

# Product Strategy

The island break for optimists who want to come up for air.



Jersey

# Our Approach

## The starting point

- Agreeing to plan together
- Why
- Scope of influence
- Deliverables
- How are we going to get there?
- How to tell our story



## Complications

- The product challenge
- Work together to optimise productivity & competitiveness
- Events



## Proposed solutions

- Mobilise 'Team Jersey'
- The Product Path
- Bring Brand Jersey to Life
- Deliver Lasting Memories
- The Experience Advantage
- Our Signature Experiences
- Get Match Fit
- The Revitalise Programme
- Supplier Partnership Programme
- Events-Led Tourism
- Our Welcome
- Increase The Skillset
- Measurement & Evaluation

Product Strategy

# Purpose

## Agreeing to plan together

### The product strategy will:

- Lead, influence and manage all aspects of Jersey that contributes to the visitor's experience.
- Take into account the needs of visitors, local stakeholders and the environment.
- Define the development needs and opportunities for the island following an evidence-based approach.
- Serve as a shared statement of intent to achieve our ambition of reaching 1 million visitors before 2030, spending £500m per annum.
- Identify the key pillars of product development, informed through consultation with over 40 key industry stakeholders and the product audit.
- Outline stakeholder roles and suggested actions.



A tourism product is  
what you buy,  
**an experience is**  
**what you remember.**



## Product Strategy

# Why

## Productivity

- **Address fragmentation:** Many organisations across the public, private and voluntary sectors need to work together to deliver the island break experience.
- **Prioritise resource allocation:** Identify what the real needs and priorities are, so that financial and human resources through the enhancement of the skillset can be deployed.

## Competitiveness

- **Recognise, strengthen and coordinate different functions:** The product strategy will define how to strengthen the quality of the visitor experience and profits of businesses.
- **Deliver societal benefits:** Jersey becomes a better place to live, work and for attracting inward investment.
- **The competition is not standing still:** We need to drive innovation to compete in the global market place.

# Scope of Influence

Visit Jersey is a trusted advisor, sharing the voice of the customer, playing the role of facilitator, identifying and presenting the opportunity for the industry. Our role is to guide what good looks like as product guardian.

## What's in...

- Lodging (choices, experience, quality, value for money) - *i.e. hotels, self-catering, AirBnb, camping*
- Event facilitation
- Attractions & experiences
- Hospitality (food & drink) - *i.e. fine dining, pub culture, pop-ups*
- Visitor information
- Entry & exit points
- Accessibility
- Tourism Development Fund
- Transport on-island
- Public realm - *i.e. infrastructure, public space, signage, parking*
- Wi-fi

## What's out...

- Investment in and delivery of infrastructure - *i.e. runway, conference centre, cruise terminals\**
- Event management & delivery
- Regulatory control\*

*\*Advisory role*



Product Strategy

# Deliverables

Align the  
product to the  
promise.

The brand promise provides a platform to strengthen our visitor economy. It's time for the product to better deliver the promise.

- Work with our on-island supplier base, mobilise 'Team Jersey'.
- Help foster a forward looking view, continually driving product improvement.
- Grow the visitor economy through a partnership-led approach (i.e. tier-led).
- Raise productivity by developing a year-round visitor economy.
- Position Jersey as an inclusive visitor destination.



# The Product Challenge

Relentless  
ambition.

- Opportunity to better utilise resources, to **improve seasonality** and boost sector output, by accommodating visitors outside of peak months.
  1. Consider the role played by **events-led tourism**;
  2. Seek to **close product gaps** identified in the product audit; and
  3. Support appropriate **Tourism Development Fund and commercial investment**.
- Take to market the most relevant and engaging features of Jersey in a more expressive way, achieving synergy across the marketing and trade functions. With a partnership-led approach, we can **revitalise** appetite for product investment.
- Focus on the factors which motivate and inspire holiday destination choice by **packaging up 'Signature Experiences'**.
- Increase the required **tourism skillset** among the resident population, including improved usage of available digital infrastructure.

Product Strategy

# Mobilise 'Team Jersey'

At the heart of every memory is a passionate business owner.

- Inspire tourism businesses to have the capabilities and opportunities to capitalise on increased interest and deliver remarkable experiences.
- Invite partners to join a 'product action group'. Stakeholders such as the Jersey Hospitality Association, the Jersey Retail Association, the Jersey Attractions Group, Digital Jersey, Jersey Business, will:
  1. Agree opportunity development;
  2. Oversee the implementation of the strategy; and
  3. Inform future direction.
- Meet once per year to review the proposed product programme of work.
- Establish smaller sub-groups to agree tasks and deliver in-practice.
- A collective transition towards the experience economy will be synonymous with our collective success.





Team Jersey



*\* These product ambassadors will play a leadership role on the development and implementation of the strategy. Commitment to drive forward best-practice.*

## Product Strategy

# Product Action Group

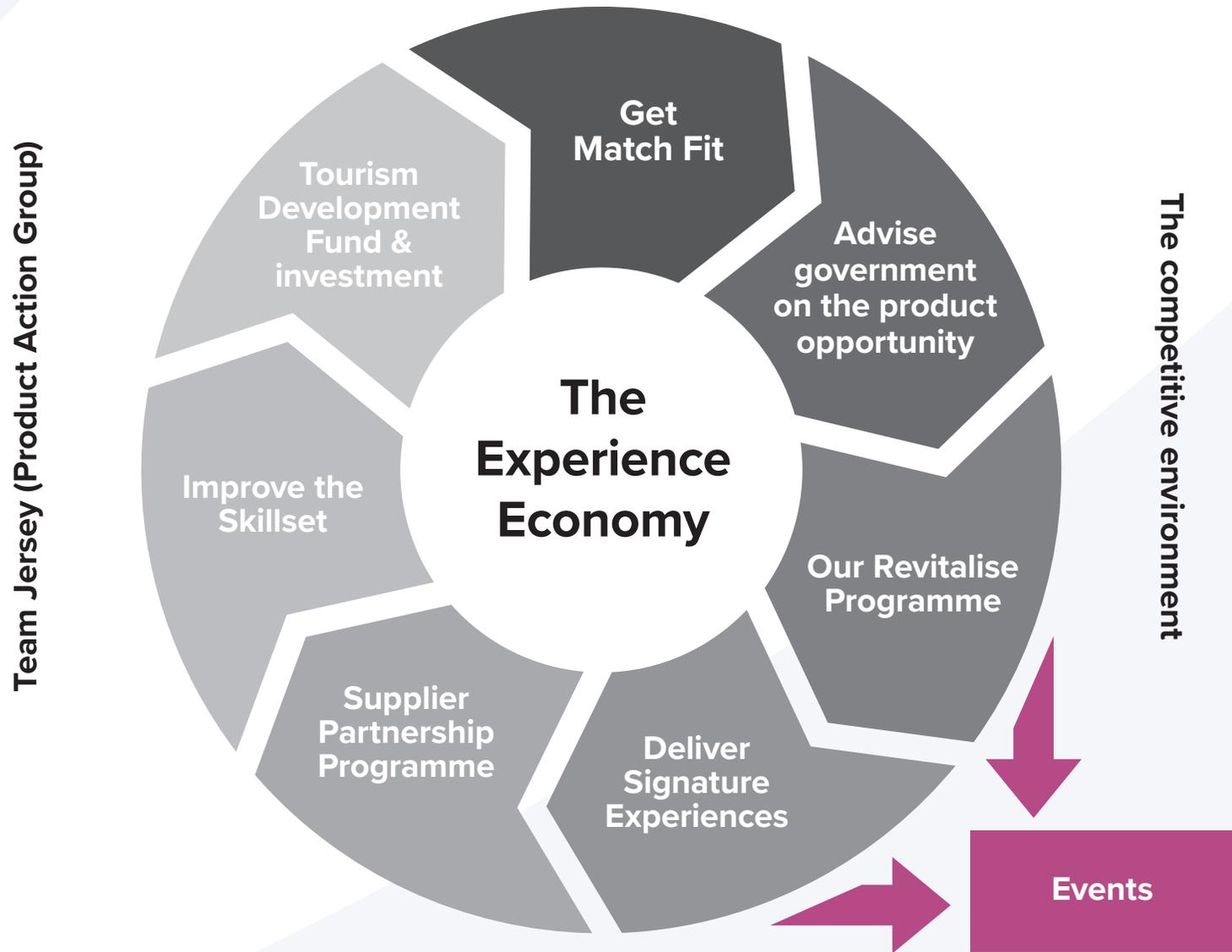
## Proposed stakeholders

As product champions the Product Action Group will guide, agree & shape priorities for the strategy.

Stakeholder	
1. Visit Jersey / Events Jersey	9. JP Restaurants
2. Jersey Business	10. Jersey Heritage
3. Jersey Hospitality Association	11. Jersey National Park
4. Ports of Jersey	12. Jersey National Trust
5. Jersey Attractions Group	13. Liberty Bus
6. Jersey Retail Association	14. Department of Infrastructure
7. Luxury Jersey Hotels	15. Case study i.e. Visit Kent
8. Morvan Hotels & Self-Catering	



# The Product Path



Delivering  
lasting memories.



Product Strategy

# Deliver Lasting Memories

A customer centric approach.

- Working with the Product Action Group, Visit Jersey will focus on refreshing existing and building new tourism experiences to help improve competitiveness.
- To help the world fall in love with Jersey, we invite industry suppliers to deliver programmes aligned with what visitors are interested in experiencing.
- Experiential tourism may not be for all suppliers - and that's okay. This is the opportunity to increase business profits and deliver a sustainable, competitive advantage.



Product Strategy

# The Experience Advantage

## Tapping into emotional motivation.

- Jersey offers significant potential of unique, compelling experiences that differentiates us from the competitor set.
- Commodities, goods, services and experiences all offer distinct economic value and appeal to different segments.
- As suppliers progress up the scale, customisations allows the price to increase and delivers productivity gains.

Differentiation



Meet the vintner.  
Learn to pair the wine with food.  
Pick the grapes.  
Share the wine with friends at home.

**J**  
Jersey

# Our Signature Experiences

One small island.  
So many stories.  
Our product needs to reflect the abundance of colour and vibrancy of Jersey's stories through the seasons.

The opportunity exists for tourism suppliers and operators to deliver on our brand's promise. Through our experiences, we need to highlight the power the island has to refresh and revitalise, reconnect and rediscover. Jersey is not for the old. Or for the young. Or any particular age range. Our tourism experiences need to celebrate inclusivity.

Research tells us there are key areas of interest when it comes to what visitors are looking for when holidaying:

- **Time to relax**
- **Destination offers good value for money**
- **Spending quality time with family and friends**
- **The attractiveness of the scenery and landscape**

For that reason, the island break will be supported by core **'Signature Experiences'**. These will be rolled out (Appendix I) by working with key supplier groups responding to gaps identified by the product audit.



Product Strategy

# Our Signature Experiences

Develop world-class bookable product.

## Promise

- An island shaped by the sea
- Come up for air
- Family time to explore
- Optimism, individuality, togetherness, harmony
- Pride and passion
- Reconnect with nature
- Refresh in the fresh sea air



## Product

- **Nature & Wilderness**  
i.e. coastline, nature, rural & wildlife
- **Wellness & Active**  
i.e. retreats, mindfulness, training camps
- **People & Culture**  
i.e. Local culture, ancestry, field to fork
- **History & Heritage**  
i.e. Occupation stories, military history



## Example Suppliers

- Jersey National Park, Jersey Zoo, Samarès Manor, The Valley Adventure Centre, Jersey Birding
- Jersey Seafaris, Jersey Adventures, Jersey Kayak/Walk Adventures, Absolute Adventures, Windmadness, Jersey Bike Hire
- Jersey Heritage, Jersey National Trust, La Mare, Genuine Jersey, Jersey Royal Co.
- Jersey Heritage, Jersey War Tours, Jersey War Tunnels



## Product Strategy

# Get Match Fit

Inform, educate and work alongside partners.

The Brilliant Basics	Experiential Tourism Development	Say hello to your best customer	Build your business with the travel trade & OTAs	Build your business in the shoulder season
<p>Optimise your business profile with the Brilliant Basics programme:</p> <ol style="list-style-type: none"><li>1. MyListing</li><li>2. Social media &amp; imagery</li><li>4. The value of STR</li><li>5. The evolution of accreditation</li><li>6. Event toolkit</li><li>7. Accessible Jersey</li></ol>	<p>Help businesses build knowledge and excitement for creating experiential tourism opportunities.</p> <p>Curate a toolkit with tools, case studies and checklists which aid suppliers' efforts to create compelling experiences.</p>	<p>Understand who Jersey's best prospects are and what they want from the island break.</p> <p>Establish a programme with the Jersey Attractions Group, Jersey Business, the Jersey Hospitality Association and the Jersey Retail Association which assists in identifying and serving Jersey's best customers.</p>	<p>Destination Jersey will present an opportunity for on-island suppliers to understand the value of working with travel trade professionals.</p> <p>Use the event as a platform to showcase new Jersey inventory, leveraging powerful influencers, promoting key experiences and Events Jersey.</p>	<p>Develop a toolkit designed to help businesses better understand Jersey's year-round opportunity and the benefits of expanding operations.</p> <p>At Destination Jersey, host a dedicated seminar with coaching and case studies.</p>

## Product Strategy

# The Revitalise Programme

## Partnership-led product development.

- Effective, strategically aligned stakeholder engagement presents opportunity for the sharing of resources to address challenges and identify new opportunities.
- In partnership with the Jersey Hospitality Association and Jersey Business, create a pilot programme, funded by the Enterprise & Growth Fund.
- Work with two/three key pilot accommodation partners to revitalise their business and shape product development requirements based on the needs of our best prospects.
- Generate success stories which build momentum, evidencing the value of the programme.
- Extend the programme into other product areas i.e. retail, attractions etc.

### Reasons

Visit Jersey to outline the tourism productivity opportunity for industry. Present a research-informed case, sharing best practice case study examples from competitor destinations (i.e. seasonality).



### Relevancy

Jersey Hospitality Association identify prospective partners which correspond to the product gap to drive industry engagement & secure the buy-in of two/three key partners.



### Response

Jersey Business to deliver the programme, outlining financial modelling, demonstrating where efficiencies can be made and providing practical guidelines on partner investment.

Product Strategy

# Supplier Partnership Programme

Better distribute  
brand Jersey in  
2018 and beyond.

- Our three-tiered supplier partnership programme helps suppliers on-island amplify their profile through Visit Jersey's consumer marketing channels.
- The programme will be reviewed annually to ensure relevancy, effectiveness and support future growth.
- The 2017 programme currently has 26 'Stay' and 'See & Do' partners subscribed at a gold/silver tier. With high demand, criteria to participate in the programme should consider the tourism supplier's product and market fit to deliver the ambitions of the island break, and willingness to participate in our full range of opportunities i.e. STR Global (hotel market data & benchmarking), joint content marketing.
- Looking ahead to 2018...

The evolution of the programme should consider the role of trade partners in playing a role in packaging up Signature Experiences.

The programme should be developed to incorporate 'Eat & Drink' and 'Retail' partners.

In partnership with Events Jersey, Visit Jersey will launch an events based programme.



# Events Jersey



Jersey

# The Role of Events

Inspire events  
which celebrate  
the island break.

- Visit Jersey will provide expertise, guidance, support and leadership, through the Events Jersey strategy.
- Jersey's event profile will serve to 'fill' the island in the shoulder seasons.
- Core events which reflect our Signature Experiences will be delivered, as well as a range of business events which align with our core industrial sectors (finance, digital, tourism, agriculture).
- High profile one-off events i.e. Digital Tourism Think Tank will be acquired and mega events i.e. Super League Triathlon which complement the core portfolio and have been attracted to Jersey by its unique appeal as a destination will be retained.
- These events act as a springboard. They present opportunities to promote Jersey before, during and after reaching new visitors in target markets and reigniting the island's appeal. Events can provide and showcase the island break welcome, promoting the wider messages and interests of Jersey.

Product Strategy

# Delivering an Events Strategy

Our mission.

- A partnership-led approach, working with bodies such as Sports Jersey, Genuine Jersey and Destination Management Companies will support Events Jersey in bidding for key events.
- Research will be undertaken to benchmark Jersey's performance against competitor destinations and to analyse and explore key trends.
- Opportunities, experiences and education as to the Events Jersey proposition will ensure that impact and legacy are delivered on an ongoing basis.
- Events provide a platform for media, marketing, engaging the travel trade and on-island supplier community.
- Develop the resources required for successful events-led tourism i.e. website, case studies, toolkits and highlight tourism opportunities.



Product Strategy

# Our Welcome

The personal touch.

- The pride and passion of our islanders is an opportunity to inspire even more visitors to discover Jersey.
- Whether taxi drivers, front desk concierge or the personal touch of the local community, our openness to share local hidden gems and go the extra mile in the welcome we offer, is central to delivering on our ambition.
- A campaign will position local ambassadors who welcome our visitors across our key product verticals i.e. Richard Stevens, Jersey Seafaris, Hugo de Castro, Grand Hotel & Spa (best concierge in the British Isles). They will celebrate what a local welcome is about and provide content-led destination training.
- The 'Airbnb Effect' connects visitors with unique product inventory. Explore a campaign which inspires homeowners to welcome visitors in their home on Airbnb and host local experiences.



# Increase the Skillset

Inspire the next generation of visitor economy employees.

- In partnership with Highlands College, the Jersey Hospitality Association and the Jersey Attractions Group, inspire the professional development of locals to consider tourism and hospitality as a career of choice.
  - **Get kids out of the classroom.** Explore an apprenticeship scheme hosted by the Jersey Attractions Group and the Jersey Hospitality Association members.
  - **Present diversity of the sector.** Develop a campaign sharing the voice of influential industry leaders to attract and nurture talent from school leavers to second-careers.
  - **Industry disrupters.** Katy Pierce (MOO), Marcus Calvani (BeServed), Debbie Vautier (De Normandie/R Fresh), Fiona Kerley (JHA/The Ommarroo) will be invited to lead as ambassadors.
- Through our tourism charter, gain recognition about the important and significant contribution of the sector in stimulating economic diversity.

# Measurement

Evaluating  
the product  
development  
contribution.

- Evaluating the number of new product developments on-island fails to assess the contribution made by Visit Jersey, nor adequately captures the quality of the experiences delivered.
- **Set measurable benchmarks** for our tourism industry on what constitutes a high-quality visitor experience i.e. alignment with our Signature Experiences, open in the shoulder seasons, resonates with the key motivators, memorable/authentic etc.
- **Consumer-based measurement** via the exit survey will measure Net Promoter Score and overall sentiment towards different aspects of the product offer. A question to those who have visited recently, via the brand tracker, could measure 'return on emotion'.
- **Trade-based measurement** could explore the contribution made by Visit Jersey in sharing best practice and presenting opportunities for product development. The Ecorys Survey will be integral to evaluation.

# Deliverables & Timescales

## Considerations

- 3 year strategy to inspire continual investment in product development.
- Quick wins identified as priorities for 2018 vs. longer-term deliverables.
- Additional people and financial resource (£100,000+), requirements in 2019/20.
- Economic Development, Tourism, Sport and Culture and other Government departments have significant roles too.

# Appendix



# Developing Signature Experiences

Marketing

Generate demand through storytelling. Inspire visitors to discover Jersey through marketing campaigns and content channels.

Product

Work with on-island suppliers to package up product experiences and deliver inspirational itineraries based on what visitors are looking for and what is being marketed.

Trade



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