

Business Plan

2009-10



Introduction

Cardiff & Co is the limited company established by Cardiff Council to draw together a strong public and private sector partnership with the aim of promoting Wales' capital city to the world.

It promotes the strengths of Cardiff as a destination of choice for:

- Businesses seeking to expand or relocate
- Companies and associations looking for a destination for their meetings or conferences
- Individuals looking for somewhere to visit, attend major sporting and cultural events or indulge in some retail therapy
- People looking for somewhere to study and do research
- People looking to relocate to work or live in the Cardiff city-region

Cardiff & Co promotes the city using a mixture of marketing and communications activities including events, advertising, sponsorship, direct mail, PR, e-marketing, viral marketing and via the Cardiff Ambassadors' Programme.

The "Co" in Cardiff & Co

Cardiff & Co was founded on the back of a £500k annual investment by Cardiff Council and Harbour Authority over an initial three year period. As the company laid solid foundations in 2008-09, it managed to supplement its core funding with private sector investment and income earned via commercial activities.

By the end of the 2008-09 financial year, Cardiff & Co's income had grown substantially, to a level where its non-Council income almost matched the Council's level of investment.

In addition to the Council and Harbour Authority, Cardiff & Co's key investors during 2008-09 were:

JR Smart
Macob
St. David's Partnership
Cardiff University
University of Glamorgan
UWIC
Cardiff Airport

Without the support of these organisations and companies, the work that Cardiff & Co delivered during 2008-09 would not have been possible. Their continued investment ensures that Cardiff has a promotional vehicle capable of competing with similarly structured companies elsewhere in the UK and further afield, thereby enhancing our capital's chances of economic success.

Achievements in 2008-09

A full breakdown of Cardiff & Co's achievements can be seen in the company's Annual Review 2008-09. However, the highlights include:

- The development and launch of the Cardiff Ambassadors' Programme designed to encourage individuals to be strong advocates for the city
- The production of marketing resources for the city, including a promotional DVD and an image library
- The production of a guide for potential investors that gives in-depth information on all aspects of the Cardiff city-region, including its labour market, transport infrastructure, education system, commercial property sector, housing market etc.
- The building of strong relationships with the city's hoteliers and the growth of the Cardiff Tourism Network membership to 141 companies and organisations
- The generation of over £1m of business tourism income for the Cardiff city-region during the 2008-09 financial year
- The generation of c£750k of media coverage for the Cardiff city-region during the 2008-09 financial year

- Encouraging almost 1m visitors to the Cardiff & Co suite of websites during 2008-09, including www.visitcardiff.com

Priorities for 2009-10

Whilst all aspects of Cardiff & Co's agenda are important, it is vital that there is a clear set of priorities to guide the investment of the company's funds and the time of its staff during 2009-10.

The company's priorities during 2009-10 will be to:

- Continue the progress made at the tail-end of 2008-09 on the investment promotion agenda via the delivery of an investment promotion campaign that will include partnership working with the Financial Times and Welsh Assembly Government.
- Exploit the first Ashes Test in Cardiff in July 2009 and prepare for the Ryder Cup 2010 (from an investment promotion and tourism perspective)
- Further develop and use The Cardiff Commitment with a view to playing a key part in the Team Cardiff effort to attract major events and conferences to Cardiff
- Further develop and support Cardiff & Co's wider sales force i.e. the businesses and people of Cardiff
- Secure an increase in the value of business tourism generated by the Convention Bureau team
- Secure an increase in the value of leisure tourism business coming into the city-region
- Further enhance the city's web presence, ensuring that it becomes the primary source of enquiries across all agendas
- Significantly increase the value of the positive media coverage obtained on the city
- Drive up the non-Council related income, particularly through the development of a mechanism enabling companies to invest in Cardiff & Co at a level lower than £30k

Some Major Projects

Major projects to be undertaken during 2009-10 include:

Inward Investment campaign

Now that the marketing collateral is in place for the investment promotion agenda (Investor's Guide, Investment brochure and the investincardiff.com website), it is possible to develop and implement an investment promotion campaign. The FT project (see below) will form a key part of the campaign but it will also include promotional activities in partnership with the Institute of Directors and other enquiry generating activities such as direct mail, on-line advertising, events, exhibitions and corporate hospitality.

Financial Times project

This project, part-funded by the Welsh Assembly Government, will see the publication of a FT supplement titled "Doing Business in Cardiff and Wales" on 7 July. The project will also see a breakfast event being held on 7 July at the FT's HQ in London where keynote speakers will include Henry Engelhardt (CEO of Admiral) and Sir Emyr Jones Parry, Chairman of the All Wales Convention.

Cardiff Ambassadors' Programme

This programme is a critical element of Cardiff & Co's efforts to mobilise an extended sales-force for the city-region. The Programme will be progressed throughout 2009-10 with more recruitment and the staging of a Gala Dinner in the Autumn and a business breakfast in the Spring (2010).

The Cardiff Commitment

Additional signatories to the Commitment will be secured during 2009-10, each adding value to Cardiff's offer as a major event and conference destination. In addition, the Commitment will be used in anger for the first time with the Speedway Grand Prix 2010 – the work for which will start in June 2009.

Business Tourism campaign

Under the direction of the new Convention Bureau Manager – a post part-funded by the Cardiff Hoteliers' Association – a concerted campaign will be implemented throughout 2009-10 to drive up the value of business tourism in the city-region. The campaign will include a prominent stand at Confex 2010 (next to the London 2012 stand) as well as regular familiarisation (FAM) trips, tactical advertising, tele-sales and relationship building.

Financial Position

A major focus during 2008-09 was on increasing the capacity of the organisation and increasing non-Council related income. There were major successes on both fronts and the company is now in a better position to deliver its ambitious agenda. In part,

this focus on increasing capacity led to the generation of a larger than anticipated surplus at the end of the 2008-09 financial year but the company is now in the fortunate position of being able to reinvest this surplus in the major projects outlined above – some of which might not otherwise be affordable.

Income

The table below shows the projected income in 2009-10 and 2010-11. Conservative assumptions have been made in assembling the projection including:

- An assumption that the company will retain seven investor members during 2009-10 rather than add to that number
- An assumption that no funding will be made available by either WAG or Capital Regional Tourism
- An assumption that only £25k will be generated via the proposed Cardiff Corporate Champions initiative

Table 1 – Projected income 2009-10 (all figures exclusive of VAT)

Source	Amount (£)
Cardiff Council	271,000
Cardiff Harbour Authority	229,000
Capital Regional Tourism	0
WAG	0
Investor Members	205,000
Cardiff Corporate Champions	25,000
Other commercial income	150,000
Miscellaneous	19,000
Bank interest received	3,000
Sub total	877,000

Surplus from 2008-09	177,500
Total income 2009-10	1,079,500

Expenditure

The company's expenditure during 2009-10 will be as follows:

Table 2 – Expenditure during 2009-10 (all figures exclusive of VAT)

Item	Amount (£)
Labour	455,000
Overheads	140,000
Payment to reserves and provisions	85,000
Sub total	680,000
Activities	
Investment promotion	125,000
e-Comms and e-Marketing	85,000
Network development	26,500
Leisure Tourism	73,000
Business Tourism	60,000
PR & Branding	30,000
Sub total	399,500
Total expenditure	1,079,500

Although the proportion of expenditure on labour and overheads appears high in relation to the expenditure on activities, the reality is somewhat less stark.

Unlike most public and private sector organisations, Cardiff & Co does not contract out for services such as PR support and copy-writing. Instead, Cardiff & Co delivers all of these activities in-house. Examples include:

- All of the copy on the suite of Cardiff & Co websites was written in-house
- The copy for the Cardiff Investment brochure was written in-house
- The Cardiff & Co Annual Review 2008-09 was written, designed and printed in-house
- All Cardiff & Co advertisements are designed and written in-house
- All of Cardiff & Co's PR activities are delivered in-house

As a result, the activity budgets outlined above are a little misleading as they do not take into account the staff time spent delivering in those areas and therefore, do not represent the totality of the activity. For a fuller picture on Cardiff & Co's delivery during 2009-10, please refer to the section on "Activities".

KPIs

The KPIs were agreed at the last strategic board meeting. They form a key part of this plan as they will guide all of the company's activities during 2009-10. The draft KPIs for 2010-11 have also been retained in order to show the longer term direction of travel.

Number	Item	2007-08 Actual	2008-09 Target	2008-09 actual	2009-10 Target	2010-11 Target	Comments
1.	Total web visits to Cardiff & Co websites	631,692	1m	901,624	1.2m	1.6m	
2.	Business Tourism: income generated directly through	£819,433	£1.3m	£1,035,273	£1.5m	£1.75m	

	Cardiff & Co from completed events						
3.	Business Tourism: new business in pipeline for Cardiff for next financial year onwards	n/a	£1.0m	£1,331,124	£1.5m	£2.0m	
4.	Media Coverage: Advertising Equivalent Value	£1.175m	£1m	*£766,000	£1.2m	£1.5m	*Mostly attributable to ½ FTE in post since July 2008
5.	Media Coverage: number of media visitors hosted	45	n/a	28*	50	60	*As above
6.	Number of Cardiff Tourism Network members	100	140	140	150	170	
7..	Number of Cardiff Business Network members	n/a	50	0*	Tbc	Tbc	*Activity not started due to discussions regarding development of private sector led business network for Cardiff
8..	Income generated via Cardiff Corporate Champions	n/a	n/a	n/a	£50,000	£75,000	
10.	Number of Cardiff & Co Investor Members	4	7	7	7	7	
11.	Number of Cardiff Ambassadors recruited	n/a	100	328	400	500	
12.	Number of investment and	n/a	n/a	n/a	30	40	

	conference enquiries generated by Ambassadors						
13.	Number of partners signed up to using the Cardiff logo and / or linking to Cardiff & Co websites	n/a	25	27	30	40	
14.	Delivery of annual non-Cardiff Council income (excluding VAT)	n/a	£330k	*£416,079	£400k	£500k	*This figure includes the value of the WAG secondments. The non-Cardiff Council cash received amounted to £372,329
15.	Number of business investment enquiries generated	n/a	n/a	n/a	100	200	
16.	Number of visitors to the invest section of the Cardiff & Co web presence	n/a	n/a	n/a	50,000	60,000	
17.	Number of Tour Operators with a Cardiff focused package in their portfolio thanks to Cardiff & Co	n/a	n/a	n/a	5	10	
18.	Value of leisure tourism bookings made via Cardiff & Co's on-line booking system	£102,708	£120,000	£160,778	£150,000	£200,000	

Activities

The following list of activities is indicative only as their value exceeds the budget available. The activities have been presented in this way to ensure that there is sufficient flexibility in-year to adapt to changing situations and take advantage of any fresh opportunities that might arise. Taken as a whole, however, the list in the table will give a clear indication of the approach the company will adopt in order to deliver the KPIs identified in the previous section.

Heading	Types of Activity	Lead	Timescales	Comments
PR and Branding	On-going programme of PR covering breadth of the Cardiff & Co agenda	Hywel Thomas	On-going	Investment Promotion Cardiff Ambassadors' Programme Higher Education Business tourism Leisure tourism Major Events Corporate
	Programme of media visits	Hywel Thomas	On-going	More targeted approach to be adopted with a focus on high value media and on increasing the proportion of media coverage obtained in the investment promotion field.
	Development of a Cardiff media pack for general usage around big events e.g. First Ashes Test 2009, Ryder Cup 2010	Hywel Thomas	By end of June 2009	The media pack already exists but needs updating.
	Targeted welcoming and hosting activities for media in partnership	Hywel Thomas	Activity will depend on date of events.	

	with Cardiff event organisers e.g. Cardiff Singer of the World, Autumn rugby international Ashes Test etc			
	Production and distribution of portfolio of Cardiff & Co e-newsletters	Hywel Thomas / Ed Townsend	On-going	Already in place: Visit Cardiff Newsletter Convention Bureau Newsletter Travel Trade Newsletter What's Occurin? Newsletter
	Development of high quality image library	Anna Garton	On-going	Agreement entered into with photographer.
	Commissioning of aerial photography and video footage of Cardiff with financial buy-in from partners to reduce the cost	Pat Crimp	Summer 2009	
	Production of overseas version of the Cardiff DVD	Pat Crimp	September 2009	
	Media Monitoring - PR Press Cutting service ongoing	Ed Townsend	Already in place	
	Publications – Print & Design - including Cardiff & Co Corporate Business Plan	Anna Garton	On-going	
	Press Photography	Anna Garton	As necessary	
	Regular updating of research activities demonstrating how Cardiff compares with its competitor cities.	Carys Pugh D'Auria	On-going	PR activity or production of publications to be considered on back of research.
	Production and distribution to the trade and to consumers of regular	A-Lin Valentine	In place and on-going	Information also made available to Tourist Information Centre.

	events calendars for Cardiff			
	Production and effective usage of promotional merchandise (carrier bags, pin badges etc)	Anna Garton	On-going	
e-Comms and e-Marketing	Further development of the new web presence for the Cardiff city-region which includes: www.whycardiff.com www.workingincardiff.com www.liveincardiff.com www.visitcardiff.com www.studyincardiff.com www.shopincardiff.com www.eventsincardiff.com www.investincardiff.com www.meetincardiff.com	Anna Garton	By end of March 2010	.
	Exploitation of the new DMS via the development of a new www.visitcardiff.com element to the Cardiff & Co web presence.	Anna Garton	By end of September 2009	The new visitcardiff.com element of the Cardiff & Co web presence will retain the look and feel of the rest of the site but will benefit from increased functionality and will also increase the company's capacity to generate commercial income on the leisure tourism agenda
	Continuous activity to ensure that the Cardiff city-region's web presence is search engine optimised	Anna Garton	On-going	
	Delivery of improved content and increased functionality on all websites, including video clips and case studies	Anna Garton	By end March 2010	We are already clear that we could deliver video content at low cost to Cardiff & Co in return for allowing the supplier access to our network.

	Development of Cardiff & Co's on-line activities so that they offer more commercial opportunities e.g on-line advertising opportunities that generate an income	Anna Garton	By end of March 2010	This will include the development of the Cardiff on Show project but will also include the introduction of on-line advertising opportunities on the suite of websites.
Inward Investment	Further development of www.investincardiff.com website as part of wider development referred to above.	Anna Garton	By end September 2009	
	Further development of www.workincardiff.com and www.liveincardiff.com websites as part of wider development referred to above.	Anna Garton	By end March 2010	The work here will include examining the potential for linking up with head hunters, recruitment agencies, estate agents etc
	Copy-writing, design and print of Inward Investment Publications: <ul style="list-style-type: none"> • Fast facts leaflet • Investment promotion magazine • Media and creative • Bioscience • ICT • Professional and financial services 	Carys Pugh D'Auria	By end November 2009	
	Cardiff Bioscience round-table meeting to inform development of bioscience messages	Carys Pugh D'Auria	Completed	
	Advertising in Guardian "Guide to Business"	Carys Pugh D'Auria	Completed	

	Hospitality at RHS Chelsea Flower Show	Carys Pugh D'Auria	Completed	
	Cardiff & Co presence at Smithsonian's in USA in partnership with IBW	Carys Pugh D'Auria	June 2009	
	Direct mail of Investment promotion brochure to businesses in London and SE England	Carys Pugh D'Auria	June 2009	
	Distribution of investors' guide and investment brochure to IBW overseas offices	Carys Pugh D'Auria	June 2009	
	Financial Times Supplement – production and distribution locally, nationally and internationally	Richard Thomas	July 2009	
	Financial Times breakfast event at the FT's HQ	Richard Thomas	July 2009	
	Hospitality for potential investors at the First Ashes Test	Carys Pugh D'Auria	July 2009	
	Exploitation of the first Ashes Test as a means of promoting Cardiff as an investment location – information stands at top hotels and information packs for hotel rooms	Carys Pugh D'Auria	July 2009	
	Viral marketing campaign focused on creative and media sector in association with the Atrium	Carys Pugh D'Auria	September 2009	

	Direct mail of "Little book of great ideas" to businesses in London and SE England	Carys Pugh D'Auria	September 2009	
	Business Breakfast with the IoD in SE England	Carys Pugh D'Auria	October 2009	
	Direct Mail card to companies to generate interest in corporate hospitality at Autumn Rugby internationals	Carys Pugh D'Auria	September 2009	
	Foreign Press Association reception in London	Carys Pugh D'Auria	Autumn 2009	
	Research of the Alumni of the three Universities to establish potential investment contacts on a sector by sector basis.	Pat Crimp and Carys Pugh D'Auria	By end September 2009	
	Depending on the results of the research above, the staging of a networking event for ex-Cardiff students on a sector-by-sector basis. Venue could be Cardiff or London.	Pat Crimp and Carys Pugh D'Auria	By end of March 2010	
	Sponsorship of Cardiff Property Event in association with the Cardiff Commercial Property Forum	Carys Pugh D'Auria	March 2010	Either Cardiff or London based.
	Attendance at MIPIM on a networking basis	Richard Thomas	March 2010	

Business Tourism	Further development of www.meetincardiff.com website as part of wider development referred to above.	Anna Garton	By end of March 2010	
	Management of Cardiff Convention Bureau enquiry response service using Chaser system	Sara Llewellyn	On-going	
	Exploitation of research previously undertaken to identify Conference opportunities for the future	Sara Llewellyn	September 2009	Names of decision-makers for national and international conferences secured via desk research and telephone.
	Use of the Velvet Software package - ConferenceBookings.com – to secure overnight stays for Cardiff and drive up commission for Cardiff & Co	Sara Llewellyn	On-going	
	Welcome desks at various Conferences	Cheryl Walker	On-going	
	Cardiff Stadiums open day for conference and event organisers – Millennium Stadium, SWALEC Stadium and Leckwith	Jacqueline van de Stadt	Completed	
	Familiarisation Visits for Conference organisers and agencies – at least four separate trips	Sara Llewellyn	On-going	
	Exhibitions – Event UK – NEC Birmingham	Sara Llewellyn	September 2009	
	Exhibitions - CONFEX 10 – Earl's Court, London	Jacqueline van de Stadt	February 2010	Depending on outcome of enquiries generated at 2009 event, this

				activity might be part funded by the Cardiff Hoteliers' Association
	Showcase Cardiff in London event – promoting Cardiff as a business tourism destination to conference and incentive travel organisers	Sara Llewellyn	October 2009	
	Investigate feasibility of a Showcase Cardiff event in Cardiff in association with the Millennium Stadium and Cardiff Hoteliers' Association	Sara Llewellyn	By end of March 2010	
	Maximise the benefits of Membership of the British Association of Conference Destinations	Pat Crimp	On-going	Pat Crimp is the Chair of the BACD.
	Publications – Print, Design & distribution of the Venue Directory	Anna Garton	By January 2010	
	Development of a special offers voucher booklet for Conference delegates	Jacqueline van de Stadt	September 2009	
Leisure Tourism and Retail	<p>Mini campaign focused on opening of St. David's and wider Cardiff retail offering, including:</p> <ul style="list-style-type: none"> • Media activity • Web content • Consumer e-newsletters • Special offer promotions • Discussion with the Cardiff Retail Partnership regarding a Xmas 	Jacqueline van de Stadt	October 2009	

	campaign using www.shopincardiff.com as the fulfilment route			
	Further development of www.visitcardiff.com website as part of wider development referred to above.	Anna Garton	By end of March 2010	
	Further development of www.eventsincardiff.com website as part of wider development referred to above.	Anna Garton	By end of March 2010	
	Further development of www.shopincardiff.com website as part of wider development referred to above.	Anna Garton	By end of March 2010	
	Destination Britain Asia Pacific b2b, Hong Kong – distribution of promotional material	Jacqueline van de Stadt	Completed	
	City break exhibition (ECM) Gothenburg	Jacqueline van de Stadt	June 2009	
	Travel Trade FAM Trip at RHS Cardiff Show	Jacqueline van de Stadt	Completed	
	Exhibitions - Boat Show	Jacqueline van de Stadt	January 2010	
	Exhibitions – BTTF	Jacqueline van de Stadt	Tbc	
	Exhibition – Visit Britain Marketplace	Jacqueline van	October 2009	

	- USA and Canada	de Stadt		
	Continued Membership of Southern Wales Marketing to promote Cardiff to the overseas and UK short break segments	Jacqueline van de Stadt	On-going	
	Tourism Publications - Print & Design - Essential Guide – 100,000 copies	Anna Garton	January 2010	
	Tourism Publications – Print & Design - Where To Stay Guide – 20,000 copies	Anna Garton	January 2010	
	Targeting of tour operators using Cardiff packages	Jacqueline van de Stadt	Autumn 2009	
	Meet Europe Exhibition – European Cities Marketing	Jacqueline van de Stadt	January 2010	
Higher Education specific	Further development of www.studyincardiff.com website	Anna Garton	On-going	
	Targeted PR campaign delivered in partnership with 3 Universities, aimed at increasing recognition of Cardiff as a world class student destination	Hywel Thomas	By end March 2010	
	Stand at Cardiff University, UWIC and University of Glamorgan Graduation Ceremonies	Anna Garton	Summer 2009	

	Stand at Welcome weeks	Anna Garton	September 2009	
	Other activities tbc, including exploiting alumni for business tourism, leisure tourism and inward investment purposes	Pat Crimp	By end of March 2010	
Network development	Further development of the Cardiff Ambassadors' Programme via recruitment	Pat Crimp	By end of March 2010	
	Cardiff Ambassadors' Programme Autumn Gala Dinner	Pat Crimp	Autumn 2009	
	Cardiff Ambassadors' Programme Spring Breakfast	Pat Crimp	Spring 2010	
	Two regional recruitment events for the Cardiff Tourism Network	Jacqueline van de Stadt	September 2009	
	Further development of web pages for the Cardiff Tourism Network	Anna Garton	September 2009	
	Development of 2009-10 Cardiff Tourism Network Prospectus and targeted recruitment of new members	Vicky Jones	September 2009	Targets to include the retail sector.
	Quarterly Cardiff Tourism Network events and member relations	Vicky Jones	On-going	
	Development of a Cardiff Corporate Champions package for businesses able to invest £5k-£10k	Pat Crimp	June 2009	Firm income targets to be set for 2009-10 financial year.
	Attendance at monthly Cardiff Hoteliers' Association Executive Group meetings to review	Richard Thomas	On-going	

	Convention Bureau activities and leads			
	On-going relationship building programme of meetings by the Chairman and MD	Bill Savage and Richard Thomas	On-going	
	Investor relations	Bill Savage and Richard Thomas	On-going	Ensuring that investors are well informed of developments and are given a profile in the media whenever possible.

ends
29 May 2009