

GROWTH STRATEGY SUMMARY 2020



Few English cities are as shackled by reputation as Liverpool, and none has worked so hard to outgrow the clichés that for so long have been used to define it.

A hardscrabble town with a reputation for wit and an obsessive love of football, Liverpool also has an impressive cultural heritage: it has more listed museums than any other city outside London, its galleries are among the best in the country, and it has recently undergone an impressive program of urban regeneration. And then there's the Beatles. Liverpool cherishes them not because it's stuck in the past and hasn't gotten over the fact that they're long gone – it's because their worldwide popularity would make it crazy not to do so

Lonely Planet



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INTRODUCTION

Joe Anderson OBE
Mayor of Liverpool



Throughout history Liverpool has been a destination for travellers from across the world. From trade to culture, people have come to this great city because we have so much to offer and the best welcome in the world.

Whether it's 10,000 delegates at an international conference, 100,000 sports fans lining the streets for the Tour of Britain or a million people flocking to the waterfront to see the 'Three Queens' this is a city which is at its best when hosting visitors from around the world as well as neighbours from just up the street - no other city brings people together like Liverpool.

We have a world class cultural offer every day of the year, a major events programme unrivalled in terms of breadth and quality, legendary nightlife, world class sporting events from the British Gymnastics Championships to the Grand National, a booming independent food and drink and retail offer, a rich collection of branded and independent hotels and award winning business and conference venues.

I haven't even mentioned the Beatles, Liverpool and Everton Football clubs, our UNESCO Heritage Waterfront or some of the best golf courses in the world.

So the strength of the offer and the facilities to support them are here and of international quality. Now we need to see the sector grow even further, for the opportunity presented by the city region to be grabbed with both hands and the economic impact to be pushed to the next level.

We need to welcome more people, host more events, grow our global reputation and make more of the incredible brands and venues we have on our doorstep.

Tourism and visitors bring money into the city, but they also contribute to the wellbeing of residents, bring new thinking, ideas and culture into Liverpool, support jobs and raise our profile on a global scale.

That is why I am so happy to see the ambition set out by the Liverpool Visitor Economy Network in this paper. It provides focus to the need to grow the economic impact of leisure and business tourism, and a clear framework for how we not only sustain, but grow further.

A handwritten signature in black ink that reads "Joe Anderson".

EXECUTIVE SUMMARY

Liverpool has never lacked ambition and we believe this ambitious strategy developed by the visitor economy will play a significant role in the continual growth of Liverpool and the wider city region. It is the objective for the Liverpool Visitor Economy Network, by utilising strong partnerships, taking responsibility and acting with pace and agility, will help direct the visitor economy to achieve the ambitious targets set within this document.



The Visitor Economy in Liverpool is a success story not just for Liverpool and wider city region, but for the entire UK. The growth experienced over recent years has helped create a sector which contributes over £3.8 million to the local economy and supports 49,000 jobs. This means it is one of the most significant industry sectors in Liverpool.

The Liverpool Visitor Economy Network (LVEN) Board has responsibility for driving forward Liverpool's visitor economy. It is made up of representatives from all of the main sectors of the visitor economy. Marketing Liverpool, the company which delivers the city's place marketing, sits on the Board and provides executive support through the post of Head of Tourism.

This report provides an evidence base allowing the LVEN to develop an action plan which prioritises opportunities and encourages the wider visitor economy to take responsibility in helping this sector continue to grow. Liverpool has invested in robust data over many years and therefore can have high levels of confidence in the statistics included within this report. It highlights the key evidence and agreed strategic direction for Liverpool's visitor economy and is supported by a technical paper which provides the underpinning research and data.

This report formulated by AMION Consulting, alongside LVEN Board,

who have helped shape its strategic direction, is being used in two ways:

- Firstly to shape an action plan (this is included within this document), which has been created by LVEN board in consultation with the wider Visitor Economy Members and sets out the activities to overcome challenges and attack opportunities. It identifies dependencies whom will help drive the actions forward.
- Secondly it will help inform and connect to the Visitor Economy Investment Strategy for the wider city region.

We do not have the right to expect growth. The priorities and actions highlighted in this document will certainly help this city continue to grow. We have therefore set challenging growth targets – focusing on increasing our staying visitors from 2.2 million to 2.5 million.

AMION Consultancy, on behalf of the LVEN, has scrutinised intelligence both on a macro and micro level to set the 2020 growth target. The analysis suggested a growth range of between 115,000 to 300,000 additional staying visitors.

Liverpool has experienced rapid growth since it was announced the city would become the Capital of Culture 2008. We see 2018, ten years since Liverpool became European Capital of Culture, as a catalyst - given the changing

macro environment and the need for Liverpool to compete first and foremost internationally to attract visitors. The view of the LVEN is that Liverpool must remain ambitious and aspirational in both its approach and growth targets.

This is not a time for conservative or vanilla thinking. Liverpool is perfectly positioned for visitor economy growth and the window of opportunity is now. This strategy therefore focusses on a joined up, collaborative approach to achieve the target of 300k additional staying visitors by 2020.

The report defines the importance of the visitor economy for the future growth of the Liverpool and the wider city region. It places clarity on the need to grow our national and most importantly international attractiveness encouraging leisure and business visitors to the city. Liverpool, as the attack brand plays a vital role to penetrate into key markets to attract future visitors to the city region.

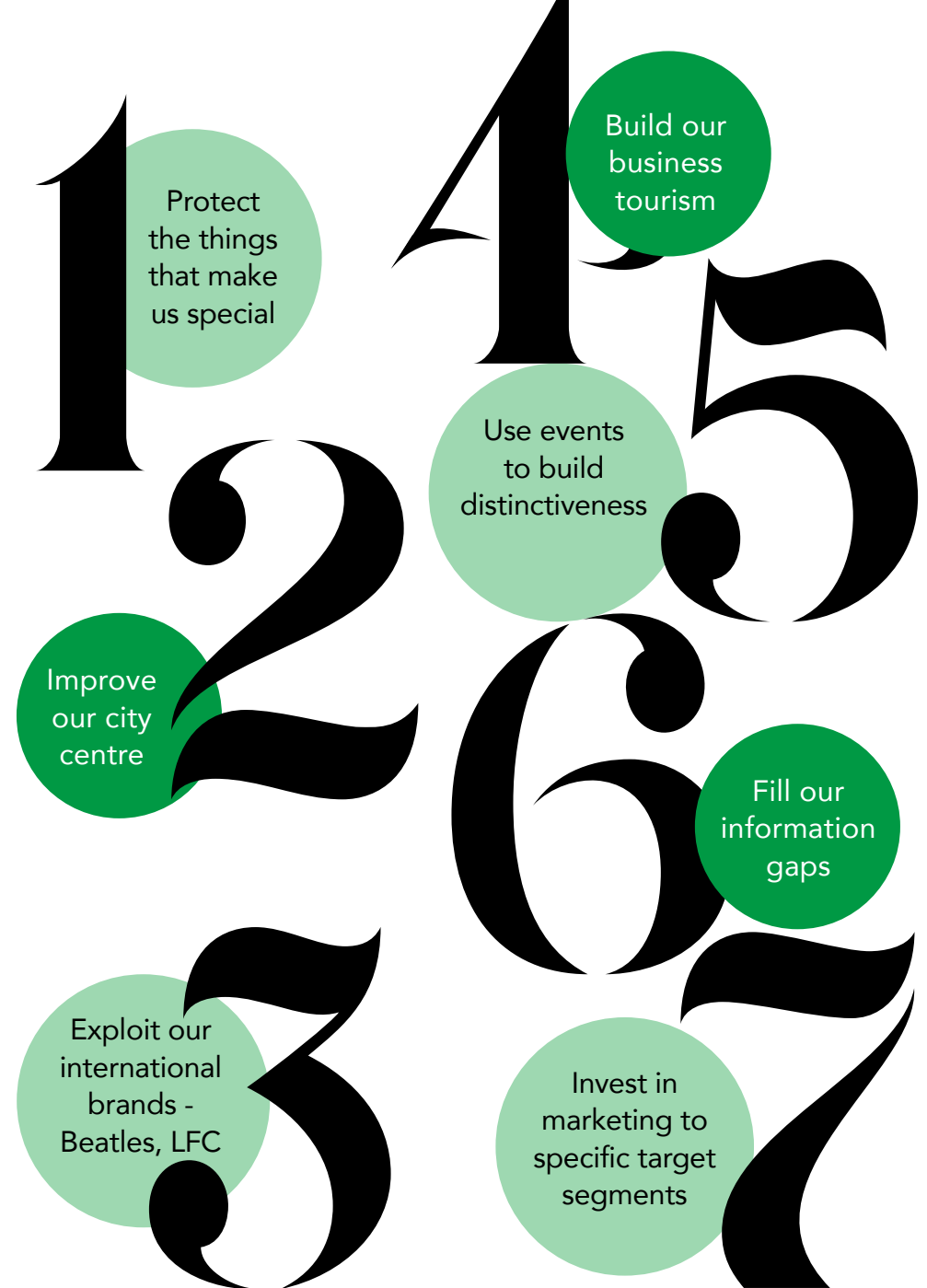
To achieve the aspirational growth targets, this growth strategy identifies seven key priorities for the visitor economy to drive forward with pace and agility:

To deliver the action plan and achieve the ambitious targets set by the LVEN, we must work creatively, with strong partnerships between public and private sector stakeholders throughout the city region. We must also adopt a stronger partnership approach with our Northern Powerhouse

neighbours and utilise core city collaborations. Liverpool will continue to help shape the thinking at national level, working seamlessly with Visit England and Visit Britain to ensure the city region is at the forefront of the work undertaken nationally and internationally, whilst maximising the opportunities and initiatives driven by our national agencies.

We must acknowledge and ensure further investment to enable growth is supported. Infrastructure development to improve rail and air connectivity, making it both easier and a better experience to get into and around the Liverpool city region is essential to attract international visitors. We must as a network look at how we might improve our routes to market, and collaborate on digital product development and marketing initiatives. To remain competitive in this international market place action this strategy champions the need to embrace and develop digital connectivity and smart ticketing to ensure we make it as easy as possible for our consumers to access and book our product.

Within each priority the LVEN has highlighted an action plan with suggested activities, dependencies and timescales. Whether it is to improve our welcome, enhance Liverpool's national and international profile, influence decision making, create compelling experiences and exceed expectations, each of the proposed activities has one thing in common - the visitor is at the forefront of our thinking.



THE VALUE OF THE VISITOR ECONOMY

Tourism is one of Liverpool's most significant economic drivers. It is also one the city's greatest success stories.



The number of people staying in Liverpool overnight has grown by 35% since 2009 and 64% since 2003. Approximately 2.29m staying trips were made to Liverpool in 2014, compared to 1.7m in 2009 and 1.4m back in 2003. Liverpool is now the 4th most popular destination in England for overseas tourists after London, Manchester and Birmingham. 15 years ago, it ranked 16th. Staying tourists generated £756m for the Liverpool economy in 2014.

Importantly, not only is Liverpool attracting many more visitors than ever before, but a significant percentage of its visitors are genuine 'leisure' tourists. Tourism figures for UK cities are often boosted by business tourists (people staying overnight for work and for meetings). By contrast, Liverpool's tourism figures are dominated people staying in the city for leisure purposes and are therefore actively seeking cultural and leisure experiences and activities and spending in these areas.

Figure 1: Staying tourists to Liverpool 2014

	Number of visits	Number of nights	Visitor expenditure
Domestic leisure tourists	1,400,000	2,660,000	£337,820,000
International leisure tourists	490,000	2,450,000	£311,150,000
Domestic business tourists	230,000	368,000	£46,736,000
International business tourists	170,000	476,000	£60,452,000
Total	2,290,000	5,954,000	£756,158,000

Source: International Passenger Survey, Great Britain Tourism Survey and STEAM data. AMION Consulting analysis.



In addition to the £756m generated by staying tourists, a further £1.75bn is generated by 30m day visitors to the city. There were 8m more day visitors in 2014 compared to 2006.

The Liverpool visitor economy, including both day and staying visitors, had a GVA of £1bn in 2014 which is equivalent to 10% of the economy in Liverpool. The sector directly employs 25,000 people which is equivalent to 10% of all jobs in the city. This puts the visitor economy on par with education and retail as major employment sectors in the city (both employ 25,000 people each). Health is the only single sector to employ more people in the city (41,000 jobs).

Liverpool is arguably the UK's greatest tourism success story. The evidence is all around. There are now more hotels than ever before. Back in the 1990s, few would imagine that by 2016 Liverpool would boast international brands such as Pullman, Doubletree, Hilton or top quality independent hotels such as Titanic, Signature Living's The Shankly and 30 James Street, the Hope Street Hotel and the Hard Day's Night Hotel.

A walk through any of Liverpool's key destinations such as Albert Dock, Liverpool ONE, Mathew Street, Bold Street and Ropewalks will see throngs of tourists, whilst social media is packed with pictures of people at landmarks such as Strawberry Field, the Cavern Club, Chinatown, the Pier Head and Anfield.

Some key developments in Liverpool's visitor offer

Liverpool's year as European Capital of Culture in 2008 was a game changer for the city's visitor economy. Alongside the immediate and longer term impact that the event had on visitor numbers, the media profile which was generated repositioned the city as a modern, multi-faceted destination with a vibrant cultural offer. The event was also the catalyst for much of the investment which has been made in the city's offer.

Between 2004 and 2014, the number of hotel rooms in the city increased from 2,873 to 6,700. Despite this significant increase in supply, occupancy rates have continued to increase.

In 2008, Arena and Convention Centre Liverpool, a £164m arena and convention centre was opened on the Kings Dock, providing the city with an international venue for conferences and events. In 2015, a new exhibition centre was added, followed by an on-site hotel. In 2015, Arena and Convention Centre Liverpool hosted 93,000 conference delegates and attracted 600,000 people to its Arena shows, performance and events.

Liverpool's retail renaissance, including the £1 billion regeneration projects which led to Liverpool ONE.

The new Liverpool Museum opened on the waterfront in 2011, part of National Museums Liverpool which is widely recognized as the most significant collection of museums and art galleries outside London.

In 2014, the newly refurbished Everyman Theatre won the prestigious RIBA Stirling Prize.

1. Gross value added (GVA) is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy



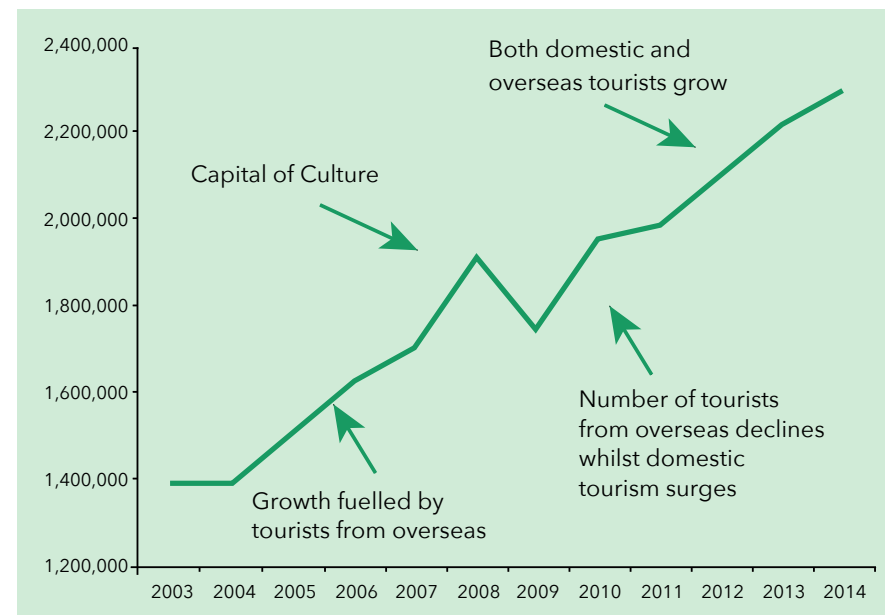
The city's theatres, galleries and museums are thriving, with many having had a new lease of life, whilst attractions such as The Beatles Story have seen year on year growth in visitor numbers. The Arena and Convention Centre has a packed programme of international and national conferences, events and shows and has recently opened its new exhibition centre.

The resurgence of Liverpool's cruise terminal has accelerated the profile of Liverpool as not only a destination, but a gateway. The continuous growth and attraction of cruise business to Liverpool plays a significant role in supporting the growth of the visitor economy and with future investment allowing the attraction

of more cruise liners will further raise the profile and help attract visitors to the city.

There are many factors which have contributed to the growth in visitor numbers and spend, but the vast majority of growth can be attributed to the very significant levels of investment which the city has seen in its hotels, attractions, international events, cultural offer, public realm, infrastructure and marketing – in short, all of the critical elements of the visitor experience.

It is clear growth has come from both international and domestic visitors who come for leisure as well as business.



Source: STEAM data provided by Global Tourism Solutions on behalf of Liverpool LEP and its predecessors

Cultural Capital

Liverpool's international profile is undoubtedly boosted by having a range of renowned world class organisations such as the Royal Liverpool Philharmonic Orchestra, the Everyman and Playhouse Theatres, Tate Liverpool, FACT, Liverpool Biennial, The Unity Theatre and The Bluecoat.

Liverpool has an unparalleled programme of festivals throughout the year, bringing international artists and visitors from all over the world to experience events such as Africa Oye, Liverpool Irish Festival, Liverpool Arabic Arts Festival, Light Night, Liverpool Comedy Festival and Milapfest (India). The offer is diverse and spectacularly creative and indicative of both the warm welcome people receive on visiting the city, and the reputation of our arts organisations.

Whilst some destinations have scaled back their events programmes, Liverpool has continued to invest in major events and exhibitions. The ever changing and high profile programme has provided visitors with a reason to come back and

has attracted new audiences and media attention. Notable events have included the Cunard Three Queens (2015), the International Festival for Business (2014 and 2016) and the Giants Spectacular (2014) commemorating the start of WW1.

Since the beginning of the economic downturn around 2010, Culture Liverpool Investment Programme (CLIP) budgets have steadily reduced from a high point of £4.2m in 2010, to £2.7m in 15/16 and 16/17. Despite the economic downturn, CLIP organisations have been able to maintain outputs and outcomes at an incredibly high standard with audiences of 3-4 million per annum. Turnover of the funded organisations has exceeded £30m per annum over the last five years and over 2000 people are directly employed. Each pound that the council spends on CLIP generates over £9 in match from other sources. Although, the broader social and tourism impacts are difficult to measure, there is enough evidence to suggest that the cultural offer creates a critical mass of activity, participation and engagement that drives the cultural economy of the city and supports the attraction of visitors to the city.



DISTINCTIVELY LIVERPOOL

Unlike many other destinations, Liverpool has never struggled to find an identity. It's strong, clearly defined character is widely recognised by visitors and residents alike.

The Liverpool Destination Survey, undertaken annually by North West Research, shows that nearly two thirds of staying visitors come to the city simply to explore the destination, rather than to visit a specific attraction or event.

Further analysis² shows that the key drivers of the 'Liverpool experience' can be grouped into seven core categories. Underpinning this, the character of the people and the deeply cosmopolitan nature of the city, is what helps to make it special.

This strategy recognises the value of these assets and provides a plan to invest in them to protect the future of the visitor economy.



2. Analysis drawn from the Liverpool Destination Survey undertaken by North West Research annually and from Trip Advisor rankings from visitors.



Figure 2: Summary of growth markets to Liverpool by 2020

	<i>Additional visits</i>	<i>Additional number of bednights</i>	<i>Additional visitor expenditure</i>	<i>Additional jobs supported</i>
Domestic leisure tourists	160,000	304,000	£38,608,000	494
International leisure tourists	82,720	413,600	£52,527,200	672
Business tourists	54,000	86,400	£10,972,800	140
Total	296,720	804,000	£102,108,000	1,307

Growth Targets

The target is to grow the number of overnight visitors from 2.2m (in 2014) to 2.5m by 2020, an increase of c13%.

This target is an ambitious one. Changes to the public funding climate, combined with ongoing global financial uncertainty, means that attracting investment to support the existing infrastructure will remain a key priority. Over and above this, this strategy will help to identify those areas where new investment will be sought to deliver this growth.

The strategy targets growth from both leisure and business markets.

In terms of international markets, Liverpool already attracts a significant percentage of visitors from Ireland, Spain, Norway, Australia, Denmark, Finland and Portugal.

These markets will be protected.

Five additional markets have been identified where the city currently underperforms relative to the UK as a whole: France, Germany, USA, Italy and Belgium.

Visit Britain has also identified a number of growth markets where it expects a very significant uplift in the number of tourists to the UK. These include China, Russia, Brazil and India. Liverpool already penetrates well into these markets, suggesting that the city is inherently appealing to them, albeit from a low base.

These markets will be targeted through marketing and product development.

The growth in domestic leisure tourists to the city has been particularly strong since 2007. A more sustainable, although still significant, rate of future growth is anticipated, primarily from the regions which already make up the major domestic markets for the city: London and the South East, and the North West.

Business tourism growth will come from new visitors attracted by the expansion of ACCL and a sales drive aimed at attracting further large scale international conferences. A targeted sales approach will also secure smaller conferences to a variety of venues throughout the city region.

STRATEGIC THEMES

The visitor experience is made up of numerous elements, many of which are just as important to residents and workers in the city as they are to visitors. This strategy therefore needs to work alongside a number of other strategies and action plans in order to deliver growth in the visitor economy.

The following seven strategic themes have been identified to guide the investment process. They are a way of identifying and grouping together the elements that are important to the visitor offer and ensuring that there is a plan for investing in them.

Beneath each of the seven strategic themes, there are a number of specific actions which set out what will be done, by whom and how they might be funded.



1

Protect the things that make us special

We have a clear picture about the things that our visitors value and the reasons that they come. These are summarised in section above. Many of these assets and experiences require ongoing funding, support and refreshment in order to keep them special. If we are to grow our visitor economy, we first need to protect what we have already got.

We recognise that the context is changing and in particular that new ways need to be found to protect our cultural institutions, keep our profile high and ultimately fill our hotel rooms, restaurants and shops.

Protecting our existing offer is the bedrock of our future growth.

The city centre is the jewel in the crown. It is the place that most people will visit and the location for many of our visitors' experiences.

The city already has a plan for developing the city centre, the Strategic Investment Framework. We will actively work with our colleagues in Liverpool City Council to develop this plan to ensure that it delivers the needs of our visitors, as well as our residents and workers, recognising that in some cases, visitors have different needs and priorities.

We will put our collective 'weight' behind this plan, ensuring that it remains a critical action for the city.

Improve our city centre

2

3

Exploit our international brands - Beatles, Liverpool Football Club

Very few destinations can boast two brands of such international significance as the Beatles and Liverpool Football Club. These brands are not just almost universally recognised, but they are a reason why many people visit the city.

We will invest in the visitor potential of these two brands and ensure that they always remain at the forefront of our marketing of the destination.

Since Arena and Convention Centre Liverpool opened in 2008, the city has become one of the UK's top conference destinations. The opening of the new exhibition centre in 2015 has provided a further opportunity for significant growth.

We have a clear understanding of where opportunities for market growth exists. Through a combination of product development, sales, marketing and improved visitor services, we will target specific international and national conferences and exhibitions which will grow business tourism throughout the year.

Build our business tourism

4

5

Use events to build distinctiveness

Since the lead up to 2008, Liverpool has been developing its reputation as a city for vibrant, high profile events. In 2018 Liverpool will create a unique programme of events celebrating the 10 year anniversary since the city was European Capital of Culture. We acknowledge the need to build on this opportunity to refine a clear strategy which prioritises events which build on our distinctiveness – events which are uniquely Liverpool.

We will ensure that we invest in events which have the greatest immediate economic impact as well as contribute most effectively to the reputation and profile of the city as a vibrant, contemporary, dynamic destination. We will become and remain a 365 day events venue.

Although our knowledge base is good because we have invested for many years in market intelligence about our visitors, there is more that we can do. We understand that the needs and the profile of our visitors will continue to change and we need to keep investing in new ways of capturing and interpreting data so that we always have a clear and accurate picture of our existing and potential market.

In particular, we will better exploit the data which already exists, sharing it and mining it to provide us with a fully comprehensive profile of our business and leisure visitors.

Fill our information gaps

6

7

Invest in marketing to specific target markets

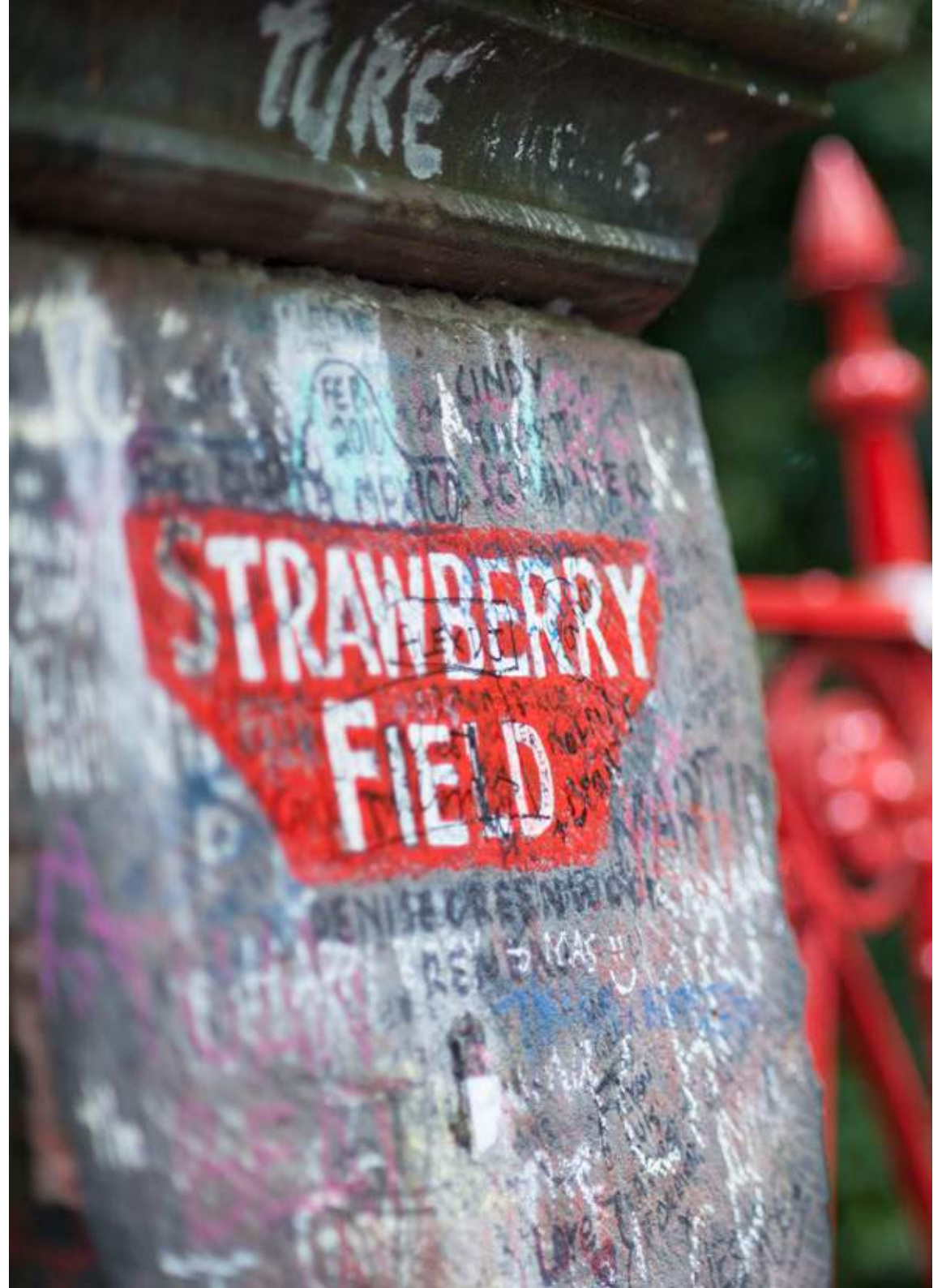
As public sector funding becomes ever scarcer, supporting marketing activity aimed at developing new and emerging markets is becoming ever more challenging. But it is unrealistic to expect that the private sector will fill this gap.

We will tackle the challenging issue of creating a 'fighting fund' which will allow us to target specific marketing activity at the markets which have been identified in this strategy as having the greatest potential.

We will work with key partners across the North of England and Visit Britain to ensure that we get best value for our campaigns.

ACTION PLAN

The following action plan has been developed by LVEN to deliver the strategic themes. It is expected this plan will evolve and change as projects are delivered and priorities updated. It is however, important to create a starting point. This plan should therefore not be considered as a final document, but a working document which should be used continuously to help drive momentum and ensure clarity of purpose.





1

Strategic Theme 1: Protect the things that make us special

Priority	Action	Accountability	Dependencies	Milestones
Fight to protect the funding which is essential to our museums, galleries, cultural programming, events & conventions	<ul style="list-style-type: none"> Investigate options for mandatory or voluntary levies to provide core funding for marketing, subvention and events 	LCC/LEP	<ul style="list-style-type: none"> LCR Investment Strategy 	April 2017
	<ul style="list-style-type: none"> Work with Private and Public sector stakeholders to shape alternative investment/funding vehicles/models to support events 	LVEN/ACC	<ul style="list-style-type: none"> Private sector stakeholders i.e. Hoteliers. 	Sept 2016
	<ul style="list-style-type: none"> Investigate options for support for the cultural sector through the devolution asks 	LEP	<ul style="list-style-type: none"> Devolution Cultural partnership Combined authority Culture Liverpool 	
Get even better at securing grant and project based funding	<ul style="list-style-type: none"> Work with the LEP identify suitable grant funding sources for identified growth projects 	LVEN/ LEP	<ul style="list-style-type: none"> LCR Investment Strategy 	June 2016
Continue to improve our visitor experience	<ul style="list-style-type: none"> Ensure we offer a strong 'international visitor welcome' Utilising key entry points to galvanise our visitor experience i.e. Liverpool John Lennon Airport, Cruise Terminal and Lime Street Station <ul style="list-style-type: none"> Develop multi-lingual phrases packages for front line staff (hotel & attraction staff, taxi drivers etc.) Encourage all operators to offer multi lingual information 	LEP Mersey Travel / Transport for the North / LJLA / LCC - Cruise Terminal	<ul style="list-style-type: none"> Transport strategies LEP Training Plan 	April 2017



Strategic Theme 2: Improve the product in our city centre

Priority	Action	Accountability	Dependencies	Milestones
Use the city's Strategic Investment Framework (SIF) as the delivery mechanism to join up the end to end customer experience	<ul style="list-style-type: none"> Investigate and clarify the relevance of the SIF and establish if it is fit for purpose? Investigate the position and the city resource to deliver the SIF Investigate if the private sector should have a role in re-energising the SIF and supporting its delivery? 	LCC/LVEN/LEP/ML	<ul style="list-style-type: none"> LCC (SIF steering group) 	April 2017
Review the SIF with the city and update it to include key VE projects e.g. Cruise Terminal, Lime Street Development, Liverpool South Parkway (Liverpool John Lennon Airport rebrand/connectivity) and others. Ensure it is being delivered	<ul style="list-style-type: none"> In depth review of SIF priorities against identified VE action - these include: <ul style="list-style-type: none"> Signage and wayfinding Lime Street Corridor Mathew Street/Cavern Quarter Cruise Terminal St George's Hall & plateau Rope Walks TIC provision Coach Parking Hotel investment Development of Beatles experience/product China Town Development Baltic Lighting the City – investigate options for lighting schemes across the quarters and their integration and influence into a lighting strategy for the city (subject to its existence) For example: St George's Hall & St John's Gardens / Waterfront Group / Hope Street / etc. Establish top four priorities for the LVEN to influence based on ranking and costs benefit 	<p>BID Company / LVEN/LEP/ Mersey Travel/ Liverpool ONE</p> <p>LVEN / LCC</p>	<ul style="list-style-type: none"> LCC/SIF delivery Quarter Groups (connection with the LCC planning/ regeneration) Hotel Development Group Coach Infrastructure Group BIG Culture Liverpool 	<p>Sept 2016</p> <p>April 2017</p>



Strategic Theme 3: Exploit our international brands - Beatles and LFC

Priority	Action	Accountability	Dependencies	Milestones
Improve our Beatles experience for everyone	<ul style="list-style-type: none"> Work with LCC to develop recommendations based on the Beatles Economic Impact Study provided by the University 	LCC / Culture Liverpool / UNESCO City Of Music	Beatles Legacy Group	April 2017
Develop a targeted marketing campaign to identified international & domestic growth markets	<ul style="list-style-type: none"> Integrate into international growth marketing plan To increase the competitiveness of Liverpool's product To develop bookable products in line with market trends and consumer demands Align route connectivity opportunities with Liverpool John Lennon Airport's growth strategy 	ML/LVEN /LJLA	City Marketing Plan City Stakeholders Visit Britain & Visit England Airline Stakeholders	April 2017
Mainstream LFC as part of the tourism offer. Work with Visit Britain on specific international football marketing campaigns	<ul style="list-style-type: none"> Integrate into domestic and international growth marketing plans To increase the competitiveness of Liverpool's product To develop bookable products in line with market trends and consumer demands 	ML/LFC/EFC	City Marketing Plan City Stakeholders Visit Britain & visit England	April 2017



4

Strategic Theme 4: Build our business tourism

Priority	Action	Accountability	Dependencies	Milestones
Target identified conference growth markets	<ul style="list-style-type: none"> Develop & deliver a business tourism sales and marketing plan Develop & deliver international sales and marketing growth plan 	LVEN / ML/ ACCL	City Sales & Marketing Plan LCR Investment strategy	April 2017
Champion the development of the city's business base.	<ul style="list-style-type: none"> Prioritise the importance of attracting new corporate HQs in the city as part of the inward investment strategy Support the promotion of the film industry including locations 	LVEN	Inward Investment Strategy Liverpool Film Office Culture Liverpool	Ongoing
Share information to inform better decision making	<ul style="list-style-type: none"> ML/ LCB to work with venues to share data about conferences ML to develop a toolkit to share best practice proposals, intelligence and marketing material to increase effectiveness of conference bids 	LVEN/ ACC/ LHA	City Sales & Marketing Plan	March 2017
Build strategic partnerships with other major UK conference destinations to improve competitiveness of the UK to international conference markets	<ul style="list-style-type: none"> Investigate opportunities for VB/ VL to facilitate information/ best practice & lead sharing 	LVEN / ML/ ACCL/ LHA	Visit England / Visit Britain Northern Powerhouse	March 2017
Develop more 'business friendly' hotels	<ul style="list-style-type: none"> Encourage hotels to offer pre-check in facilities for conference visitors Welcome training package for FOH staff 	LHA LEP/LHA	City Sales & Marketing Plan LCR Growth Strategy	March 2017



4

Strategic Theme 4: Build our business tourism

Priority	Action	Accountability	Dependencies	Milestones
Maximise opportunities to sell the destination to conference delegates and business tourists	<ul style="list-style-type: none"> Develop 'time precious' itineraries for business visitors, available through hotels Develop 'Come Back & Visit' packages for business visitors Develop a Business Visitor Ensure the destination is promoted in advance to delegates attending conferences in the city 	LVEN / ML	City Sales & Marketing Plan	April 2016
Explore and develop more business friendly integrated solutions	<ul style="list-style-type: none"> Developing a more internationally competitive proposition (pricing/passes/connectivity) Better use of technology to support integrated modes of transport (Air, road, rail, sea) i.e. seamless ticketing Linking attractions regional and national (extending stays) 	LVEN	TFN Mersey Travel Liverpool John Lennon Airport Virgin Trains (And other providers tbc).	March 2017



5

Strategic Theme 5: Use events to build our distinctiveness

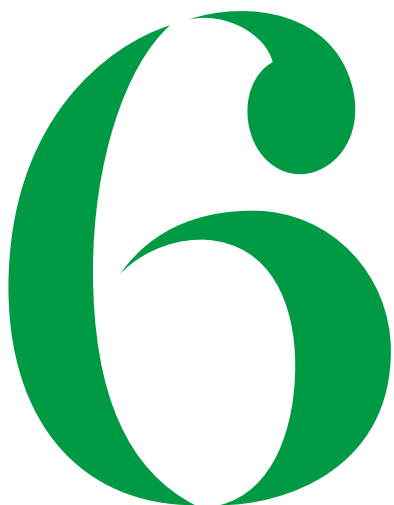
Priority	Action	Accountability	Dependencies	Milestones
Focus on one or two major recurring annual events which exploit our uniqueness	<ul style="list-style-type: none"> Investigate potential opportunities to utilise Beatles as the focus for an international event or series of events Investigate other events which sit within the criteria of being city region focused, whilst having the ability (current or potential) to attract an international (and national audience) for example: International Mersey River Festival Work with the existing cultural Renaissance work undertaken by the city to identify 3 year strategy (incl. 2018 - 10-year anniversary of CoC) 30yrs Business plan linked to the devolution ask 	Beatles Legacy Group & Beatles Industry Group (BIG) / Unesco City of Music Steering group / Major Events Group / Culture Liverpool	<ul style="list-style-type: none"> Beatles legacy Group Culture Liverpool (including the existing work being undertaken by Robin Kemp). BIG Canal and Waterfront Spatial strategy. Research & Intelligence. MEG. Dependencies between Culture and Tourism funding streams for events. funding. Devolution 	March 2017
Attract major blockbuster consumer exhibitions to Arena and Convention Centre Liverpool	<ul style="list-style-type: none"> Clarify how partners can support Arena and Convention Centre Liverpool to identify and attract two or three national and/or international exhibitions Align exhibition opportunities to the major events/seasonal programme to add value to the exhibition and the event e.g. audiences cross over and leveraging greater commercial connections 	LVEN / Major Events Group.	<ul style="list-style-type: none"> Arena and Convention Centre Liverpool exhibition centre strategy. Major Events Group 	August 2016



5

Strategic Theme 5: Use events to build our distinctiveness

Priority	Action	Accountability	Dependencies	Milestones
Create a 365 day event programme by supporting the many event organisers and venues already in existence	<ul style="list-style-type: none"> • Work with the identified 3 seasonal beats (collection of events) annually across Easter, Summer and Christmas – allowing longer term approach for marketing to attract national and international visitors. For example, building on the One Magical City approach • Map events to assess fit with seasonal programme – including private events providers/smaller organizations etc. Key themes to be considered include: <ul style="list-style-type: none"> o UNESCO City of Music positioning o Culture - Biennial etc. o Festivals o Sports events o Graduations, etc. • Engage with existing events organisations to enhance better coordination, programming and delivery of economies of scale • Understand, through the quarter groups, how smaller events help contribute to the wider 365 day programme and how this influences and penetrates our visitors • Map and capitalise on key events and anniversaries for Liverpool - Merseybeat, European Capital of Culture (10 years), S Pepper Anniversary, ending of 1st World War, LFC 125 anniversary 	<p>MEG</p> <p>Culture Liverpool</p> <p>Quarter Groups</p> <p>Culture Liverpool</p> <p>LARC/ Cool</p>	<ul style="list-style-type: none"> • Culture Liverpool • BIG • Canal and Waterfront Spatial strategy. • Research & Intelligence. • MEG. • Dependencies between Culture and Tourism funding streams for events. Including medium term availability of Central Gvt. funding. 	August 2016



Strategic Theme 6: Fill our information gaps

Priority	Action	Accountability	Dependencies	Milestones
Use existing data sources (such as postcode data from hotels & attractions) to build a comprehensive, year round profile of visitors to the city	<ul style="list-style-type: none"> • Convene a steering group of major businesses to discuss available data and opportunities for anonymous data sharing • Investigate opportunities for the University to engage in a research project to interpret & use the data • Audit venues to understand available data and requirements 	LEP/ LVEN / Academia / LHA	<ul style="list-style-type: none"> • Tourism stakeholders • Universities • Hotels • Attractions 	March 2017
Gather conference data to identify & improve ICCA ranking	<ul style="list-style-type: none"> • Develop a protocol for data gathering & sharing about conferences • Deliver a workshop to discuss opportunities and benefits with venues and encourage participation 	ML/ LEP	<ul style="list-style-type: none"> • LCR Growth Strategy 	March 2017
Investigate opportunities for city-wide 'collaboration' with Trip Advisor to enable data sharing	<ul style="list-style-type: none"> • Discuss options with VB/ VE 	LVEN / LEP	<ul style="list-style-type: none"> • VB 	March 2017



Strategic Theme 7: Invest in marketing to specific target segments

Priority	Action	Accountability	Dependencies	Milestones
Develop a mandatory or voluntary tourism levy to provide funds for an effective marketing pot	<ul style="list-style-type: none"> Undertake research into options for different funding models to provide core funding 	LCC/ LEP/ML Culture Liverpool	<ul style="list-style-type: none"> Devolution City Region Economic Strategy. DMP/LCR VE Strategy. VEB & LVEN SIF/District Growth Strategies. Combined Authority Priorities. 	August 2016
Investigate new smarter ways of working with the private sector to better utilise resources with a greater focus on digital platforms and seamless integration	<ul style="list-style-type: none"> Investigate opportunities for working smarter (channels, resource etc.) in order to deliver existing activity within existing markets e.g. better use of digital channels – with a focus on content curation and distribution Define key messages and asks to local and national partners based on differing priorities and opportunities Short-term actions include maximizing the impact of hosting Explore GB Identify key partners – e.g. LJLA, Liverpool ONE, Signature Living, LFC etc 	LVEN/ ML VEB/ LEP	<ul style="list-style-type: none"> LCR Growth Strategy 	March 2017



Strategic Theme 7: Invest in marketing to specific target segments

Priority	Action	Accountability	Dependencies	Milestones
Work with Visit Britain & Northern Powerhouse partners to target identified international growth markets	<ul style="list-style-type: none"> Discuss research findings and marketing development opportunities with VB Discuss research findings and marketing development opportunities with Northern Powerhouse partners Investigate options for Liverpool to lead campaign activity to markets where the city's product has strong resonance 	LVEN / ML	<ul style="list-style-type: none"> Visit England – Strategic Framework. Visit Britain Priorities Northern Future marketing consortium Liverpool John Lennon Airport 	<p>Jan/Feb 2016</p> <p>Explore GB – beginning of March.</p>
Target SE & near counties (empty nesters & pre-family) in the domestic market	<ul style="list-style-type: none"> Travel trade – improve coach provision (through SIF); servicing of enquires and coach friendly status, data sharing (performance and Intel etc.) Identify coach tour packages working through quarters collective 	LVEN / ML / Quarter Group Rep	<ul style="list-style-type: none"> Liverpool Attractions Group (LAG) Coach Group (marketing and development groups). Quarter Groups. 	August 2016
Ensure that everyone working in the visitor economy understands the Liverpool brand & can deliver a quality welcome	<ul style="list-style-type: none"> Review existing initiatives and owners regarding destination welcome activity – examples include maps, coach parking provision, Liverpool Welcome programme, skills, welcome materials, infrastructure (signage and lighting etc.) Further establish narrative of the city, with additional emphasis on the quarters and the distinctiveness of their offer. Consistency of message Review available apps for the city to identify and remove duplication and gaps 	<p>LVEN / BID / ML / Cathedral</p> <p>/ Coach Group / Liverpool ONE / Mersey Travel / TIC</p> <p>LVEN</p>	<ul style="list-style-type: none"> LVEN & wider tourism stakeholders Liverpool John Lennon Airport <p>Wider review to be confirmed and subject to mapping</p>	March 2017



Stockholm



Amsterdam



Cologne



Lisbon



Madrid



Barcelona

Over the last ten years the Liverpool City Region Visitor Economy has become a huge success story, with year on year growth. Thanks to funding from the European Union to support marketing and development activity within the sector, Liverpool in particular is now among the top six destinations for international tourism within the UK.

As dedicated EU funding for the visitor economy sector came to an end in June 2015, the LEP (the City Region's Official Tourist Board) reached a new agreement with Marketing Liverpool, part of Liverpool Vision, to continue the promotion of the Liverpool City Region to key overseas and domestic markets.

These changes came into affect from 1st July 2015 with Marketing Liverpool commissioned for three-year period to

deliver the City Region's destination marketing activities and the management of Liverpool's Convention Bureau.

The arrangements have been developed on the back of a new commercial model that will stop the City Region becoming overly reliant on external grant funding to sustain its destination marketing and sales activities. As a result, one of the key changes has been that management of Liverpool's tourism membership scheme will transfer from the LEP to Marketing Liverpool for the duration of the contract.

This new membership structure is designed to strengthen the relationship between Visitor Economy members and those working directly to market the sector. Corporate members of the LEP are not affected by this re-structure.

Other changes include the creation of a new Visitor Economy Network and Visitor Economy Strategy for Liverpool. The current Liverpool City Region Board has also been broadened so it is representative of the six districts making up the region following the creation of the Combined Authority last year.

Sarah Barrett has been appointed the chair of the new Liverpool Visitor Economy Network Board (LVENB), which held its inaugural meeting at the offices of Liverpool Vision on Wednesday 16th September 2015.

This new board, dedicated to continuing the growth of Liverpool's visitor economy, has been established following the change in arrangements between the LEP and Marketing Liverpool.



Whilst the LVENB is in addition to those currently operating in Wirral and Southport, the focus is on streamlined activity to strengthen Liverpool as the attack brand. As Chair, Sarah will represent Liverpool on the City Region Visitor Economy Board that is chaired by Sara Wilde McKeown.

Sarah Barrett said: "I am delighted to have the opportunity of working with so many dedicated professionals, all of whom have the one intent of seeing Liverpool's Visitor Economy continue to grow and prosper. Since 2008, the visitor offer within the city has grown at an incredible pace, most recently highlighted by the opening of Exhibition Centre Liverpool.

LIVERPOOL VISITOR ECONOMY NETWORK BOARD PURPOSE

- Position and grow Liverpool as the region's attack brand.
- Through co-creation of:
 - a new approach to the management of the visitor economy.
 - a clear vision to drive growth.
 - a collaborative action plan for implementation.
- Underpinned by the Liverpool Visitor Economy Strategy & Action.
- Which will guide the work of Marketing Liverpool.



LVEN BOARD

The LVEN Growth Strategy has been completed with the support of the Liverpool visitor economy and directed by LVEN board, which includes the following representatives:



Sarah Barrett, Chair LVENB
Marketing Director,
Liverpool John Lennon Airport



Tim Banfield
Commercial Director,
ACC Liverpool Group



Bill Addy, Vice Chair, LVENB
CEO Liverpool Bid Company



Gillian Millar
Chair, St George's Quarter



Liverpool
City Council

Claire McColgan MBE
Director, Culture Liverpool



Peter Sandman
Head of Visitor Economy, Liverpool City
Region Local Enterprise Partnership



Donna Howitt
Marketing & Business Performance
Director, Liverpool ONE



Steve Hesketh
Managing Director, Know Hospitality
Group (The Richmond Hotel)



Janet Martin

Director of Communications,
Liverpool John Moores University



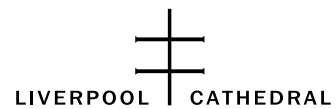
Tom Cassidy

Commercial Tourism Manager
Liverpool Football Club

MARKETING LIVERPOOL

Steven Small

Head of Tourism
Marketing Liverpool



Additional contributions from former board
member **Eryl Parry**, Former Director of
Enterprise, Liverpool Cathedral.





LIVERPOOL VISITOR ECONOMY NETWORK

