Visit GREENWICH
PR Brief
January 2015
INTRODUCTION

Visit Greenwich is the destination management company for the area that is the Royal Borough of Greenwich, London.

Greenwich is internationally known for places to visit in Greenwich town centre, a World Heritage Site such as the Royal Observatory and Cutty Sark. Greenwich is however bigger and more varied than that, as it also has Greenwich Peninsula (for The O2 and all its attractions as well as the arena, Emirates Air Line, Emirates Aviation Experience, Thames Clippers service and lots of restaurants and bars); Woolwich (for the Royal Arsenal, Greenwich Heritage Centre); Eltham (for Eltham Palace, Tudor Barn and Well Hall Pleasaunce) and other places of interest scattered around the borough (Charlton House, Thames Barrier, Royal Blackheath Golf Club, Charlton Athletic FC, Blackheath Rugby FC).

Greenwich is traditionally a day visit destination and we need to turn that day visit into a staying visit. We need visitors to stay longer and spend more, in line with our Destination Management Plan and objectives (see DMP Executive Summary at the end of this brief) to grow the visitor economy.

There is a wonderful mix of old and new, lots of stories to tell and lots of experiences that visitors need to be aware of to make their visit richer and brings them coming back time after time. For example, why just come to a concert at The O2 when you can climb its roof then take a trip on the river to stand astride the Prime Meridian? Or enjoy views from the top of Greenwich Park or Severndroog Castle with more spectacular views from a cable car on the Emirates Air Line.

Visit Greenwich through its marketing and pr activities need to change visitors and non-visitors perceptions of Greenwich through telling stories and experiences, not just listing attractions to visit.

Greenwich is easy to get to. It is easy and fun to get around. You need 2 to 3 days to have a really good visit. Planning a visit to London? – then stay in Greenwich in quality, great value accommodation; spend a couple of days visiting attractions in Greenwich; travel into London in 10 minutes to enjoy the rest of the capital’s attractions.

Greenwich attracts 17 million visitors per year, 94% of whom are day visitors. Half of them are repeat visitors. We need to keep them coming but to change their behaviour so to stay over.

Starting 1st April 2015, we require a freelance PR specialist for one or two days per week, contracted on a retainer basis to devise and deliver a PR Plan to generate coverage in short break features. Initially for 6 months, for a review, then for possible extension to end March 2016.

It is important to note that many of the individual attractions/organisations have their own PR facility to promote their own stories so it is not for us to duplicate. The PR for Visit Greenwich needs to push out destination messages and use partners’ news/stories/events/hooks to generate good quality coverage in national and consumer media.
PR OBJECTIVES

- To promote a clear image and identity for Greenwich.  
  *A must-visit destination, an essential component of a London itinerary.*  
  Proximity to central London (ie just 20 minutes by DLR, 10 minutes by mainline train/Jubilee Line, plus fast, frequent river services).  
  So much to see and do in a compact area - visitor attractions; historic buildings; new exciting experiences; parks and open spaces; festivals and events; shopping; eating and drinking.  
  The vibrancy of London and also the space to breathe.  
  A short break destination.

- To communicate this image/identity to target markets in an efficient and effective way

- To raise the profile of Greenwich as a visitor destination, in appropriate media and with tourism organisations such as London & Partners (Visit London), Visit England and VisitBritain.

- To extend the length of stay from a day visit to a short break

- To extend the visitor season into the shoulder periods and off peak times (eg. evenings)

- To encourage people to visit in a sustainable way (promote public transport, off-peak times)

KEY COMMUNICATION MESSAGES

- Greenwich has a world class offer and a number of USPs - home to a World Heritage Site, Europe’s most successful entertainment arena The O2, Britain’s first urban cable car Emirates Air Line, London’s oldest enclosed Royal Park and the place where hemispheres meet, the Prime Meridian of the World.

- The home of time/Meridian Line/GMT/where east meets west.

- Heritage - World class architecture and historic areas, historic landscape, views and vistas, maritime history, military history, sporting history, royal history.


- Experiences – fun ways of travelling around, different views/vantage points/perspectives, history comes alive, film locations, markets.

- Vibrant vs tranquil (concerts/festivals, markets, pubs/restaurants vs river, park, scenic open spaces)

- Free entry to many attractions and events (value for money)

- So much to do in a compact area (value for time)

- Take time to discover Greenwich – we have an amazing “hidden Greenwich” offer in the Borough - more to do than the iconic attractions (changing exhibitions, guided tours, events, workshops, theatre, shops/markets, pubs/restaurants)

- Year-round events calendar – see list of key events below
Greenwich is a great base for central London. Good transport links/easy access/proximity to London. A range of travelling experiences – Docklands Light Railway, mainline train, riverboats, foot tunnel under the Thames. Travel around Greenwich are visitor experiences in themselves – sit at the front of the DLR to ‘drive’ the train; take a flight on the cable car; enjoy the views of Greenwich and London on board a river boat.

- We have a 2 night / 3 day offer with at least 14 things to do.
- Still popular for day visits with Londoners but they need to be kept up to date with what’s new/what tickets to buy.

**PR PRIORITIES**

It is required that the PR consultant attains good quality coverage in UK trade and consumer press, as well as online and radio/TV. Overseas coverage is desirable, working with London & Partners (Visit London), VisitBritain and Visit England on appropriate campaigns. Coverage in press should include both news and features.

PR activities should communicate the benefits of visiting Greenwich and experiences to be had - not just list products – eg fantastic experiences/memories/images to share; place to relax, unwind, escape, have fun with friends/family, a place to learn for the heart/mind/soul, value for money, etc.

Also to report on corporate news/achievements and to support our marketing campaigns.

**ACTIVITIES**

Releases have to date made up the bulk of our PR activity. Emphasis should now be placed more on nurturing press relations to ensure stories are picked up; making direct targeted contact with individual media contacts to ‘sell in’ stories and features (eg national media travel pages/supplements; holding a range of press events; press visits; and promotion of good news stories. Need to be proactive with news/stories but also be able to respond to news items as a hook and react to negative news to turn into a positive – eg developments.

We do not want to prescribe the activities that the PR consultant does - we are looking to the PR specialist to suggest activities that will achieve our goals in the most efficient and effective way, to fit our budget.

**Event calendar for 2015**

- Major events at The O2 – e.g. Elvis, ATP tennis (Nov) etc.
- Be a local tourist in Eltham - March
- Eltham Palace reopening – April
- London Marathon - April
- Greenwich + Docklands International Festival – June
- “Sail Royal Greenwich” at Woolwich - August
- Greenwich Music Time - September
- Greenwich Comedy Festival - September
- Totally Thames – September
- Open House London – September
- Samuel Pepys and The Navy, National Maritime Museum - November
- Christmas activities/events/Light switch ons – November/December
- 2016 – Queen’s House re-opens/400th anniversary exhibition and events
TARGET MEDIA

Objective: To increase awareness and appeal amongst four key audiences -

- locally – residents to enjoy/participate and develop civic pride and stimulate SFR market
- travel trade – (1) maintain and build on travel trade awareness of Greenwich so to be featured in itineraries/packages (group organisers, coach operators, tour operators) and (2) establish stronger relationships with tourism organisations (ie Visit London, VisitBritain, Visit England)

Media (print, online and broadcast):

- National newspapers, particularly features pages and leisure/travel/culture supplements;
- London newspapers – Evening Standard, The Stylist, Time Out, Metro, other free papers (City AM), London bloggers;
- Regional newspapers, particularly cities/regions with good transport links into London/Greenwich;
- Consumer/lifestyle magazines, eg female press, family, travel, etc;
- Travel bloggers
- Time Out London, This is London, What’s On in London, London Planner, Britain, etc;
- Inflight/rail magazines (print and/or online);

MONITORING & EVALUATION

PR consultant is asked to:

- Devise an Action Plan and suggested work programme (including timescales/targets);
- Provide progress reports on a regular basis, to an agreed timetable;
- Review and evaluate PR activity - to include:
  - copies of features, reviews, press clippings, other coverage as a result of PR activity;
  - quantitative analysis of coverage generated - number of items, reach (readership and distribution), print AVE and approximate equivalent online advertising value.
HOW TO APPLY

Visit Greenwich asks that a quote and proposal is provided for work based on this brief for (a) one day a week and (b) two days a week.

From 1st April to 30th September 2015 to review for possible extension to 31st March 2016.

Please send your proposal with costings to:

Su Whiting
Marketing Manager
Visit Greenwich

su@visitgreenwich.org.uk

If you have any queries or wish to discuss anything within this brief, please email or call Su on 020 3040 2269.

Deadline for proposals: Wednesday 18 February, 11am

Second stage interviews will be held week of 2nd March

Appointment confirmed by end March to start 1st April.
Destination Management Plan
2014 - 18

Executive Summary

Prepared for

By

Yellow Railroad
International Destination Consultancy
**Section 1: Introduction**

**Greenwich Destination Management Plan – Vision**

The aim of this destination management plan (DMP) is to contribute to the growth of the visitor economy in Greenwich – and particularly to increase jobs for local people and revenue from visitors in the Borough, with a particular focus on Greenwich town, North Greenwich, Woolwich, Eltham and Blackheath. The DMP sets out a clear, ambitious vision and a number of actions to be undertaken by Visit Greenwich and local stakeholders to achieve this.

Success will be defined by an increase in the number of visitors and, most importantly, the amount they spend and the employment this expenditure sustains and the new jobs it creates. But this will not happen without partnership and commitment to a common goal by Greenwich stakeholders. The greatest challenge will be for major Greenwich stakeholders to work effectively together to deliver this growth, while at the same time pursuing success in their own businesses.

This plan sets out a vision to increase revenue and jobs in Greenwich over the period 2015-2018.

**What is a Destination Management Plan?**

**Roadmap**

A DMP is a roadmap that outlines a clear direction for a destination to take in growing its visitor economy. It should address all elements that affect the destination and its potential, from planning, product development and infrastructure to skills, image and marketing.

**Definition**

Visit England has defined destination management and a DMP as follows¹:

“**Destination Management** is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor’s experience, taking account of the needs of visitors, local residents, businesses and the environment.”

“A **Destination Management Plan (DMP)** is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.”

**Working Document**

This DMP is also a working document, capable of evolving as opportunities arise, market circumstances change, and the financial and operating environment fluctuates. It also contains credible methods for measuring its success, so that activities can be refined and resources refocused as appropriate to achieve Greenwich’s objectives.

**Why a Destination Management Plan for Greenwich?**

**Context**

Tourism is traditionally a fragmented industry with a mix of large and small, public and private, third sector and community organisations. Critically, many of these organisations work in isolation from each other with the frequent result that opportunities to grow the visitor economy are not maximised – whether in terms of taking account of visitor needs in the development of new infrastructure, transport access and urban legibility, or factoring them into planning and policy decision-making.

Greenwich is in many ways fortunate in that its tourism offer comprises a disproportionate number of major tourism players, most especially: the local authority, The O2, Cutty Sark, a World Heritage Site -

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¹ Visit England: *Principles for Developing Destination Management Plans*
Greenwich Park, Royal Observatory, Prime Meridian, Old Royal Naval College - Greenwich Market, Royal Arsenal Woolwich, Eltham Palace, Ranger’s House – Wernher Collection; and a significant hinterland that includes The Westfield Stratford, ExCel exhibition centre; plus probably London’s most diverse range of transport options including Thames Clippers, City Cruises, DLR, Emirates Air Line cable car, London City Airport, as well as future plans for a retail outlet village, Crossrail and a new cruise terminal.

This cluster of iconic attractions and venues, plus London’s greatest variety of transport options, is likely to ensure a steady market of visitors to these attractions. So this DMP is not about launching an unknown quantity on to the tourism map. But in a way it is. Its aim is to maximise the impact for the Borough, in terms of revenue and jobs, and to leverage the potential all these and other smaller attractions and tourism businesses offer. By setting out a plan that addresses the areas in which Greenwich can improve on its already significant assets, this DMP aims to add value to the individual efforts of all these businesses. By focusing on the potential of the visitor economy and identifying future visitor needs, it addresses the potential for cooperation and opportunities to achieve growth – through a focus on infrastructure, planning, product development, marketing and evaluation. It aims to help develop Greenwich as a destination, rather than as a series of unconnected experiences, with a focus on increasing visitor traffic and spend, and thereby jobs.

This DMP is a roadmap for Visit Greenwich and local stakeholders to develop the visitor economy over the next 5 years, with a clear set of actions allocated to stakeholders responsible for carrying them out. The focus is on targeted growth over the next five years to 2018, which will sow the seeds for continuing growth in subsequent years.

Most significantly the DMP requires a strong commitment to destination development by all key stakeholders to be successful – a “Destination First” mindset, which drives growth both to the destination and, thereby, to individual businesses.

Purpose
The main purpose of this DMP is to create a shared strategy for managing the development of, investment in, and delivery of, tourism in Greenwich over the next 5 years by:

- Setting out a strategy and processes for managing aspects of the destination that contribute to the visitor’s experience, taking account of the needs of the visitors, local residents, businesses and the environment.

- Describing the roles of the various stakeholders and identifying clear actions they can take to manage, improve and grow the destination.

- Addressing the planning, development and marketing of Greenwich as a tourism destination and proposing how this should be managed physically, financially and operationally.

- Setting out a strategic direction for destination development and investment.

- Identifying opportunities to attract new tourism-related investment.
Section 2: Executive Summary

2.1 Destination Management Plan – Purpose and Aim

Purpose

Tourism contributes significantly to the lives of Greenwich residents, particularly in terms of jobs and, through revenue earned from visitors, to the provision of public services. Tourism also contributes indirectly to the viability of a range of facilities and events available to local residents – from entertainment and leisure to shopping, restaurants and bars, and links to central London.

This destination management plan (DMP) sets a direction for the development of Greenwich’s visitor economy – a roadmap for all Greenwich stakeholders to follow. It requires the commitment of all key stakeholders to be successful – a “Destination First” mindset, which drives growth to the destination and, thereby, to individual businesses.

Aim

The aim is to grow tourism consistently and thereby increase its contribution to the livelihoods and quality of life of Greenwich residents.

Our vision is to work collaboratively to increase the contribution of tourism to the Greenwich economy by 28% in terms of value and create more than 3,330 new jobs by 2018.

Table 1: Targeted Tourism Growth by 2018 (direct plus indirect impact)

<table>
<thead>
<tr>
<th>The Value of Tourism to Greenwich</th>
<th>2013</th>
<th>2018 target</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (£)</td>
<td>£ 1.10 billion</td>
<td>£ 1.41 billion</td>
<td>28% / £ 310 million</td>
</tr>
<tr>
<td>Employment</td>
<td>14,040</td>
<td>17,371</td>
<td>24% / 3,331 jobs</td>
</tr>
</tbody>
</table>

2.2 Opportunities and Challenges

Greenwich has a strong, longstanding historical appeal and is included in many London tours. However, it tends to be seen as a swift coach tour stop or a visit lasting a half-day to a day. For visitors with limited time in London, Greenwich has to compete with the vast range of other London sights and attractions, or it is squeezed into an itinerary with other destinations such as Leeds Castle, Canterbury and Dover. And, until recently, Greenwich has had limited quality accommodation. It is also perceived as difficult to reach, with the main attractions, apart from the O2, not being on the tube line, which forms a powerful reference framework for visitors to London. And, even then, there is confusion and a disconnect between the disparate parts of Greenwich, and particularly between North Greenwich, Greenwich town centre Woolwich and Eltham. The result is that Greenwich is disproportionately dependent on day visitors, many of whom have little opportunity to visit and spend time and money in Greenwich, other than in the attractions to which they are bussed in and out of.

Nevertheless, especially for independent visitors whose time and itinerary are not so constrained, Greenwich offers an absorbing range of things to do and see, places to eat and drink, and, increasingly, places to stay. This more contemporary and vibrant side of Greenwich has perhaps been overshadowed by the dominance of Greenwich’s iconic heritage attractions, which may have prevented Greenwich being perceived as little more than a brief visit on a whistle-stop tour. The Greenwich offer also extends beyond the boundaries of Greenwich, with significant potential contributors to tourism in Greenwich, such as Excel and London City Airport. The increase in quality hotels and conference facilities opens up a new market for Greenwich to attract national and

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2 £ figures are rounded up here to nearest million. Detailed figures are in Table 2 below and in Appendix 5.
international conferences. And proposed new developments such as a new cruise terminal, Crossrail and a retail outlet village will make Greenwich even more accessible and attract new markets. Developments that would enhance Greenwich’s appeal and position it to attract more higher spending, independent visitors include further improvement in hotel and restaurant quality. A boutique hotel and a signature restaurant would transform both the image of Greenwich and its market mix.

This calls for a new approach – in terms of both the markets Greenwich targets and the way it projects itself, as well as in addressing the infrastructure impediments to visitors. Greenwich’s major challenges are therefore:

- 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 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.

### 2.3 Objectives

Six key objectives are proposed to grow Greenwich’s visitor economy:

- Distinguish Greenwich as a distinctive destination;
- Increase dwell-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.

### 2.4 Target Markets

Target markets have been selected according to those that offer the greatest potential to meet these objectives, and particularly revenue growth, and which are most cost-effective to reach. These are, in descending order of priority:

- **Day visitors from London and the South East:** families, couples - double-income no kids (DINKS), empty-nesters (couples with no dependent children at home), school trips;
- **Staying visitors:** business visitors to London;
- **Conferences:** national and international association conferences.
- **International visitors:** coach trips for visitors to London, independent visitors to London, particularly from markets with an interest in heritage – USA, Canada, Australia, New Zealand, and repeat visitors seeking an alternative to London’s West End and a different perspective, plus, eventually Chinese shoppers to the proposed retail outlet village at The O2;
- **Short-break visitors to London:** primarily from the UK - families, couples/double-income no kids (DINKS), empty-nesters, school trips;
2.5 The Greenwich Identity

Greenwich needs to distinguish itself as a stand-alone destination, worthy of more than just a half-day inclusion on a whistle-stop tour. This means identifying Greenwich’s core strengths from the perspective of a wider range of visitors – packaged, independent, day and staying, leisure and conference visitors – which can be communicated consistently in all marketing communications for Greenwich. The following are proposed as core elements of the Greenwich identity:

- Time
- Royal
- Maritime
- Intriguing
- Exciting

The purpose of these is to project a distinctive and differentiating image for Greenwich that both reinforces Greenwich’s acknowledged strengths (time, royal and maritime) and adds a broader dimension that will convey the more vibrant and contemporary side of Greenwich’s character, which reflects Greenwich’s character beyond its visitor attractions (intriguing and exciting).

These elements of Greenwich’s identity, or brand values, should be conveyed in all marketing communications – individually or in whatever combination is appropriate – by Greenwich stakeholders. They should also be projected in the way Greenwich presents itself, in terms of its public realm, street art, street furniture, signage and architecture; and they should guide, wherever possible, the development of new products and experiences that Greenwich mounts or hosts – from events and festivals to activities and trails.

2.6 Action

Actions to achieve Greenwich’s growth objectives are set out under five pillars, following the theme of ‘time’, Greenwich’s leading value. These cover:

- **Time for a Break: Marketing Greenwich**
  Recommendations cover marketing Greenwich through traditional media, PR and social media and trade intermediaries, including: promotion of Greenwich’s identity; development and promotion of a “Gorgeous Greenwich” cluster; London area residents’ campaign; UK short breaks campaign; coach operator sales; tour operator sales; cross-selling by Greenwich businesses; last minute availability sales; event packages; promoting Greenwich’s accessibility and connectivity; and, when developments are in place, conference promotion and sales, shopping promotion, and cruise passenger retention.

- **Time Well-Spent: Ensuring a Great Visitor Experience and Maximising Revenue**
  Recommendations aimed at ensuring visitors have a great experience in, and maximising their value to, Greenwich include: developing and implementing a clear sense of place; information points; signage (directional and interpretive); coach drop-off points; expansion of coach itineraries; improved connections between North Greenwich and Greenwich town; and events.

- **Time Together: Partnership Working**
  Partnership working amongst key Greenwich stakeholders will be fundamental to the success of this DMP and its aim to grow the Greenwich visitor economy, particularly in the following areas: promotion of the Greenwich identity; cooperative marketing; identifying future product, infrastructure and skills development needs; and evaluating the impact of programmes aimed at growing the visitor economy.
- **Time to Think Ahead: Identifying Product and Skills Development Needs**
  Areas in which future product, infrastructure and skills development might be needed are identified as follows: coach drop-off points; signage (welcome, directional and interpretive); themed walking trails; Thames Path National Trail maintenance and integration; mounting local events and identifying mobile events that Greenwich might bid to host; hospitality skills development in collaboration with Greenwich Local Labour and Business Unit and Greenwich College.

- **Time to Reflect: Monitoring and Evaluation**
  Evaluating progress against this DMP and success in achieving Greenwich’s growth objectives is essential. This will require cooperation amongst stakeholders and a focus on the following performance indicators: monitoring the take-up and promotion by stakeholders of the Greenwich identity and brand recognition amongst key target markets; visitor spend, staying visitors and conferences attracted to Greenwich.

### 2.7 Governance, Structure and Financial Model

**Governance**
A three-tiered structure is proposed to manage the Greenwich visitor economy, comprising:
- **A lead organisation and delivery body** (Visit Greenwich), which reports to:
  - A non-executive board;
  - Plus a tourism advisory panel, which comprises a wide range of people with an interest in the Greenwich visitor economy, including tourism sector experts and practitioners, whose expertise can be applied as required, and which can represent the collective view of the tourism sector as far as possible.

**Structure**
As the lead body responsible for the strategic development of Greenwich’s visitor economy and delivery body for destination management and marketing, a structure is proposed for Visit Greenwich that includes the following core functions: strategy, planning and evaluation; marketing; finance and HR; business development; and visitor services.

**Financial Model**
The budget required to fully implement the recommendations of this DMP is c. £1,500,000. This allocates approximately one third each to marketing, visitor services and staffing. The long-term ambition should be to increase funding from those who benefit most from tourism in Greenwich. However, realistically, and in light of experience elsewhere, the following funding sources are proposed:
- c. 30% annually for core funding from Greenwich Council;
- c. 30% annually from businesses and organisations in the private, public and third sectors for membership of Visit Greenwich;
- c. 40% on an ad hoc basis from businesses and organisations in the private, public and third sectors and Royal Borough of Greenwich Council to undertake specific projects and match-funded initiatives, and from sponsorship.
Conclusion
In summary, Greenwich has an outstanding tourism product, which is justifiably famous. But it is 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 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” mindset, 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 96% of Greenwich’s visitors and 86% of Greenwich’s direct tourism revenue.