
Sub-Total	**135,300**	**135,300**	**135,300**	**405,900**

Belfast Visitor & Convention Bureau
3 years to 31 Mar 2013

MULTI-YEAR PROFIT & LOSS FORECAST

	10 - 11 £	11 - 12 £	12 - 13 £	TOTAL £
CONFERENCE BUREAU DIVISION				
Generic Activity	61,000	61,000	61,000	183,000
Conference Guide	-	50,000	-	50,000
Activity in GB / RoI Market	58,800	63,800	58,800	181,400
Activity in European Market	15,000	15,000	15,000	45,000
Activity in Overseas Markets	2,300	2,300	2,300	6,900
Database Development	3,700	3,700	3,700	11,100
Commission Booking Fees	4,000	4,000	4,000	12,000
Sub-Total	**144,800**	**199,800**	**144,800**	**489,400**
TOTAL	**1,724,050**	**1,843,050**	**1,809,050**	**5,376,150**
TOTAL NON OVERHEAD COSTS	**1,729,050**	**1,848,050**	**1,814,050**	**5,391,150**
NET INCOME BEFORE OVERHEADS	**999,210**	**1,031,192**	**1,065,386**	**3,095,788**
OVERHEADS				
Salaries (80% Marketing / 20% Admin)				
Salaries	841,166	866,866	893,334	2,601,366
Sub-Total	841,166	866,866	893,334	2,601,366
Management Charges	(65,000)	(65,000)	(65,000)	(195,000)
Training	9,000	9,500	10,000	28,500
Travel and Subsistence	17,000	17,500	18,000	52,500
Cleaning	3,300	3,400	3,500	10,200
Health and Safety	750	800	850	2,400
Waste Disposal	1,100	1,200	1,300	3,600
Telephone	10,000	10,000	10,000	30,000
Stationery	10,000	10,000	10,000	30,000
Postage and Courier	11,000	11,500	12,000	34,500
Computer Support & Software	15,500	16,000	16,500	48,000
Office Equipment Maintenance	500	500	500	1,500
Miscellaneous Expenses	2,550	2,550	2,550	7,650
Rent and Service Charges	67,900	69,000	71,000	207,900
Bad Debts	1,000	1,000	1,000	3,000
Rates	12,000	12,500	13,000	37,500
Insurances	8,000	9,000	10,000	27,000
Hire of Rooms	3,000	3,100	3,200	9,300
Hire of Equipment	500	500	500	1,500
Corporate Meetings	2,500	2,600	2,700	7,800
Repairs & Refurbishment	3,500	3,500	3,500	10,500

Belfast Visitor & Convention Bureau 3 years to 31 Mar 2013				
MULTI-YEAR PROFIT & LOSS FORECAST				
	10 - 11 £	**11 - 12 £**	**12 - 13 £**	**TOTAL £**
Audit fees	4,500	4,500	5,000	14,000
Legal fees	1,500	1,500	1,500	4,500
Professional subs	600	600	600	1,800
Recruitment costs	6,000	6,500	7,000	19,500
HR & general consultancy	12,000	12,500	13,000	37,500
Project consultancy	8,000	8,500	9,000	25,500
Bank charges	750	750	750	2,250
Tender Costs	5,000	5,000	5,000	15,000
Depreciation				
07 / 08 Additions	628	421	282	1,331
08 / 09 Additions	880	589	395	1,864
09 / 10 Additions	2,640	1,769	1,185	5,594
10 / 11 Additions	550	2,019	3,002	5,571
Sub-Total	**4,698**	**4,798**	**4,864**	**14,360**

TOTAL	**998,314**	**1,030,664**	**1,065,148**	**3,094,126**
OVERHEAD AS % OF INCOME	**36.6%**	**35.8%**	**37.0%**	**36.5%**
ADMIN OVERHEAD AS % OF INCOME	**11.9%**	**11.7%**	**12.2%**	**11.9%**
SALARIES AS % OF INCOME	**28.5%**	**27.9%**	**28.8%**	**28.4%**
OPERATING SURPLUS OR (DEFICIT)	**896**	**528**	**238**	**1,662**
NET SURPLUS OR (DEFICIT)	**896**	**528**	**238**	**1,662**
CUMULATIVE	**896**	**1,424**	**1,662**	**1,662**

Belfast Visitor & Convention Bureau
3 years to 31 Mar 2013

MULTI-YEAR BALANCE SHEET FORECAST

	OPENING £	JUN 10 £	SEP 10 £	DEC 10 £	MAR 11 £	JUN 11 £	SEP 11 £	DEC 11 £	MAR 12 £	JUN 12 £	SEP 12 £	DEC 12 £	MAR 13 £
FIXED ASSETS													
05 / 06 Additions	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805	5,805
06 / 07 Additions	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980	5,980
07 / 08 Additions	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300
08 / 09 Additions	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749	4,749
09 / 10 Additions	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
10 / 11 Additions	-	-	-	5,000	5,000	5,000	5,000	10,000	10,000	10,000	10,000	15,000	15,000
Accumulated Depreciation	**(22,265)**	**(23,302)**	**(24,339)**	**(25,514)**	**(26,963)**	**(28,024)**	**(29,085)**	**(30,287)**	**(31,761)**	**(32,839)**	**(33,918)**	**(35,133)**	**(36,625)**
	12,569	**11,532**	**10,495**	**14,320**	**12,871**	**11,810**	**10,749**	**14,547**	**13,073**	**11,995**	**10,916**	**14,701**	**13,209**
CURRENT ASSETS													
Bank	3,219	369,423	10,287	336,831	927	333,435	5,061	341,832	1,969	342,596	3,920	352,220	6,444
Trade Debtors													
Invoiced Sales	239,415	129,503	133,468	133,469	143,654	152,497	152,644	152,643	163,135	142,998	143,147	143,145	178,688
North Down BC	-	-	20,563	-	20,563	-	21,150	-	21,150	-	21,738	-	21,738
Lisburn CC	-	-	-	-	41,125	-	-	-	42,300	-	-	-	43,475
Newtownabbey BC	-	-	-	-	23,500	-	-	-	24,675	-	-	-	25,850
Carrickfergus BC	-	-	-	-	31,725	-	-	-	32,900	-	-	-	34,075
NITB SLA Funding	15,625	-	-	-	-	-	-	-	-	-	-	-	-
Retail Sector	4,896	14,688	14,688	14,688	7,344	15,079	15,079	15,079	7,540	15,471	15,471	15,471	7,735
Sub-Total	**259,936**	**144,191**	**168,719**	**148,157**	**267,911**	**167,576**	**188,873**	**167,722**	**291,700**	**158,469**	**180,356**	**158,616**	**311,561**
Other Debtors	24,684	6,039	975	4,925	-	4,267	1,029	5,066	-	4,993	1,666	5,792	-
Prepayments	**7,910**	**26,461**	**23,115**	**26,741**	**22,772**	**29,069**	**25,502**	**28,599**	**24,884**	**30,402**	**27,114**	**29,182**	**25,496**
	295,749	**546,114**	**203,096**	**516,654**	**291,610**	**534,347**	**220,465**	**543,219**	**318,553**	**536,460**	**213,056**	**545,810**	**343,501**

	OPENING £	JUN 10 £	SEP 10 £	DEC 10 £	MAR 11 £	JUN 11 £	SEP 11 £	DEC 11 £	MAR 12 £	JUN 12 £	SEP 12 £	DEC 12 £	MAR 13 £
CREDITORS DUE WITHIN ONE YEAR													
Trade Creditors													
Invoiced Costs	273,965	262,470	262,472	256,787	272,676	279,805	279,807	273,640	295,713	271,861	271,863	266,178	317,493
Generic Activity	6,863	5,895	5,895	5,895	11,791	5,895	5,895	5,895	11,791	5,895	5,895	5,895	11,791
Management Charges	(30,000)	(7,500)	-	(32,500)	(65,000)	(32,500)	-	(32,500)	(65,000)	(32,500)	-	(32,500)	(65,000)
Rent and Service Charges	17,203	33,576	19,688	19,688	20,007	20,007	20,007	20,007	20,586	20,586	20,586	20,586	20,586
10 / 11 Additions	-	-	-	5,799	-	-	-	5,799	-	-	-	5,799	-
Sub-Total	**268,031**	**294,441**	**288,055**	**255,669**	**239,474**	**273,207**	**305,709**	**272,841**	**263,090**	**265,842**	**298,344**	**265,958**	**284,870**
Other Creditors	22,280	31,869	31,869	31,869	45,200	33,030	33,030	33,030	46,797	34,226	34,226	34,226	47,959
Accruals	2,852	2,250	3,304	2,750	3,756	3,250	4,458	3,750	5,160	4,250	6,112	4,750	7,064
Pensions Payable	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**	**11,788**
	304,951	**340,348**	**335,016**	**302,076**	**300,218**	**321,275**	**354,985**	**321,409**	**326,835**	**316,106**	**350,470**	**316,722**	**351,681**
NET CURRENT ASSETS	(9,202)	205,766	(131,920)	214,578	(8,608)	213,072	(134,520)	221,810	(8,282)	220,354	(137,414)	229,088	(8,180)
CREDITORS DUE AFTER ONE YEAR													
	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NET ASSETS	**3,367**	**217,298**	**(121,425)**	**228,898**	**4,263**	**224,882**	**(123,771)**	**236,357**	**4,791**	**232,349**	**(126,498)**	**243,789**	**5,029**
CAPITAL & RESERVES													
Retained Earnings	**3,367**	**217,298**	**(121,425)**	**228,898**	**4,263**	**224,882**	**(123,771)**	**236,357**	**4,791**	**232,349**	**(126,498)**	**243,789**	**5,029**
	3,367	**217,298**	**(121,425)**	**228,898**	**4,263**	**224,882**	**(123,771)**	**236,357**	**4,791**	**232,349**	**(126,498)**	**243,789**	**5,029**

Belfast Visitor & Convention Bureau - 3 years to 31 Mar 2013

MULTI-YEAR CASH FLOW FORECAST

	APR 10 - JUN 10	JUL 10 - SEP 10	OCT 10 - DEC 10	JAN 11 - MAR 11	APR 11 - JUN 11	JUL 11 - SEP 11	OCT 11 - DEC 11	JAN 12 - MAR 12	APR 12 - JUN 12	JUL 12 - SEP 12	OCT 12 - DEC 12	JAN 13 - MAR 13	TOTAL
	£	£	£	£	£	£	£	£	£	£	£	£	£
RECEIPTS													
Invoiced Sales	348,415	235,125	238,502	228,905	261,274	270,558	270,117	260,213	277,245	257,549	257,110	222,153	3,127,166
Belfast City Council Main Funding	570,650	-	570,650	-	587,770	-	587,770	-	605,403	-	605,403	-	3,527,646
Belfast City Council - Whatabout	-	-	104,030	-	-	-	107,151	-	-	-	110,365	-	321,546
North Down BC	-	-	20,563	-	20,563	-	21,150	-	21,150	-	21,738	-	105,164
Lisburn CC	-	-	-	-	41,125	-	-	-	42,300	-	-	-	83,425
Newtownabbey BC	-	-	-	-	23,500	-	-	-	24,675	-	-	-	48,175
Carrickfergus BC	-	-	-	-	31,725	-	-	-	32,900	-	-	-	64,625
NITB SLA Funding	156,037	140,412	140,412	140,412	140,412	140,412	140,412	140,412	140,412	140,412	140,412	140,412	1,700,569
Retail Sector	12,240	22,032	22,032	29,376	14,884	22,619	22,619	30,158	15,275	23,206	23,206	30,942	268,589
VAT	**24,684**	**6,039**	**975**	**4,925**	**-**	**4,267**	**1,029**	**5,066**	**-**	**4,993**	**1,666**	**5,792**	**59,436**
	1,112,026	**403,608**	**1,097,164**	**403,618**	**1,121,253**	**437,856**	**1,150,248**	**435,849**	**1,159,360**	**426,160**	**1,159,900**	**399,299**	**9,306,341**
PAYMENTS													
Invoiced Costs	519,334	507,841	513,524	491,954	536,341	543,471	549,637	521,400	558,732	534,880	540,565	483,567	6,301,246
Conference Bureau Division													
Generic Activity	**18,654**	**17,686**	**17,686**	**11,790**	**23,582**	**17,686**	**17,686**	**11,790**	**23,582**	**17,686**	**17,686**	**11,790**	**207,304**
Sub-Total	18,654	17,686	17,686	11,790	23,582	17,686	17,686	11,790	23,582	17,686	17,686	11,790	207,304
Salaries (80% Marketing / 20% Admin)	114,686	114,685	114,686	114,685	117,627	117,626	117,627	117,626	120,655	120,656	120,655	120,655	1,411,869
Management Charges	(22,500)	(7,500)	-	-	(32,500)	(32,500)	-	-	(32,500)	(32,500)	-	-	(160,000)
Rent and Service Charges	17,203	33,576	19,688	19,688	20,007	20,007	20,007	20,007	20,586	20,586	20,586	20,586	252,527
Rates	6,048	-	6,048	-	6,048	-	6,048	-	6,048	-	6,048	-	36,288
Insurances	6,380	850	3,382	-	6,380	850	3,382	-	6,380	850	3,382	-	31,836
10 / 11 Additions	-	-	-	5,799	-	-	-	5,799	-	-	-	5,799	17,397
PAYE/NI	86,017	95,606	95,606	95,606	97,929	99,090	99,090	99,090	101,483	102,678	102,678	102,678	1,177,551
VAT	**-**	**-**	**-**	**-**	**13,331**	**-**	**-**	**-**	**13,767**	**-**	**-**	**-**	**27,098**
	745,822	**762,744**	**770,620**	**739,522**	**788,745**	**766,230**	**813,477**	**775,712**	**818,733**	**764,836**	**811,600**	**745,075**	**9,303,116**
NET CASH FLOW	**366,204**	**(359,136)**	**326,544**	**(335,904)**	**332,508**	**(328,374)**	**336,771**	**(339,863)**	**340,627**	**(338,676)**	**348,300**	**(345,776)**	**3,225**
OPENING BANK	**3,219**	**369,423**	**10,287**	**336,831**	**927**	**333,435**	**5,061**	**341,832**	**1,969**	**342,596**	**3,920**	**352,220**	**3,219**
CLOSING BANK	**369,423**	**10,287**	**336,831**	**927**	**333,435**	**5,061**	**341,832**	**1,969**	**342,596**	**3,920**	**352,220**	**6,444**	**6,444**