



**Minutes of a meeting of Visit Jersey Limited (“VJ”)**

Held at the Hotel de France, St Helier on Wednesday 7<sup>th</sup> July 2021 at 10.30am

**Present:** Kevin Keen (KK) – Chair  
Amanda Burns (AB) – CEO  
Ian Gray (IG) *via Microsoft Teams*  
Lawrence Huggler (LH)  
Catherine Leech (CL)  
Tim Crowley (TC)  
Patrick Burke (PB)  
(collectively referred to as the “Board” or the “Directors”)

**In Attendance:** Dan Houseago (DH), Government of Jersey  
Meryl Laisney (ML) *for part of the meeting*  
Jan Bento (Scribe)

**Apologies:** Amanda Willmott

**General**

**APOLOGIES** - With the agreement of all present, KK proposed that the meeting begin at 10.20; he welcomed everyone and noted apologies from Amanda Willmott.

**CONFLICTS** – The Directors confirmed there were no changes to any conflicts of interest they had declared previously.

**MINUTES OF THE PREVIOUS MEETING – IT WAS RESOLVED** that the minutes of the Board Meeting held on 18<sup>th</sup> May 2021 be approved for signature by the Chairman. **Action:** KK

**For Discussion**

**FEEDBACK ON AWAY-DAY** - All agreed that the meeting the previous day had been very useful.

CL was supportive of the segmentation work outlined during the Away Day and felt it would successfully underpin the work of VJ and stakeholders in the short and longer term too.

LH commented that he was pleased with the segmentation work and it would assist with his own campaigns. DH commented that he too liked the segmentation work and the way it was presented; it was a big step forward.



CL asked how VJ saw '#Island Break' in relation to the core customer segments. AB noted that 'Island Break' had been dialled-down in VJ's campaigns already as it didn't add anything to Jersey's proposition or point of difference and it was difficult to measure the effectiveness of the hashtag and determine how it was driving customer perception and response.

AB reiterated that the segmentation work was to provide insight on market orientation and to see the destination the way the customer sees it, to help VJ shape future marketing strategy. This strategy would require the business to make choices about who VJ will and won't go after and it is important to have clear, measurable objectives and understand that the strategy and marketing development will take time to evolve and deliver long-term brand strength.

With regard to the segmentation, AB confirmed she was confident in the core segments identified, with the three segments: Authentic Adventurers; Culture Chasers; and Easy Explorers, being the key focus for targeting. CL commented that it was also important to keep in mind the aspirational group, Moment Makers.

PB commented that the value of the work was easily understood and he was pleased that the aspirational group were also to be included. He suggested that a number of stakeholders and the group who had attended in the evening may have appreciated a more high-level presentation. He suggested that there was an army of marketing professionals in the island who could become part of the team and who should be able to contribute. He noted the potential impact over a 3-5 year period and suggested that part of the comms should be to get people on-side and that it might be expected that VJ will receive comments that will assist.

IG commented that within businesses it is important to understand why the core segments have been chosen, as this is important to the specific business. The presentation explained the size of the market and appeal of Jersey but other things may be missing, for example, for 'Moment Makers' on the choice between a break in London and one in Jersey. If there are many choices for visitors there will be a smaller number, so it is important to know the size of the opportunity to appeal to a specific segment. He commented that he was surprised that Relaxed Rechargers were not included in the target as much of what is in Jersey would appeal to them and there would be a fair amount of overlap with the Easy Explorers segment.

AB advised that the Relaxed Rechargers segment are people who will come to Jersey anyway and return, so while not dismissing this important customer group, the aim of the segmentation was to identify best prospects and ROI, choosing segments to optimise efficiency and effectiveness from marketing investment.

KK commented that the answers to all queries were in the documents provided, so this gives confidence that the work has been done well.

A handwritten signature in black ink, appearing to be 'W' followed by a flourish.



AB commented that she didn't expect anything to change fundamentally and asked for suggestions on anything that may be missing by the end of the month. **Action: ALL**

The next steps in relation to the customer segmentation work would be to await feedback from the Board and Industry workshop by 24th July, consider any necessary adaptations and then share the work with the wider trade and industry through a number of virtual workshops.

After that, work could begin developing a creative campaign for 2022 using the segmentation work. Given the relatively short lead-times to brief into agencies and have new creative ready for 26<sup>th</sup> December, AB advised that the Spring/Summer 2022 campaign should be briefed to local Jersey creative agencies for their proposals. She anticipated that the creative would evolve and develop over time to reflect changing consumer behaviours and demands and as VJ better understands the customer segments and their motivations.

CL commented that as the market continues to be so skewed by the Pandemic, it would be impossible to test the new creative in any of the usual timeframes.

TC commented that industry has criticised VJ previously for not advising on their campaigns early enough to allow local businesses to link their own campaigns to VJ's; December being too late for the hotel trade. AB advised that final creative would not be available to share before December but that VJ could share outline media plans and creative direction through workshops earlier in Q4, however there would need to be the caveat that media plans and specific messages may change at very short notice given constantly changing travel policies.

AB also noted the challenge VJ faced in laying down media plans to ensure investment was optimised in relation to changing travel policies and depending on the outlook for the travel industry in December, traditional Christmas and New Year campaign launches may be too premature if shorter booking to travel patterns persist. IG suggested that as booking times are shortened already, traditional campaign date periods may no longer be appropriate. LH suggested that it may not need to be kept running for a long period after 26 December and could be paused and resumed later on in Q1. PB commented that greater flexibility was needed; industry has become used to the messaging for the following year coming out in December and regularity of comms is good. CL added that whilst the entire travel industry generally gears up its advertising for late December/January, additional waves, border control changes and continued uncertainty mean VJ and its partners will continue to need to be agile and flexible with campaign timings. PB commented that Jersey was currently experiencing a third wave, plus there is concern about unknown variants and people are not looking too far ahead but are booking closer to the time, so it was important to be agile.

AB advised the Board that VJ's Spring/Summer 2021 budget had been spent but there was still a need for more activity to stimulate bookings, particularly because of the complexity of frequently changing travel policies and consumer confusion about whether they can visit



Jersey. This was exacerbated by different inbound and outbound travel policies to other holiday destinations and as more countries were now opening up to British travellers, the competition was increasing in destination choice. As such, AB recommended that an additional £100K uplift in advertising activity was needed for a short, sharp burst to explain the travel policies to Jersey and stimulate demand and shore-up bookings on flights and ferries. While planning was underway for the September/October 2021 campaign to start in August, there was an immediate need for more activity over the coming weeks so AB asked the Board to consider whether VJ might draw £100k from its surplus. KK commented that that he felt this could be agreed but that Management Accounts to June should be prepared to confirm the Reserves position. AB advised that Management Accounts were already being drafted for the Audit Committee meeting; there was £288k unspent in the budget due to, among other matters, there being no exit survey but this money would be needed elsewhere later in the year.

PB commented that when the airport opened the previous year about this time, this brought six weeks of strong trading from a standing start, so if the airport were to open on a more normal basis, it should be possible to recreate that position; the closer Jersey aligns its borders with the UK's, the more people will come to the island.

There were no further comments and **IT WAS RESOLVED** that £100k be drawn-down from Reserves for expenditure on a July campaign.

KK commented that the Business Plan for 2022 should be the chance for a new, start-up plan.

In relation to payment of the Annual Grant in 2022, KK asked DH whether he thought there would be any delays, especially with elections that year. DH confirmed that the second tranche of VJ's payment was to be made that week and that he didn't anticipate that Government would change its payment schedule for 2022; the processes will stay the same and the only change is to be that Partnership Agreements for all ALOs were to be standardised.

DH commented that he had noted how busy the VJ team was and asked how people were being supported from a wellbeing point-of view.

AB commented that like all other businesses, it was challenging trying to plan amidst so much uncertainty and the need to respond rapidly to fast-moving changes, which meant the team were constantly having to change plans and taking a lot of time updating information, which was extremely time consuming. She highlighted that the team was under-resourced and while there is a huge amount of goodwill, with everyone working tremendously hard, it would take its toll. AB advised of good news in that a number of people had now been recruited to fill vacant positions, but the recruitment process had been long and it had been difficult attracting appropriate talent and it would take six months for the new team to settle-in. KK asked AB to think about and suggest one thing that the Board could do to assist her.



CL commented that VJ was now working as a team and huge credit was due to AB as all feel they are developing in their roles. AB agreed that she has a great team who are dedicated to their work and really care about the part they have to play in protecting and recovering Jersey's tourism industry. DH commented that it was important that team members do not suffer in silence. KK commented that developing and achieving in a job takes time but AB has done a great job.

There were no further comments on the Away-day.

*KK suggested a change in the agenda order.*

## **AOB**

### **For decision**

#### **CHAIR OF THE AUDIT COMMITTEE**

KK advised the meeting that TC was to step down as Chair of the Audit Committee. He commented that TC had done a great job since 2015 and VJ was very grateful. Having already spoken with IG and confirmed his agreement, KK proposed that IG be appointed Chair of the Audit Committee.

The Board members agreed and **IT WAS RESOLVED** that IG be appointed Chair of the Audit Committee.

### **To note**

#### **RISK REGISTER**

AB advised the meeting that an item had been added on Licences and Usage rights with a brief to look at new imagery.

KK asked if BREXIT was included in the Register.

TC commented that BREXIT was a bigger issue that included cost; staff (people and access to staff was a massive problem and was taking up a lot of time); and importing (the increased admin and costs). He added that access to staff was the biggest threat to the success of Jersey; if the pandemic-related issues were fixed, the island couldn't deliver because of a lack of people in the industry. In addition, in five years' time, this would have an impact for Finance and Government as Tourism is a feeder of staff for these sectors.

AB commented that the UK is also suffering. TC suggested that once furlough stops, the true impact in the UK will be seen.

IG noted that he had two matters to highlight: 1) flexible booking and the impact this has on hotels that don't know until the people turn up if a booking is a true booking; and 2) staffing, which has been exacerbated by the pandemic (people have difficulties in getting to Jersey);



as a result, hotels have had to close rooms off as they have insufficient staff.

PB commented that there has been increasing bureaucracy in general and now a new element has been added with regard to imports as much of what is imported by his hotel is made in the EU and is now subject to tariffs. He commented that this will have an effect on prices charged going forward and that the recent work on the Island Plan (Ruth & Jenny) had been good but more was needed in this and other areas.

DH commented that there are many agencies speaking with Government and this makes management of issues tricky. Government is committed to working more closely with industry; much is not fully understood such as staffing being a year-round issue.

TC commented that the top priority for industry is the staffing problem. KK confirmed that he would take this forward and write to Paul Martin, CEO GoJ, regarding the Board's concerns. **Action: KK**

AB commented that the application for support from the Island Plan had been highly time-consuming and had taken away from promotional work, so if more industry and government affairs activity was required from VJ, they would need additional resource such as a senior Head of Industrial Affairs, to take on this work.

KK commented that VJ has to stick to its job of marketing and must not create roles that already exist in Government/Jersey Business and would take funding from VJ's marketing budget and that VJ must focus on its purpose.

*ML joined the meeting.*

### **To note**

#### **UPDATE ON THE SAFER TRAVEL POLICY**

ML relayed to the meeting what she had been told with regard to imminent updates to the Safer Travel policy, which were to be announced that afternoon. *Afternote: the updates were announced the following day.*

AB noted that ML was working on updating infographics and a 1-pager with a positive message which was for immediate release to contact centres, airline partners and the trade & consumer email base, and to put more in the UK media. She noted the need to include the proposed update on contact tracing. AB confirmed that Jersey's messaging would be as clear as possible.

### **General**

#### **CEO UPDATE**

AB referred the meeting to her report and confirmed it could be taken as read. She highlighted:



- The new Destination Plan – KK is to work with VJ on this.
- Jersey on Sale – there had been no response with regard to the fiscal stimulus bid and it was unlikely this could be delivered without funding. CL suggested that taking into consideration that it hadn't been expected that COVID would continue as it is, this be deferred until 2022. KK agreed that Jersey on Sale shouldn't be lost with regard to building the off-season.

### **Any Other Business**

#### The VJ website

AB reported that a clear roadmap was in place; the team were pushing for a September go-live date but she preferred October to allow David and Meryl to make a presentation to the Board. She noted the importance of there being no mistakes on migration to the detriment of the website as the changes were not cosmetic but functional and fundamental. CL suggested that, since the next board meeting isn't until October, AB might want to consider an interim meeting in September. AB didn't feel this was necessary but would schedule a verbal website and campaign update session with the Board instead. **Action: AB**

#### VJ Team Planning Session and lunch/dinner

KK proposed that a team planning session be set up followed by a social event (including name badges). **Action: AB**

#### Future Board Meetings

AB commented that one thing that would help would be if the number of Board Meetings were reduced, taking place quarterly and ideally synched to align with the Audit and EDTSC meetings. **Action: KK and AB – work on a Board Meeting proposal for 2022.**

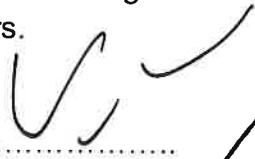
#### Visit of the British & Irish Lions

AB reported that it had been a great success and a source of great pride for Jersey. The return on investment (£108k for VJ) had been amazing with over 1,000 positive PR pieces; around £3.5m equivalent value of advertising; and iconic images of the island in the media. She advised that there was no update on whether they may return. LH commented that their social media had been fantastic.

**DATE OF NEXT MEETING** - The Board noted that the next meeting was scheduled for 12<sup>th</sup> October 2021. KK commented that the meeting would focus on the Business Plan and thereafter a document produced for Government. He suggested that the Schedule of Matters be moved to the December meeting. **Action: AB**



There being no further matters for consideration, KK declared the meeting closed at 13.05 hrs.

  
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Chair

13th October '21