



Visit Greenwich

BUSINESS PLAN 2016 - 2019

Visit Greenwich Business Plan 2016-19

Introduction

This business plan should be viewed as the beginning of phase II of Visit Greenwich (VG). The company began life at the end of 2013 set up as a public sector led entity. Its funding and staffing primarily were made up of Royal Borough of Greenwich's previous in-house tourism function, commercial income was very low and the Tourist Information Centre was making big losses. Moving forward Visit Greenwich needs to become more of a *private-public* company and behave and look as such - a commercial business supported by the public sector, not the other way around. This business plan describes the activities that should be led on and delivered by the executive team at Visit Greenwich and supported by its strategic and commercial partners to ensure that the aspirations set out in our Destination Management Plan 2014-18 are fully realised.

Visit Greenwich and its 110 partners can win a great prize by working together at a higher level and by embracing a "Destination First" mind-set. The prize is a 33% growth opportunity which would position Greenwich as London's number one growth destination. By 2018, our visitor economy could be worth £1.5 Billion supporting over 18,000 jobs, the benefits of which providing economic and social opportunities for local people, communities and businesses.

Strategic Context – The updated Destination Management Plan 2014-18

Greenwich has an outstanding tourism product, which is justifiably famous. But it is slightly underperforming against its potential and is disproportionately dependent on low spending day visitors. Transforming Greenwich's visitor economy to generate more revenue and create more jobs requires its identity to be updated, repositioned and clearly projected; a greater sense of place; welcome and arrival; better connectivity and signage; a focus on attracting higher-spending visitors, particularly independent visitors from London and the South East as well as staying visitors and conferences; attracting more quality hotel and restaurant investors; and, above all, a "Destination First" mind-set, whereby all key stakeholders collaborate to drive growth both to Greenwich and, thereby, to their own businesses.

This will be critical if Greenwich is to shift its disproportionate dependence on lower-spending day visitors, who account for almost 96% of Greenwich's visitors and c. 85% of Greenwich's direct tourism revenue.

We have identified Greenwich's major challenges as:

- To communicate the **ease of getting to Greenwich** by public transport from the centre of London;
- To **make it easy** for visitors to experience all of Greenwich and get around within Greenwich.

- To create a strong **sense of place**, with clear directional and interpretive signage for visitors on foot;
- To project a **lively, vibrant image** in addition to the current dominant heritage character of Greenwich;
- To **'join up' and project the Greenwich** offer (including neighbouring attractions and venues) in a way that convinces potential visitors that Greenwich is worth more than just a whistle-stop visit for a half-day or day.
- To persuade visitors – and particularly business visitors – to London that Greenwich offers an **alternative, characterful and affordable option to stay overnight** while in London.
- To attract **national and international conferences**, in light of new hotel developments.

Objectives

We set six key objectives to address these challenges in growing Greenwich's visitor economy:

- Distinguish Greenwich as a **distinctive destination**
- Increase **dwelling-time and spending** by day visitors in Greenwich;
- Increase **day visits** to Greenwich **outside the main season**;
- Position Greenwich as a place to stay for **business travellers** with business in London;
- Establish Greenwich as a **UK short break destination**;
- Establish Greenwich as a premium national and international **conference destination**.

Destination Targets 2013 to 2018

Every month Visit Greenwich collects business performance data from our partners and the year-end totals are fed into the STEAM economic impact model. These figures show actual performance to 2014 and projected performance from 2015 to 2018.

The Value of Tourism to Greenwich	2013	2014	2015	2016	2017	2018	Increase 2013-2018
REVENUE (£m)							
Revenue-Direct	756.16	815.01	855.85	901.18	949.40	1,000.75	244.59
Revenue-Indirect	369.93	398.73	421.54	443.86	467.61	492.91	122.98
S/T Revenue-Direct + Indirect	1,126.09	1,213.74	1,277.30	1,345.04	1,417.01	1,493.66	367.57 (33%)
JOBS							
Jobs-Direct	9,642	10,607	11,105	11,625	12,174	12,753	3,111
Jobs-Indirect	4,172	4,621	4,886	5,115	5,357	5,611	1,439
S/T Jobs-Direct + Indirect	13,814	15,228	15,991	16,740	17,531	18,364	4,550 (33%)

Key Challenges and priorities

The Visit Greenwich Board has agreed that our business plan should be built around 12 key priorities that will help to deliver a step change in performance for our visitor economy. They are:

1. Continue to embed a 'destination first' mind-set throughout the tourism sector in Greenwich. This can be achieved in line with participants' express wish for "more collaboration at no extra cost!" e.g. develop a co-ordinated events calendar that all partners can use to inform their own decision making – medium resource
2. Develop a 'gateway campaign' in London (primarily on line) to increase our share of voice in the capital. Include a new "how to get here" message that all partners can adopt – high resource
3. Enhance the Greenwich welcome. VG to work with ORNC to create a new "Welcome to Greenwich" information service – and develop a new range of Greenwich merchandise to be sold by a number of retail partners – medium resource
4. Develop a residents' campaign for off season promotion for mainstream attractions and "hidden gems" (e.g. using RBG's Greenwich One Card) – medium resource
5. Continue to develop and sell inspirational products and services to the international cruise trade to generate business from 2017 –medium resource
6. Deliver the agreed and planned welcome and wayfinding signage scheme (as part of RBG's/TfL's town centre project). – 2016 high resource or 2017, medium resource (TBA)
7. Work with the University of Greenwich to undertake qualitative research to identify what visitors think of Greenwich, why they come, and what they don't like. Use the research to develop an aspirational long term brand strategy and vision for Greenwich - 2016-17, medium resource
8. Draw up a prioritised list of public realm improvements (e.g. signage, welcome, coach parking, sense of arrival, sense of place) – medium resource

9. Produce a Greenwich travel guide, which clearly explains how to get to and around Greenwich, by public transport and on foot – low resource
10. Set up a jobs/careers portal and work with RBG/GLLaB/Job Centre Plus to help local people connect with our industry and the career opportunities that are being created – medium resource
11. Work with the University of Greenwich to set up a new business tourism co-ordination unit to capitalised on the arrival of the new 5* InterContinental hotel – high resource
12. Create a new “Get China Ready” training programme for partners – low resource.

Another important challenge for us is to support RBG to ensure that the Tall Ships Regatta in April 2017 is a qualified success. Although this activity is in the next financial year much of the preparation work will be carried out this year. Our role will involve building a new Tall Ships consumer website, travel trade promotion, running a business support/events programme and ensuring we have a fully resourced “Greenwich Welcome” at the key event sites.

We also have a number of important “business as usual activities” which we must not lose sight of and these will need to be continually resourced. They include:

- Continued partner acquisition and retention
- Running our website and social media platforms
- Working with the travel trade
- Handling conference enquiries
- Handling media requests
- Developing new funding opportunities

Visit Greenwich Corporate Targets 2016 – 17 and beyond

	2014-5	2015-6	2016-7	2017-8	2018-9
Commercial partners	90	100	110	120	130
Partner Retention rate	100%	>90%	>90%	>90%	>90%
Website traffic unique users	700,000 pa	750,000pa	800,000pa	850,000pa	900,000pa
Website average max user time	2.5 mins	3 mins	3 mins	3 mins	3mins
Social media following	6,000	11,000	17,500	24,000	30,000
TIC footfall	330,000	340,000	400,000	450,000	500,000
Total non-grant income	£450,000	£585,000	£630,000	650,000	670,000
TIC income	£250,000	£360,000	£360,000	370,000	380,000
Public-private funding ratio	46%	39%	34%	29%	24%
Annual surplus	£2,000	£2,000	£5,000	£5,000	£5,000
Campaign ROI	n/a	>15:1	>15:1	>15:1	>15:1

Core Delivery Programmes

1. Destination Marketing – Key Challenges Addressed – 1,2,4,5,11

Programme highlights:

- New “London gateway” campaign
- Visit Britain/England support
- International cruise trade marketing
- Continued focus on travel trade/business tourism
- Continue to invest in and develop our digital channels
- Residents’ campaign
- Tall Ships support preparation

New on-line “London” campaign

Our marketing strategy has a single minded approach which is to grow our share of the London tourism market (now worth £36 Billion) by targeting potential visitors who are already actively searching for things to do and where to stay in “London” but have not yet necessarily chosen “Greenwich” as part of that experience.

By positioning our compelling offer via the most cost effective on-line channels e.g. Visit London’s we will promote a range of experiences year-round in key media including social media, Visit London website takeover, PR, new video content and email marketing activities. In doing so we will increase the reach of our destination brand, and our partners, **to over 5 million people** from all over the world who are actively researching “London” prior to visit, during and post. The key focus will be on UK, USA, France and German markets. This campaign will be supported by a number of key strategic partners including RMG, RBG, AEG, Greenwich Market, Greenwich Foundation, City Cruises and Southeastern trains.

We will also continue with our national PR campaign activity but this will focus more on London media and London based articles in national media.

See Appendix 1 for campaign strategy.

Key promotional messages:

- Greenwich is the “The home of time”
- We have a world class offer – a UNESCO World Heritage Site and The O2, the world’s number one music and entertainment venue just eight minutes apart
- We are very easy to get to and the journey here is part of the experience
- There is a “new Greenwich” emerging on Greenwich Peninsula
- We have an amazing “hidden Greenwich” offer throughout the Borough
- We are a short break destination - with a 2 night/3 day offer with at least 20 things to do

An extract from our marketing toolkit:

“Visit Greenwich, the place where hemispheres meet and royal heritage combines with contemporary architecture. Its home to a World Heritage Site, The O2 arena, Britain’s only urban cable car, London’s prettiest Royal Park and the Prime Meridian of the World - longitude zero.

Get here in 20 minutes by Docklands Light Railway and wander through Greenwich Park to the Royal Observatory and the Planetarium, or fly 90m high on the Emirates Air Line to a world class show at The O2 arena.”

We will also raise the profile of and support the following key events:

- Major events at The O2 - year round
- Be a Local Tourist day in Eltham/English Tourism Week - March
- Virgin Money London Marathon – April
- NMM spring exhibition “Above and Beyond” - May to September
- Greenwich + Docklands International Festival - June

- Queen's House re-opens - July
- Greenwich Music Time – July
- On Blackheath - September
- Greenwich Comedy Festival - September
- Open House London – September
- Totally Thames – September
- NMM winter exhibition “Emma” – November to March 2017
- Christmas events

Supporting national and international campaigns

We will support Visit England's national campaigns when their themes match our product. For overseas markets the most cost effective way to access these markets is to partner with London & Partners and/or Visit Britain on relevant campaigns e.g. USA. Overseas markets will also be targeted via the international travel trade, so our new re-established links with UKinbound will be increasingly important for us.

We will continue to handle enquiries relating to media, travel trade and conference buyers.

Cruise marketing

The cruise sector is incredibly important for us as London City Cruise Port will open in 2017/8. The cruise market is high yield, high profile, attracts high net worth individuals and it also attracts huge global media coverage. The cruise port and our destination offer will be promoted to the international Cruise trade at the key global exhibitions e.g. Seatrade – Miami/Fort Lauderdale, Hamburg and Barcelona/Tenerife. We will work with London City Cruise Port to raise awareness of Greenwich as both a destination and as a gateway into London. We will carefully select exclusive products and experiences that the Cruise trade (ground handlers and excursion agents) can package and sell to international cruise passengers.

We have produced a new Cruise section on our website and a new brochure which already been distributed to over 30 key decision makers. We will also welcome a series of important cruise liner decision makers this year, as many will be in London throughout the summer.

More details can be found at www.visitgreenwich.org.uk/cruise

Website/digital

Our new website is now fully established and fully optimised. Our growth in traffic and dwell times are driven through implementing a rich content strategy. The site is updated daily and the type of content we produce is meant to be interesting, relevant, helpful and newsworthy. This is supported by our work on social media, the key two platforms being twitter and Instagram. Twitter is powerful for “what’s on” content whilst Instagram provides a powerful feedback mechanism for our visitors to showcase their greatest times in Greenwich.

We have implemented Google translator, a box office and mapping functionality and we are looking to add to this throughout the year. The key focus will be on developing new video content, hotel booking functionality (via booking.com) and itinerary builders. We will be looking to fine tune our home page to make the site even more accessible, especially for tablets and mobile media.

Business tourism

Our “Venues Greenwich” programme will continue to target Meetings, Incentives, Conference and Events decision makers. We produce an annual Venues Guide, a conference toolkit and we have upgraded the functionality of our website pages. (www.visitgreenwich.org.uk/conference-meeting-venues)

We are also looking to work with venues to help to maximise the economic impact of events by boosting leisure spend during and after major events. We are working with the University, via an internship placement, to undertake the necessary research about the kind of products and channels that venues would view as the most suitable.

Our key partners will be The InterContinental London-The O2, ExCeL, The O2 and RMG.

Travel trade

The travel trade is particularly important to reach overseas and groups markets. London is well positioned as many of the global operators have a base in London. Our focus this year will be to continue to be more proactive with the operators on our doorstep. We need to educate the operators about our offer to ensure they promote us to their client base. We will target 50 of the biggest operators who are based in London but are not placing huge amounts of business into Greenwich. Our focus will be on the US, German and French markets in particular and will build relationships on a one to one basis with all operators. We will work closely with UK Inbound, VisitBritain, Visit England, London & Partners and England’s Heritage Cities.

We will attend a number of key events with our partners including the EHC UKinbound workshop at ORNC, World Travel Market, Explore GB and Excursions.

We are also looking to bring c 100 key concierge staff from central London hotels to Greenwich in April – this activity is being supported heavily by Thames Clippers, RMG and Emirates Air Line.

Residents' campaign

We will work with RBG and other interested local providers and media to remind local people what a wonderful place they live in. The newly relaunched Greenwich One Card provides an obvious low cost way to target local people. We have been working with RBG to persuade our partners to provide strong offers for locals and this is particularly important during the off season when we have the capacity to discount/add value.

Tall Ships Regatta 2017

We are working closely with RBG to ensure that the Tall Ships Regatta in 2017 is a major success. Visit Greenwich is in a stronger position to support the council than in 2014 and as such will be looking to add value in a number of areas. We are keen to provide a new consumer website that will be integrated within the Visit Greenwich site. We will promote the event to our 400+ travel trade contacts, Visit Britain/England, consumer databases and our social media following. We will also manage a range of business support events aimed at consumer facing businesses and also provide a great "Welcome to Greenwich" TIC service at key sites during the event.

2. Visitor Services – Key Challenges Addressed 3, 6, 8, 9

Programme highlights:

The new "Welcome to Greenwich" service– new integrated welcome and information service with Greenwich Foundation

Develop a new visitor map and travel guide

New welcome to Greenwich/signage at WHS

Public Realm improvements audit

Improved information provision across the new TFL information centre network

New “Welcome to Greenwich Service” - Tourist Information Centre (TIC) with Greenwich Foundation

We operate an excellent, award-winning TIC. The centre receives about 350,000 visitors per year, many of which are from overseas. We offer a great service, but this is a loss making service as most TICs are across the world. Our strategy is to maintain a quality service but to develop new products and services to generate new revenues and reduce our losses to a minimum. We want to “reach out” to those visitors who do not visit the TIC but we also need to lower our cost base to ensure the service is sustainable in the medium term.

Although many TICs are disappearing across the country we feel that running a TIC, especially in a marquee destination such as Greenwich which is reliant on many overseas tourists, can be a real differentiator for our brand. However the service needs to improve and reduce its losses and this can only be achieved by working in partnership with a like-minded organisation such as Greenwich Foundation.

There is also opportunity to work more closely with The Greenwich Foundation and work in a joint venture type arrangement. The current Discover Greenwich/TIC arrangement can be presented in a far more integrated way with clear opportunities to share costs and revenues. We are in advanced discussions with The Greenwich Foundation about creating a new integrated “Welcome service” and we expect the new service to go live in April.

The new service will be better for our visitors, Visit Greenwich, The Greenwich Foundation, the World Heritage Site and the Royal Borough in general.

Our main new product lines for the TIC will include a new map/visitor guide, tickets, a new range of merchandise and an increase in exposure of our “welcome” at key gateways such as the Pier, DLR and train station.

New Welcome Signage

New “Welcome to Greenwich” signage and a new way-finding system will hopefully be introduced by April 2017. Working with the WHS Steering Group and Legible London we will create up to 22 new information point/totems throughout the WHS and remove the old clutter. This will help visitors move around Greenwich town centre much better, increase dwell time and hopefully help to boost average spend levels. We plan to roll this out to the Peninsula and other parts of the Borough in time.

See Appendix 2 for designs and locations

Public Realm

In addition to improving our welcome and our wayfinding signage the Visit Greenwich Board also feel that we should be looking more closely at the public realm throughout the town centre of Greenwich. We will work with RBG's town centre manager to audit the quality of our broader public realm including street furniture, coach parking, public spaces and signage.

Information provision across the TFL network

TFL has unveiled an impressive new network of information centres at key gateways across its network e.g. St Pancras. We are working closely with them to ensure that our destination message is prominent and that there are commercial opportunities for our partners.

3. Intelligence – Key Challenges Addressed 1,7

Our Destination Dashboard provides monthly performance data for our sector and this has now been moved to a new online platform called T-stats (www.t-stats-uk.co.uk/ehc). Intelligence will be provided in real time and will include attractions footfall, retail footfall, hotel occupancy and travel numbers. Detailed data will be provided to all strategic partners inputting into the model, but only aggregate, top level data will be distributed to all Visit Greenwich partners.

The value of the dashboard is that it provides a destination context for our local businesses. They are then able to improve their decision making as they can view their own performance against the destination at large.

Our Visitrac system will continue to operate throughout the year and sample sizes will become increasingly robust. We will use the data to track visitor profiles and satisfaction levels over time. It will be used for example to measure any improvement in perceptions e.g. the ease of getting around Greenwich once the new way-finding system is in place.

We will continue to invest in STR Global hotel occupancy system to track the performance of the accommodation sector in Greenwich, Docklands and London itself.

And we will continue to use the STEAM model to measure the volume and value of the sector on a year by year basis.

4. **Product Development/Place Shaping – Key Challenges Addressed 8**

Lobbying and support

It is important that the Visit Greenwich Board is seen as a key influencer and lobbyist on developing and shaping our offer too. As a not for profit independent organisation that has the destination interests at its heart, it can offer dispassionate views on a range of development issues that can impact on our visitor economy. The DMP makes reference to a number of development projects and these include The Peninsula Waterfront master plan, hotel development, events development, travel and improved coach parking facilities.

The Board can add strategic value by acting as an honest broker between various stakeholder groups to ensure that a destination context is reflected within project decision making and providing a robust evidence base.

We will work more closely with RBG to develop inward investment activities that supports the visitor economy. We will work with RBG and land owners to identify appropriate hotel brands and operators too.

We supported London City Cruise Port with their revised planning application and we have supported a range of new start ups e.g. European Splash Tours.

The skills and jobs agenda is critically important. We need to ensure that our local workforce is well placed to take advantage of planned growth and jobs creation in the sector. We will work closely with GLLaB, Greenwich Community College and the University of Greenwich to ensure that our sector is seen as an attractive career path for local people.

Brand Vision

The Visit Greenwich Board agreed that we should have a long term brand vision for the town centre of the Greenwich and the Borough as a whole. This is an important piece of work but one which is subtle and open to misinterpretation. A brand vision provides a framework for product development to take place – it is nothing to do with marketing or logos. In plain English, if we had a brand vision for Greenwich 2025 – it would help all stakeholder to agree on what would we want Greenwich to be more like and less like? We can create a piece of work to provide a framework for product development, one which can encourage the right type of investment and vice versa. If done well it can help place shapers and developers to decide on major issues such as accessibility, usage of land and water, tradition vs modernity, quality, events strategy etc.

The first stage of the project is to conduct qualitative research on how visitors and locals currently perceive Greenwich and tease out a view on the long term future. We will look to work with the University of Greenwich on this project as they have considerable expertise in this field.

Workzone

Our new “Workzone” initiative, funded by the Big Lottery Awards for All programme, will take our work in this sector in a different direction. We have created a new jobs board on [visitgreenwich.org.uk](http://visitgreenwich.org.uk/jobs) and we will be creating a jobs roadshow in places such as Eltham, Woolwich and on the Peninsula. We will be aiming to encourage 100 local people to take a look at career opportunities in our sector. Our partners will provide support with mentors and case studies. If successful we will look for further funding opportunities from Job Centre Plus and Big Lottery.

See appendix 3 for campaign creative materials.

See www.visitgreenwich.org.uk/jobs for our jobs board

We will bid for further funding from Job Centre Plus to extend the reach of the programme and reach up to 500 local people.

5. Commercial Services for Partners – Key Challenges Addressed 1, 2, 3,11,12

We have a range of benefits that we offer to partners. These can be found in our partner pack that is available on visitgreenwich.org.uk within the “About Us” section. Every partner derives different benefits from Visit Greenwich and these can include strategic input, intelligence, brand exposure, marketing support etc. However most of our new activities will become increasingly commercially driven. Our current financial support does not allow us to do everything we want to do. So we are developing a new range of commercial services and these will be published in a new e-brochure. The new services will include our new London campaign, box office, jobs board, event sponsorship, new map & guide, marketing audits and merchandise. The new commercial opportunities e-brochure will be available from April 2016.

See Appendix 4 for merchandise design and box office design.

Funding/Commercial strategy

Future income growth will be generated from the following sources:

- Persuading existing partners to work with us at a higher level – our Account Management Programme to ensure every partner is looked after and treated like a client
- Potentially increasing our partner fees
- Generating new partners – we will continue to target non partners in our sector and work with a small number of strategic partners outside of our sector, but where there is a synergy with our work e.g. housing and construction

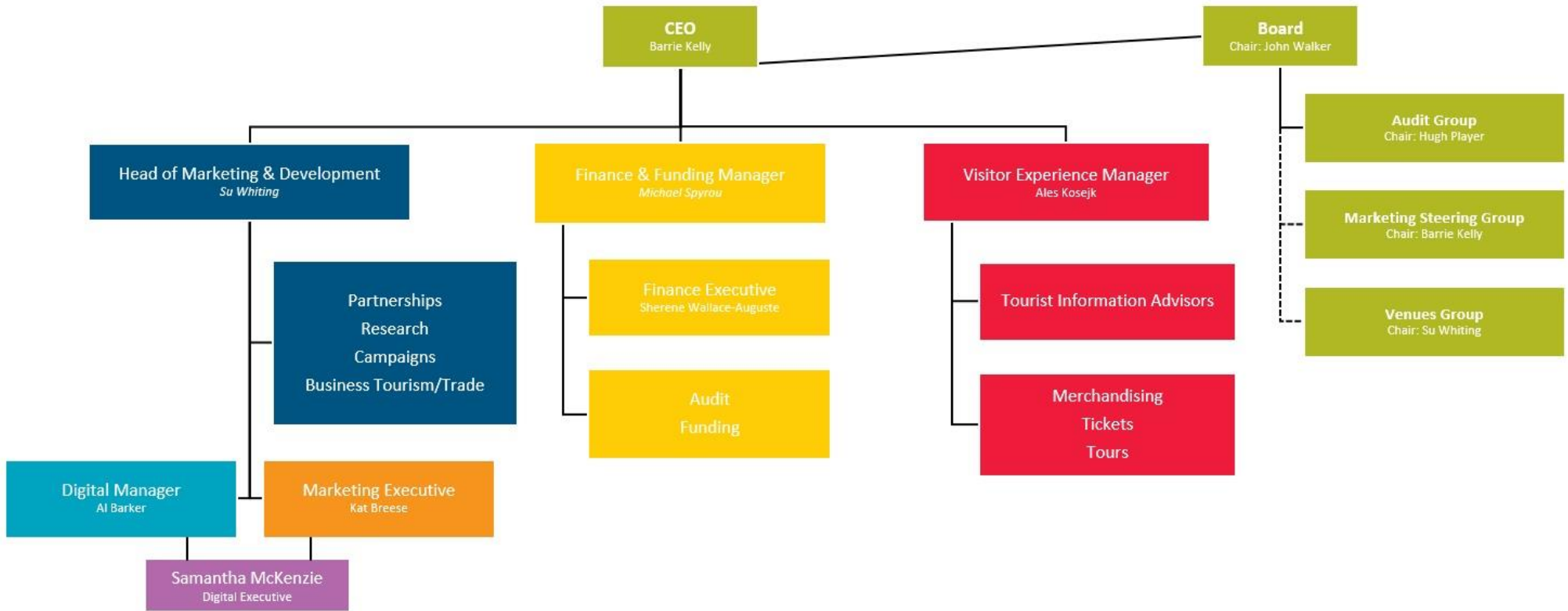
- Maximising the power of our new website – we will drive income through advertising sales and box office
- We will develop new “Greenwich” merchandising and work with a number of retail partners
- The new Welcome to Greenwich information desk at ORNC will lower our cost base and provide new commercial opportunities
- Public/EU project funding – we will continue to identify the various sources of public funding that may be available to us e.g. Big Lottery, EU/Urban Innovative Actions, Interreg, Job Centre Plus Flexible Support Fund, Visit England product development fund.

Critical Success Factors

We need to:

- Retain a strong and committed strategic Board
- Ensure continued funding support from RBG
- Encourage our partners to adopt a ‘destination first’ mind-set when setting own marketing plans and budgets
- Recognise the power of our “attack” brands within the Borough
- Retain our commercial partners
- Ensure our Partners adopt the destination brand and marketing toolkit content in their own channels and campaigns
- Ensure all partners overtly promote visitgreenwich.org.uk and [@visitgreenwich](https://twitter.com/visitgreenwich) within their channels
- Continue to develop the skills and confidence of the Executive team
- Ensure our Marketing Steering Group is inputting at the highest level and is investing in new destination led activities.

Resources: Visit Greenwich Team Structure



Corporate Mantra and the way we work

The Visit Greenwich team delivers its work in a particular way and this can be described as providing ROI

Everything we do is:

Results & Delivery focussed

On Mission and on Brand

Inclusive and delivered in Partnership

This approach is tested at a team level, project level and also within our appraisal system for staff.

Staff development/training

The executive team will be trained and developed throughout the year. Training needs will be identified through the appraisal system but the broad categories of training that the company will invest in will include a range of technical and broader development work including:

- Leadership & management
- Marketing
- Sales/business development
- Social media
- Website analytics/SEO
- Customer care
- Account/client management
- Negotiation

Appendices

1. London campaign
2. Welcome signage and new “Welcome to Greenwich” design
3. Jobs: Workzone branding
4. Merchandising designs
5. Activity delivery schedule

Appendix 1

Visit London

Greenwich Hub Visuals



APPENDIX 2

Welcome to Greenwich

New Information Desk



APPENDIX 2

Welcome to Greenwich

Legible London Signage



APPENDIX 3

Workzone branding

visitgreenwich workzone

The screenshot shows the visitgreenwich website with a focus on job opportunities. The header includes navigation links for 'WHERE TO GO', 'HOW TO GET HERE', 'ACCOMMODATION', 'FOOD & DRINK', 'THINGS TO DO', 'BUSINESS', and 'BUY NOW'. A search bar and social media icons are also present.

The main content area features a blue banner for 'JOBS IN TOURISM' and a large image of a hand drawing a diagram on a piece of paper. The diagram includes a central circle labeled 'In a City' and several surrounding boxes with text like 'Good things to do', 'Good things to see', 'Good things to eat', and 'Good things to drink'. A yellow callout box asks 'Got Skills?' and another yellow callout box says 'Use them to get a job in tourism and leisure'.

Below the image is a section titled 'Current Vacancies in Greenwich' with the subtitle 'Work in Tourism, Leisure & Entertainment'. It includes a search bar for keywords and location, a dropdown menu for 'Any category', and a list of job listings with filters for 'Apprenticeship', 'Full Time', 'Intern', 'Part Time', 'Temporary', 'Volunteering', and 'Weekend'. The list shows various roles such as 'Bar Staff Job', 'Administrator Apprenticeship', 'Assistant Manager Job', 'Bartender Job', 'Cutty Sark Learning Manager volunteer', 'Design Assistant Job', and 'GLLaB Job Opportunities'.

Job Title	Location	Category	Posted
Bar Staff Job	Greenwich	Full Time	3 weeks ago
Administrator Apprenticeship	Greenwich	Apprenticeship	3 weeks ago
Assistant Manager Job	The Q2 London	Full Time	2 months ago
Bartender Job	The Q2 London	Full Time	2 months ago
Cutty Sark Learning Manager volunteer	Greenwich	Volunteering	2 months ago
Design Assistant Job	Greenwich	Full Time	2 months ago
GLLaB Job Opportunities	Greenwich London		3 months ago

visitgreenwich
time after time

APPENDIX 4

Visit Greenwich merchandise examples: magnet, keyring, mug.



**VISIT GREENWICH
BUSINESS PLAN 2016-17
APPENDIX 5 – DELIVERY SCHEDULE**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
DESTINATION MARKETING															
Visit London on-line campaign															
PR - focus on London tourism planning media															
Travel trade awareness raising - World Travel Market															
Excursions event															
EHC/UKinbound workshop															
Explore GB event															
Cruise marketing - Seatrade exhibitions															
Business tourism/university project															
Website development/enhancement															
Social media "greatest time" campaign															
Consumer Enewsletter															
Tall ships preparity work															
Residents campaign															
Major events marketing support															
VISITOR SERVICES															
New Welcome to Greenwich service															
New map and visitor guide															
New "Legible London" welcome and wayfinding signage															
Conscierge familiaristion visit															
New travel guide															
INTELLIGENCE															
T-stats destination intelligence															
Visitrac visitor research															
STEAM annual volume and value															
China ready training															

PLACE SHAPING																
Qualitative research/brand visioning project																
Public realm audit																
Workzone - jobs campaign																
COMMERCIAL SERVICES																
Product training																
Box Office																
Merchandising																
CORPORATE ACTIVITIES																
Partner events																
Partner newsletter																
Fundraising																

**VISIT GREENWICH
BUSINESS PLAN 2016
KEY EVENTS**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
VISITOR EVENTS															
Major events at The O2, year round															
English Tourism Week, 5th to 13th March															
Be A Local Tourist day, Eltham, March tbc															
London Marathon, 24th April															
NMM exhibition - Above & beyond, 27th May to 29th August															
Greenwich + Docklands International Festival, 24th June to 3rd July															
Queen's House reopening - 400th anniversary July 2016															
Greenwich Music Time, 5th to 10th July															
Totally Thames, all September															
On Blackheath, 10th & 11th September															
Sail Royal Greenwich, 15th to 18th September															
Greenwich Comedy Festival, September															
Open House London, September															
ATP at The O2															
NMM exhibition - The Spectacular Life of Emma Hamilton, from November															
Borough-wide Christmas events - Light switch ons, Lantern parades, Panto, Disney on Ice etc.															
<i>Royal Greenwich Rendez Vous 2017 Tall Ships Regatta: 12-17 April 2017</i>															