



JERSEY CONFERENCE BUREAU

BUSINESS PLAN & MARKETING OPPORTUNITIES

Subvention policy & partner support

2009

meetings industry
marketing awards



MIMA
gold award winner 2008



meetings industry
marketing awards



MIMA
gold award winner 2007

CONTENTS

Role of the Jersey Conference Bureau	3
Overview of Jersey's Conference and Incentive Market	4
Awards & Recognition	
2009 and The Economic Climate	
Marketing Plan 2009	6
Marketing Opportunities – how to get involved	
Brand	
Key Markets	
Communicating with our Target Markets	8
Publications	
Direct Mail – print and E	
Trade Shows	
Advertising	
Website	
Public Relations	
Familiarisation Visits / Educational Trips	
Jersey Ambassador Programme	18
Securing Business from Associations	19
Subvention Policy	
Working in Partnership with the Bureau	21
Partners 2008	
Conditions of partner financial support 2009	
Governance	29
Marketing Budget	30
Jersey Conference Bureau CSR Programme	31

Purpose and Role of the Jersey Conference Bureau

The role of the Bureau

The Jersey Conference Bureau is a marketing body, working on behalf of the Island and with its conference and incentive suppliers to encourage the development and growth of business tourism to the Island from the UK, established markets in Europe and to explore potential growth markets further a field. Our mission statement is:

To place Jersey as a first choice destination for meeting, conference and incentive buyers by providing focus and co-ordination for the industry with the result to generate an increase in the meeting, conference and incentive business in Jersey.

Formed in 1996, the Bureau is a public private partnership between Jersey Tourism on behalf of EDD and conference industry suppliers. In 2008, the JCB will receive £235,000 worth of funding from the Economic Development Department and an anticipated £111,000 from the private sector through partnership fees. The Bureau also receives business support, PR activities and advice, rent and IT services on a gratis basis from Jersey Tourism worth approximately £60,000 per year. This support enables us to direct approximately two-thirds of our total funds to direct marketing activities.

The Bureau is not a booking agency nor a destination management company. The Bureau actively promotes customers to enquire direct to hotels, venues and service providers and gives impartial and balanced information to customers upon request which, in the Bureau's belief, is in the best interests of the customer.

Management Committee

Bureau partners elect a management committee who are responsible for three officers. The committee currently comprises a Chairman, Deputy (Senator elect) Alan Maclean, an EDD representative, a Jersey Hospitality Association representative and up to 5 elected partners. Currently these are John Vibert (Hotel de France), Martin Kelly (L'Horizon Hotel), Mathew Jones (Jersey Pottery) and Colin Stanier (Fort Regent). David de Carteret represents the EDD and Gerald Fletcher the JHA.

Political Support

Deputy (Senator elect) Alan Maclean is Chairman of the Bureau and is currently Assistant Minister of Economic Development.

Awards and Recognition

The 2008 stand at International Confex won the overall Best Stand – 'Business Excellence' Award. The judge commented the stand was "contemporary, cool... reflecting the modern branding of the 'new' Jersey. The feel is upmarket. A triumph of style and content".

The 2008 Print Advertising won the Silver Award at the Meetings Industry Meetings Awards. (MIMAs) It also won the silver in 2007.

The 2008 Brand Marketing won the Silver Award at the MIMAs.

The 2008 Conference Guide won the Gold Award for Best Brochure at the MIMAs – it also won the award in 2007.

The JCB is the only company since the awards started to have retained a Gold Award in the same category and was the only recipient of three accolades at the 2008 Awards.

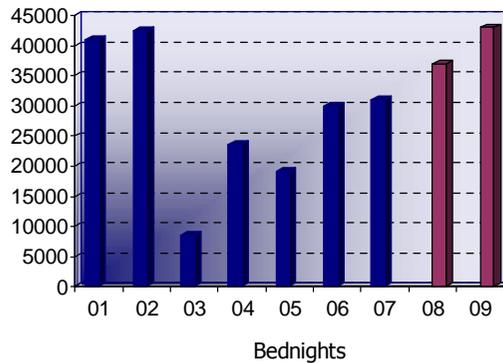
Overview of Jersey's Meetings, Conference and Incentive Market

Value of Conference Business to the Island and future expectations

Statistics are collected from those hotels which are Bureau Principal Partners, Partners and Destination Management Companies.

2008 has seen the continued development of the large corporate conference market and enquiry levels for larger events throughout this year and 2009 have increased.

With the completion of major works at many of the hotels and venues, as well as other investments being made in the Island, there is every confidence that the increased number and quality of 4 star bed stock available in Jersey will attract a significant increase in business. The number of 4 star rooms in Jersey has doubled since 2000 to almost 1,200. We now offer 3 of the AA's top 40 rated hotels in the UK outside of London and with the levels of private investment made (and being made) within the Island we are confident that the perception of Jersey as a conference destination will shift with an emphasis on a quality product.



Visit Britain's 'Delegate Expenditure Survey published since 1997 and supported by UK National Tourist Boards, calculates that each corporate conference delegate is worth an estimated £459 per day to the local economy (£461 for association delegates). We prefer to use figures of £375 and £345 which take into account local factors, VAT and reflection of lower duty rates in Jersey. In 2007 conference business of 30,000 bednights was worth approximately £13million. In 2008 the estimated figure is £15million. It is estimated the spend is broken down as follows:

	CORPORATE		ASSOCIATION	
	£	%	£	%
Individual spend				
Overnight accommodation before/after	10	3	35	10
Local travel at conference destination	5	1	20	6
Food & drink at conference	20	5	25	7
Food and drink before/after conference	5	1	30	9
Evening events/entertainment	10	3	25	7
Shopping & gifts	20	5	20	6
Activities	5	1	20	6
Company spend				
Overnight Accommodation	140	37	115	33
Food & drink at conference	50	13		
Activities	25	7		
Delegate rate	50	13	35	10
Audio visual	15	4	10	3
Transfers	20	5	10	3
	375	100	345	100

We believe that with the increased facilities and with continued investment in conference marketing, business levels could grow towards 45,000 bednights in 2009. The acquisition cost will be approx £1:£70-73

Average Delegates

The figures represent averages collated for the period 2002-2008.

The average number of delegates for an Association conference is 180 and for a Corporate conference 40, 70% of delegates are corporate and 30% from Associations. 80% travel to the Island by air and 20% by sea. 85% of the market originates from the UK and Ireland, 5% from Germany, 6% from France and 4% from other European countries.

Type of Market

Types of conference range from pharmaceutical companies holding sales conferences for around 250 delegates, to associations holding annual conferences for 900 delegates, as well as small executive meetings for 5-10 people, incentive/activity/team building groups, exhibitions and product launches. In 2007 the Island hosted over 300 events and in 2008 the Island will have held a similar number.

Due to the size, and nature of product, many of the hotels are often competing in proposals with UK and European hotels, rather than against each other. We sell both horizontally across industries to promote the Jersey brand and vertically to individual segment to promote the industry's product positioning within the meetings market to ensure that the different types of product available are all represented.

Average Length of Stay

The average length of stay is just over 3 nights with association delegates staying on average 4 and corporate delegates 2.5. Typically, delegates combine their conference with a long-weekend stay, to enable them to explore the Island, either individually or through organised tour and partner programs. The main conference seasons are from February to June and September to November. The market complements leisure tourism by being predominantly in the shoulder periods and assists in extending the main summer season.

2009 and challenges from the economic climate

There will be an impact of the economic challenges that will undoubtedly continue through 2009; already some financial institutions have put on hold much of their event activity, that said the anecdotal evidence suggests that companies will continue with their marketing communication events. A mistake realised after the last recession was the failure of companies to continue to invest in their staff and their customers. The marcoms industry has been part of the corporate procurement department (as well as the marketing department) for several years so events which have been scrutinised for their ROI will most likely continue – however the client is going to want more value for their event.

If lower demand levels happen in the corporate accommodation market, London and other European cities will, it is likely, reduce prices for their hotel stock and this tends to have a ripple effect across UK supply. Service suppliers, hotels and venues will continue to need to deal with enquiries highly efficiently and accurately to compete in a market with more supply.

In Jersey the C&I product appeals (and we also market) to several different audiences. Next year we will continue to aggressively promote the Island as one that offers good value, particularly against the Euro, and one that offers a good range of choice. We will particularly increase our direct mail activity and strive to continue to deliver a high profile marketing campaign for the Island.

Marketing Plan 2009

The Jersey Conference Bureau offers a wide range of services as part of each partner's fee.

These services are outlined in this document. We have also given details of target markets, audiences and the methods we will be using to promote Jersey as a conference, meetings and incentive destination.

Marketing Opportunities – How to get involved

In addition to the services included in membership fees we also offer a variety of further marketing opportunities for partners to take advantage of. There are charges for some of these but they are significantly better value than trying to go it alone. These opportunities exist in a number of areas including internet marketing, traditional mail shots, exhibiting at trade shows and PR.

By taking advantage of these opportunities, partners are able to communicate in a cost effective way with a wide audience of buyers. The Jersey Conference Bureau seeks to increase the volume and value of business tourism to each of its partners through the provision of a range of both tangible and intangible benefits, many of which are included in the membership fee.

Brand

At the very nucleus of the Jersey brand adopted in 2007 was the question of how we can position Jersey as a sophisticated and contemporary place to visit and hence we are fully committed to the new brand. There are complexities involved in capturing the essence of a multi-attributed destination with a succinct and focused brand position, and we feel the new brand allows us to do this in a way that is both meaningful to the multiplicity of target audiences and effectively differentiates the destination from our competitors.

Brand Promise

The new Jersey brand promise is "Life Enriching". We have a line extension of this:

"We promise that every conference visitor to Jersey will feel enriched. They will feel motivated and enjoy an Island that is easy to get to and get around. They will experience a 'can do' spirit in a dynamic atmosphere. They will be relaxed and unhurried, yet informed, stimulated and inspired. They will get pleasure from first class facilities and services in a destination that has a commitment to the future and values its environment and preservation of its heritage".

Why have a Brand Promise

The promise describes the attributes we believe our partners possess and we need to embody if we're going to add to a more successful destination and bring greater economic return to the Island.

Our 'brand promise' is not an external tool but the pledge we want to make to ourselves that everyone will experience when they hold an event in Jersey. It is a promise that we feel captures the essence of the Jersey visitor experience and highlights our unique attributes that make us distinct from other competing destinations. It allows us to begin with the end in mind and forms the basis to our decision making for our creative work and is a cornerstone to how we promote the conference suppliers of the Island.

It should be emphasized that the brand promise is not a new logo or an advertising tagline and it works along with the Life Enriching promise. It's more of an attitude and a call to action. If we're not consistently at the top of our game and don't deliver on the promise, we

will not be able to fully benefit on the attributes that differentiates Jersey from other destinations and not reach our potential as a conference destination.

Brand Personalities and key attributes

The brand personality is the brand image expressed in terms of human characteristics and the attributes the functional and emotional associations which are assigned to Jersey by customers.

Personalities		Attributes	
Natural	Graceful	Relaxing ambience	Escape
Tranquil	Timeless	Easy access	Minimal down time
Inviting	Dynamic	Heritage & Culture	Scenery
Invigorating		Ecologically aware	Modern infrastructure
		Value for money	High standards

We will use these, and more, throughout our sales and marketing activities to emphasise the brand image and to sell our brand identity.

MARKETS

Key Markets

Our key markets are professional conference organisers, venue finding agencies, corporate conference bookers, Association and other not for profit organisations

Geographical Focus

The major market is conferences originating from the UK. In recent years there has been a steady growth in events originating from Europe. We conduct some of our European activities through Jersey Tourism and with their retained agencies. With the improved standard of Hotels and the Spa products now available we also believe there is potential to sell Jersey as an incentive destination alongside London and other UK gateway cities for international groups. We have discussed with Visit London and Marketing Manchester the potential of selling Jersey as part of a twin destination incentive trip (which are commonly purchased) and the appeal of a city/island combined trip. Sales trips will be undertaken with the help of Visit Britain and on occasion in conjunction with a leading UK inbound incentive operator, and other UK destination marketing organisations, to establish the potential of these markets and to start relationships with key buyers in these markets. We have discussed this with US incentive organisers who are always looking for a new product to promote and with Scandinavian operators who have previous knowledge of the Island and are keen to promote using a UK city as a gateway.

United Kingdom Markets

Our primary market will be the UK, and in particular, Associations and intermediary agencies. The agency segment is getting larger with the growth of full service agencies.

Intermediaries offer a cost effective way of building knowledge within a number of their clients, creating awareness for all types of meetings of different size and budget. There are almost 750 recognised agencies in the UK of which 80 are regarded as key accounts.

Association conferences play an important part of our market mix. These have become increasingly professional and the distinction between them and corporate conferences is becoming less clear than it was a few years ago. Associations now have target goals of running conferences comparable with those of corporate companies.

Sales appointments are conducted year-round with these buyers and we visit over 150 a year. We also ensure that relevant individuals attend educational trips to the Island.

European Markets

For 2009 the plan is to continue to concentrate our European marketing into the following markets: France, Benelux, Germany, Denmark, Norway and Sweden. In addition using the idea as selling Jersey as a two-night add on leg to incentives groups travelling to London we will, working with Visit London and Visit Britain, also continue to explore the emerging Russian market and the potential for US derived incentives.

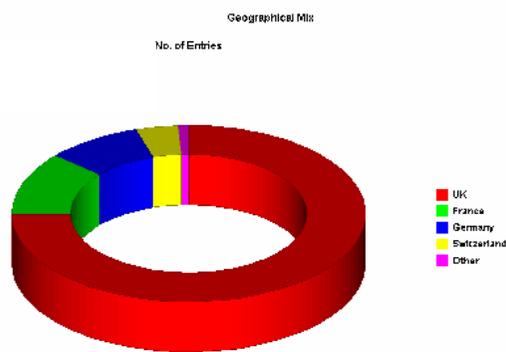
We will also continue to produce the website in French and German. This will include details on partners’ services and facilities. Furthermore, specific direct mail marketing will be conducted in the relevant language.

Communicating with our Target Markets

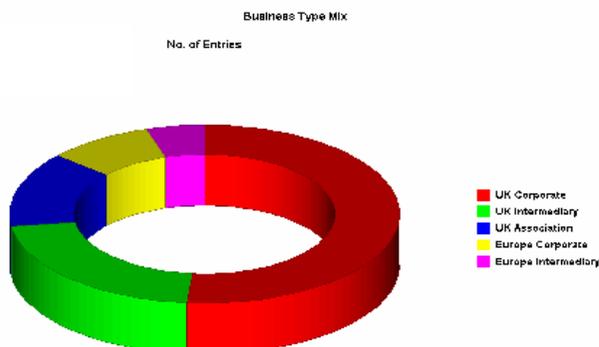
Database Management JCB spend £1000

The Bureau has a comprehensive database consisting of conference and incentive buyers.

The database comprises in excess of 13,000 buyers of which over 6,500 are opted in for third party mailings. These are refreshed on an annual basis and are drawn from a number of marketing campaigns, attendance at trade shows and purchasing of third party databases. It reflects the key conference purchasers in several geographic markets. The Jersey Conference Bureau database content is as follows:



The database is predominantly made up of corporate companies, associations and intermediary agencies. The business type mix is as follows:





We mail out copies of the English language guide in both electronic and printed versions to over 15,000 buyers. Approximately 600 are distributed on Island as part of the Ambassador Programme.

In addition we are able to produce short run-offs targeted to specific markets, such as the Association market, whereby we can promote specific points of interest such as the Subvention Funding Policy.

Also an e-book version of the Conference Guide appears on the website. This can be viewed as an e-book or downloaded.

Direct Mail JCB spend £36,000

This will be an area of increased activity in 2009 – with a move towards more printed items. E-mail marketing whilst very cheap has a low open and click thru and whilst we will continue with this there will be an increase in the amount of creative mail shots to our key accounts.

Direct Mail will be done in house and with the blind data from companies such as Conference Blue and Green, Target Response, RGA as well as other suppliers. E-mail marketing will be done by the Bureau and also with 3rd party mailing suppliers such as Venue Directory and Black Pearl.

These mailings are done throughout the year, however to assist with marketing plans please consider the trade shows we attend as useful opportunities.

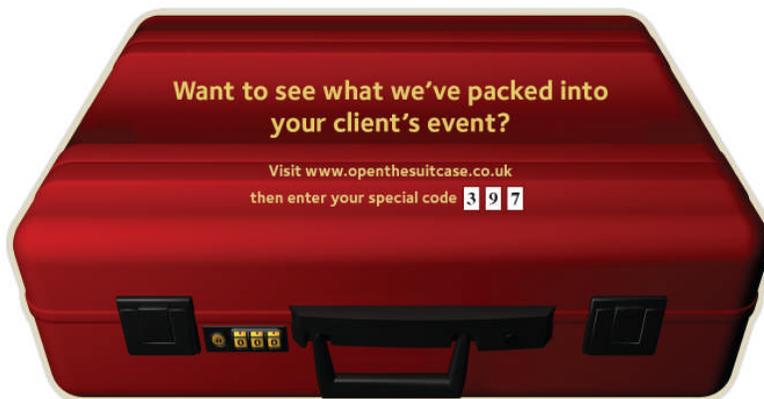
All partners are welcome to submit ideas for inclusion. For instance these may be tailored mailings with a call to action for attendance at the trade show and other generic information. Special offers may also be included.



World-class businesses
demand world-class
event facilities...



The mailings are creative – always with a call to action to visit a specific website landing page. We also have a microsite for more interactive messages that can also be used for specific projects by partners offering a different and stimulating information portal.



Trade Shows JCB spend £79,660

Trade shows represent a significant investment. They are a key activity as they offer a cost effective way to meet new buyers and existing clients. They are also an important part of keeping the image of Jersey as a conference destination firmly in the buyer's mind.

The Bureau maintains a presence at many UK and European major conference trade exhibitions and niche shows. As partners you are entitled to buy into our attendance at these shows. This represents a significant cost saving to exhibiting alone and has additional benefits of increased pre-show marketing.

The cost of attending key shows is normally included for Principal Partners. There is an additional fee per show for Partners as detailed in the membership benefits and Support Partners who are interested in attending should contact us for costs. **100% cancellation charges will apply for partners agreeing to exhibit and then changing their minds as this affects the amount of space/delegates we purchase.**

Additionally if there are additional events not listed that members wish to attend please contact the Bureau to discuss joint activity . Last year we also attended IMEX, ILTM, and Rotary International so do please contact us for additional opportunities.

International Confex – London JCB spend £51,000

This is the major UK show and a focal point for the meetings industry.

Date:	24-26 February 2009
Venue:	Earls Court 1, London
Website:	www.international-confex.com
Target Market:	National and International buyers from Corporate, Association and Intermediary agencies.
Geographical focus:	UK wide
Attendance figures:	2008: 8,500 – largest yet.
Size of show:	1200 exhibiting companies
Size of stand:	55 sq metres
Show activity:	We conduct a mailing to 10,000 pre-registered buyers through Target Response.
Partner limit:	10
Cost:	1 individual from Principal Partner - free Per individual from Partner Hotels £1250. Other partners £400. Additional member of staff from Principal Partners £400.

Venues & Events Show JCB spend £10,500

This is an excellent show for corporate bookers from the City, in particular those that book small events.

Date:	16-17 September 2009
Venue:	Old Billingsgate, London
Website:	www.squaremeal.com
Target Market:	Buyers from Corporate, Association and Intermediary agencies.
Geographical focus:	City and SE England
Attendance figures:	2008: Approx 7000
Size of show:	Over 2000 exhibiting companies
Size of stand:	10 sq m
Show activity:	We conduct a mailing to last year's attendees through Target Response
Partner limit:	5 partners

Cost: 1 individual from Principal Partner - free
Per individual from Partner - £350
Per individual from Partner Hotels £750

EIBTM JCB spend £6000

Date: 1-3 December 2009
Venue: Fira Gran Via, Barcelona
Website: www.eibtm.com
Target Market: Buyers from Corporate, Association and Intermediary agencies.
Geographical focus: European – but with a strong UK focus
Attendance figures: 2008: Approx 6000
Size of show: Over 2000 exhibiting companies
Size of stand: Part of Wedgewood Britain or Visit Britain tbc stand
Show activity: We conduct several mailings to pre-registered hosted buyers
Partner limit: 3 partners
Cost: 1 individual from Principal Partner - free
Per individual from Partner - £500
Per individual from Partner Hotels - £750

FORUMS JCB spend £9,500

We also attend a number of Forums as the Jersey Conference Bureau. Some of these there is the possibility to participate with the Jersey Conference Bureau, at 50% of the total cost and at others there is the Partnership Support funding available.

CONFEC Red

Date: 5-8 February 2009
Venue: Malta
Sharing cost with JCB: £2200
Support for own participation: £700 sole or £500 each if two partners sharing.

Conference and Incentive Travel Agency Forum

Date: August
Venue: London
Sharing cost with JCB: £2500
Support for own participation: £700 sole or £500 each if two partners sharing.

Event Organisers Forum

Date: 7-8 September 2009
Venue: Park Inn, London Heathrow
Sharing cost with JCB: £2250
Support for own participation: £500 or £300 if two partner sharing

Advertising

JCB spend £45,000

We use advertising to raise brand awareness and build the image of Jersey as a conference and incentive destination.

We also place monthly adverts in trade media magazines with the opportunity for Principal Partners to place a special offer splash. These adverts are predominantly taken on IFC or OBC positions. The decision of which splash offers to use is that of the Jersey Conference Bureau and there is no charge made.

Our other advertising concentrates on supporting articles written about the Island's conference and incentive industry in UK and European media. The typical magazines we support are:

Meetings and Incentive Travel Magazine	CAT Publications
Conference and Incentive Travel Magazine	Haymarket
Square Meal Venues & Events	Bradmans

We also promote the Island through a number of reference publications of Associations we are members of such as EVENTIA.

Other directories we support are:

Square Meal – online	Bradmans
Venue - online	Haymarket
The Conference Blue and Green Book	CMPI

The adverts we will use are similar to those shown below, with text and pictures altered to ensure relevancy to target audience.

Advertising support

On a PR front we work very hard to secure articles about the Island in the relevant media. The meetings media is very advertising driven and to secure articles the publishers need to know they will get a return from the article being included. The magazines are all free to business subscribers and therefore advertising is their only means of revenue.

Therefore to secure articles we often agree a minimum advertising commitment with the magazine. It is also important and beneficial that the article features adverts from a mixture of Island facilities and therefore to assist Principal Partners and Partners in advertising we offer to reimburse 40% of the cost of the advert net of any VAT and upon receipt of the publication's original invoice. We will advise you when this opportunity is available.

Adverts

The advertising we do has two goals.

1. Short term ROMI (return on marketing investment) by increasing sales enquiries to venues and other service providers so there is immediate revenue generation.
2. Long term ROMI by increasing the brand equity and changing customer perception with extended awareness from the activity.

These are typical of the visuals we will use in adverts along with accompanying messages which are individually tailored to the specific audience for each publication.



We have used the “Who says you can’t please everybody” strap line with a good level of success. As these adverts are aimed at the intermediary and corporate/association buyers there is a strong need to get across the following:

1. The redevelopment, choice and quality of the hotel infrastructure
2. The ease of access and number of departure points
3. The range of activities
4. To position Jersey as a major choice destination.

At the 2008 MIMA Awards the advertising won the Silver Award. It also won the Silver in 2007. It has a high impact and creates a huge awareness of the destination.

We use various systems to measure our advertising reach and relevance including focus groups, client interviews and statistical measurement through questionnaires using Kirkpatrick’s Levels to measure awareness.

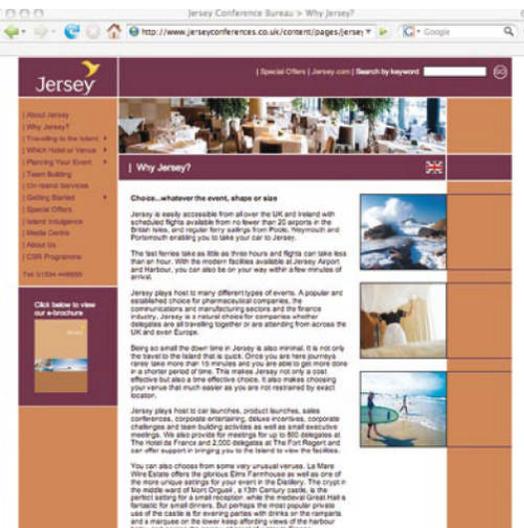
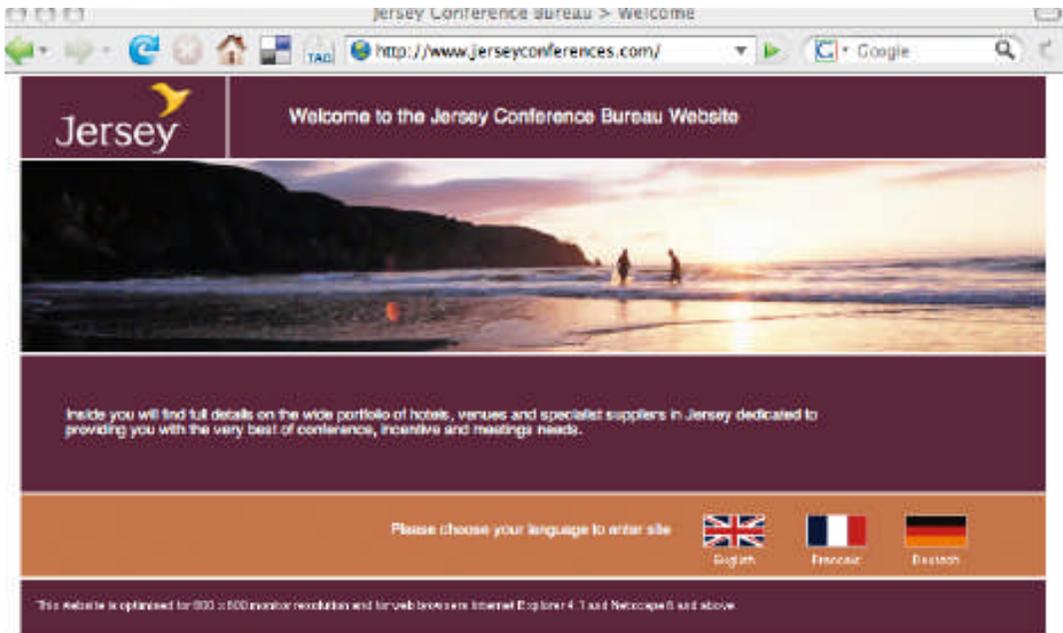
The call to action on our adverts is normally to the website where specific landing pages can be constructed to emphasise the specific message.

Website

The website is used very much as an information and introduction portal to partners services.

Principal Partners and Partners get a 50 word synopsis of their facilities and services and an additional full page of 300 words on the site, plus 5 images and contact details. Support Partners get a 50 word synopsis of their facilities, accompanied by an image and contact details. It is the responsibility of each individual partner to ensure their content is correct.

An e-book version of the Conference Guide appears on the website. This can be viewed as an e-book or downloaded.



Over 6000 unique users visited the website last year – the most popular landing pages being:

- 37.6% www.jerseyconferences.com
- 26.5% www.jerseyconferences.com/mail
- 8.2% www.jerseyconferences.com/create
- 7.9% www.jerseyconferences.com/colour
- 6.2% www.jerseyconferences.com/mit

Public Relations JCB spend £4,750

PR is important as it establishes goodwill between the destination and potential buyers. PR is perceived to be a neutral source of information and in turn this information is viewed with greater credibility due to a perceived lack of bias.

The PR for the Conference Bureau is managed by the local office in partnership with Jersey Tourism who conduct local PR activities on our behalf. This relationship gives the Bureau access to numerous magazines, journalists, a huge support function and the net of agencies retained in Europe. Without this relationship it is unlikely we could have a fraction of the

support for the costs we currently incur. An example of this is the use of the Guild of British Travel Writers video produced by Jersey Tourism and used by us at trade shows such as International Confex.

Regular press meetings are held with media in the UK and Europe and partners are encouraged to contact Gemma Owen so that news stories such as refurbishments and redevelopments, reach a wider audience. There are no charges for this.

Journalist visits are co-ordinated by the Jersey Conference Bureau and the Jersey Tourism PR team to ensure the journalist gets to see and hear what is relevant for their article and in a timely and professional manner.

Proactive PR in the form of press releases and journalist meetings is conducted around major trade shows to ensure that any developments are circulated prior to the show.

The Jersey Tourism PR team also look after local issues to ensure that the Conference Bureau and the industry as a whole are recognised by the local media as an important part of the visitor mix.

Promotions and sales calls JCB spend £23,900

Members are invited to contact us to discuss support for promotions in target markets such as entering Awards schemes, attending Awards Dinners and other industry events.

The Bureau also conducts numerous sales appointments, organises and participates in client events such as golf days, MPI and MIA functions, NTO client meetings and corporate entertainment during the year – special offers and news should be communicated to us to ensure we are able to best promote individual partners. We also deliver a number of Christmas and Easter seasonal hampers as gratitude to specific clients – please inform us of clients you consider it would be worthwhile for us to thank.

Familiarisation Visits / Educational Events JCB spend £29,755

Familiarisation trips and site inspection trips are an important activity. They can change any negative perceptions into positives. It gives key buyers and influencers a chance to sample the product and generates positive word-of-mouth.

We host a number of organised familiarisation trips with designated itineraries. These trips are market led, such as Associations or Intermediaries. We do not agree with inviting personal partners as we feel this changes the focus of a business event into a social event. It is not a cost factor and even if they wish to pay their own way, we do not feel it relevant to the educational trip.

We also support partners in bringing potential clients with provisional bookings to the Island, by air or sea in order to secure confirmations. Hosting can also be done on these occasions if the partner is unable to arrange a suitable itinerary.

In 2009, we envisage bringing approximately 100 buyers to the Island. Partners wishing to lend their support are encouraged to let us know.

Partnerships with other Industry Organisations JCB spend £3,500

We work closely with trade show organisers and national bodies such as the British Association of Conference Destinations, Meetings Professionals International, Eventia, Visit

London and Visit Britain to ensure we are offering the largest range of benefits and the best possible value to partners. These close links are often destination led and not offered to private parties, however the benefits most certainly are.

Jersey Conference Bureau Ambassador Programme

This was set up in summer 2008 to stimulate local business individuals to consider bringing events to the Island. One of the points of the new branding was to reawaken a sense of pride amongst the community. By communicating the improvements and choice of venues in the Island on an ambassador platform we believe this can deliver growth from within the Island.

The Ambassador programme will make it easier for these individuals to learn about the various facilities and where they can go for free assistance to successfully bring events to the Island.

This will not only cover corporate companies based in the Island but a key objective will be to drive more association, especially regional, meetings to the Island by targeting the members from these associations based in the Island.

A series of events will be held locally to promote this initiative with a deliberate effort made to recruit high profile business leaders. This is not a huge investment – some printed collateral will be distributed locally and a specific landing page created for ambassadors off our main website allowing them easy access to information will also be created.

Association Business

Subvention

JCB spend £25,000

The Association sector is an important part of our business mix and the benefits are filtered throughout all levels of the industry. We operate a Subvention Policy to encourage this business, the details of which follow.



Securing Business from Associations

Purpose

To encourage associations and other not for profit organisations to hold their conferences in Jersey. This is to ensure that Jersey is not disadvantaged by being un-competitive in the association market, particularly when pitching against other destinations for events.

Applications

All applications for funding are to be made by the venue on behalf of the organisation to the officers of the Jersey Conference Bureau, who will give an indication of the probable outcome of the application within two working days, and ensure that Board approval is gained at the earliest opportunity.

Qualifying Organisations

Organisations which are non-profit-making to include associations, institutes, unions or charitable bodies qualify.

Minimum Requirements

The qualifying organisation should have a minimum of 300 delegates / accompanying persons staying for a minimum of 2 nights or equivalent. **Organisations which do not meet numerical criteria will still be considered by the Board, with each application being decided on its own merits.**

Meeting Room Requirement

It is the policy of the Jersey Conference Bureau to provide funding for the hire of the main meeting room only for the conference. Further funding requests for additional rooms will be considered in the context of the overall event structure and value to the Island.

Venues – States Owned

Funding will be offered for each day of the conference and for a maximum of one set-up day / rehearsal. The terms will be negotiated directly between the Bureau and the venue. It is anticipated that fees will be known for a period of 2 years in advance of a conference taking place.

Venues and Hotels – Privately Owned

Funding will be offered for each day of the conference and for a maximum of one set-up day / rehearsal. Funding, which will be negotiated between the venue management and the Jersey Conference Bureau, will be available to a maximum of 50% of the published room hire tariff.

The subvention policy is designed to promote residential business to several hotels. Therefore, in the event that 50% or more of the delegates / accompanying persons attending the conference stay at the hotel hosting the conference, the conference will be deemed to be residential and funding will not be provided. Changes to the status of conferences will be referred to the Board of the Jersey Conference Bureau.

Official Hospitality

Vin d'honneur's will be provided to organisations fulfilling the criteria of the minimum requirements. In all cases where there is a relevant States department in the organisations field, they will be approached by the Jersey Conference Bureau for funding.

Applications for funding of hospitality for qualifying organisations must be made to the Jersey Conference Bureau. For each vin d'honneur, the funding will be to a maximum of 50% of the normal selling price of the food and beverage. This is based on a consumption of 1.5 drinks per person.

Contracts & Liability

The venue will be required to make a contract with the conference organisation for the services to be provided and will ensure that the criteria of the subvention policy are met in full before claiming payment from the Jersey Conference Bureau.

Venues with cancellation charge policies should ensure that organisations are made fully aware of their contractual responsibilities. If necessary, venues should advise on cancellation insurance and other relevant methods of client protection to ensure that no liability is carried by the Jersey Conference Bureau.

It is a condition in obtaining funding, that the qualifying organisation has full insurance coverage for the conference. This must, at a minimum, include financial cover for all costs incurred for cancellation and for change of venue, whether the fault of the organisation or any other party.

In the occurrence that a venue cancels the event, when all aspects of the contract with the organisation have been met, then the venue is liable for all additional costs incurred by the Jersey Conference Bureau for the change of venue.

Minimum occupancy clauses operated by private venues shall not be applied to events receiving subvention funding, without the written and express permission of the Jersey Conference Bureau.

The Jersey Conference Bureau will not accept liability for any cancelled or postponed event, or for any event previously approved for funding, which fail to meet the agreed criteria.

The Jersey Conference Bureau can withdraw or amend any element of subvention at any time without liability.

Working in Partnership with the Bureau

Who and what is membership?

In 2008 the membership of the Bureau included hotels and venues, ground handlers, destination management companies, airlines, ferry operators, conference centres, support services, activity venues, audio visual suppliers, restaurants, car hire companies and a number of other services within the Island. At the end of this document is a full list of members in 2008.

Why join?

Partners benefit from incoming business and the conference business benefits the Island as a whole, e.g. restaurants, taxis, shops, tourist attractions and is a valuable source of tax income. Membership is also key to endorse the statement that Jersey takes this market seriously.

Types of Membership

The Jersey Conference Bureau has approximately 50 partners, with three membership types: Principal Partner, Partner and Support Partner. Up to two non hotel companies can share a Principal Partner level (e.g. venue and caterer) – however only one can receive the benefits. Other levels cannot be joint.

Principal Partner – Benefits

Principal Partners will be those companies that view the contribution from conferences to be a significant part of their business. They will actively promote their products – by attending trade shows etc.

- Full double page in JCB brochure (worth £3000)
- Listings plus full page on website
- 40% support for advertising in meetings media
- 25% support for e-mailing or mailing campaigns
- Contribution towards travel (max £65) and accommodation (50%) for specific trade shows (one employee per Principal Partner)
- Brochure representation at all trade shows
- Attendance at Confex, EIBTM, and Events & Venues Show
- Access to incoming business leads
- Database assistance
- Full participation in familiarisation trips
- Opportunity to feature in JCB e-mail shots
- Full promotion to visiting journalists and PR activities
- Joint financial sponsorship opportunities with Bureau for FAM invites
- Advertising opportunities with the JCB on generic adverts in trade press
- Additional ¼ page and additional web listing for additional primary restaurant/service

Partner – Benefits

Partners of the Bureau will be those businesses that benefit, in principle, from conferences and incentives, but due to limited resources are unable to be fully active in the marketplace. They would not exhibit at all trade shows but perhaps select one of primary benefit.

- One page in JCB brochure (worth £1500)
- Listings plus full page on website
- 40% support for advertising in meetings media
- 15% support for e-mailing or mailing campaigns
- Contribution towards travel (max £65) and accommodation (25%) for trade shows (one employee per Partner)
- Opportunity to attend trade shows, subject to availability: Confex: (£1500 hotels, £250 non-hotels), EIBTM (£500, hotels £750), and Events & Venues (£350, hotels £750)
- Access to incoming business leads
- Database assistance
- Potential participation in familiarisation trips
- Opportunity to feature in JCB e-mail shots
- Potential promotion to visiting journalists and PR activities
- Reduced rate for additional ¼ page and additional web listing for additional primary restaurant/service (value of £350)
- Joint financial sponsorship opportunities with Bureau for FAM invites

Support Partner – Benefits

Support Partners will be companies who wish to be a part of the industry, as their business and services benefit both indirectly and on occasion directly from visiting delegates. These companies primarily wish to raise their profile and build awareness of their business by appearing in the brochure, on the website and in e-mail newsletters.

- ¼ page listing in JCB brochure (worth £600)
- Opportunity to purchase additional brochure space to enhance 1/4 page listing subject to availability
- Listing on website
- Potential participation in familiarisation trips and site visits.

Membership Fees

Prices are fixed for Principal, Partner and Support Partners with the exception of hotels where prices are set per en-suite room and based on their specific star rating. Hotels as Principals, Partners or Support Partners pay a minimum of £3590, £2300 or £550 respectively. Restaurants only pay a £350 support membership fee.

	Non-hotels	Hotels		
		4/5 star	3 star	2 star
Principal	£3590	£72	£62	£56
Partner	£2300	£37	£37	£24
Support	£550	£21	£12	£8

Membership Year

The marketing plan and members benefits year runs from 1st January – 31st December 2009 however businesses are welcome to join during the year with and payment of membership fees are to be received by 1st December 2008. Partners do have the option to spread their membership fee over four equal instalments by standing order, payable by the 1st December 2008, 1st March, 1st June and 1st September 2009. There is a 5% premium to the total membership fee applicable for quarterly payments.

Annual General Meeting

Principal Partners and Partners receive one vote for applicable issues and can be nominated to stand for election to the Bureau Management Committee. Support Partners will also be invited to attend the AGM, but are unable to vote.

Principal and Partner Meetings

To encourage ongoing feedback and suggestions, Principal Partners and Partners will be invited to a regular discussion forum with the Bureau officers. These will enable packages and products to be discussed and agreed to ensure the activities undertaken best reflect the needs of the Island and the partners of the Bureau.

Island Lobbying Issues

Principal Partners and Partners can ask the Bureau Management Committee to raise issues to relevant bodies which are affecting the partner's business interests and/or conference industry.

Partners of the Jersey Conference Bureau – 2008

Principal Partners – total ≈ £78k

Atlantic Hotel	Hotel de France
L'Horizon Hotel & Spa	Longueville Manor
Radisson SAS Waterfront	The Club Hotel & Spa
The Grand Hotel	The Royal Yacht Hotel
La Mare Vineyard	Jersey Pottery

Partners – total ≈ £19k

Delta Conference Systems	Fort Regent
Jersey Airport	Incentive & Conference Specialists
Joy's Production Services	The Royal Hotel
The Somerville Hotel	Think Jersey / 3D Performance
Destination Specialists	Pomme d' Or Hotel

Support Partners – total ≈ £14k

Condor Ferries	British Airways / Flybe / VLM / Easy Jet/ BMI
Avis	Durrell Wildlife Conservation Trust
Hertz Rent-A-Car	Jersey Harbours
Jersey Heritage Trust	Jersey Opera House
Jersey War Tunnels	LJ Electronics
Le Frere Restaurant	Les Mielles Golf & Country Club
Niche Events / Zoomfood	Pomme d'Or Hotel
Pure Adventure	St. Brelade's Bay Hotel
Tantivy Blue Coach	The Moorings Hotel & Restaurant
The Waters Edge Hotel	The Merton Hotel
Bohemia	Monterey Hotel
Les Ormes	Living Legend
Jersey Sailing	Jersey Odyssey
Les Roches	Jersey Kayak
The Oyster Box	Suma's
Sirocco	Ocean
The Vineyard Restaurant	Tassili
The Grill	Brasserie de verres en vers



CONDITIONS OF PARTNER FINANCIAL SUPPORT 2008-09

In the Marketing Opportunities guide reference is made to financial support available to Principal and Partner level members.

The term 'partners' or 'partner' used below describes either level of membership. The term 'relevant level' refers to the level of partnership.

TRAVEL SUPPORT FOR VISITING BUYERS/ FAM TRIPS

COMBINED FAM TRIPS

If a partner wishes to conduct a hosted buyer visit and requests the Bureau to pay 100% of the buyer's travel then our minimum requirement is that we will assist with the hosting to our stipulated level and reserve the right to show buyers at least two additional hotels or services of our choice.

- 1: Maximum numbers is 15
- 2: No flight reimbursement will be made for partner employees
- 3: No flight reimbursement will be made for invitees guests

INDIVIDUAL FAM TRIPS

If a partner requests to host a fam trip for buyers just to visit their hotel then only 50% of the travel cost will be reimbursed. However we do reserve the right for a Bureau officer to meet with them whilst they are in the Island.

- 1: Maximum numbers is 15
- 2: No flight reimbursement will be made for partner employees
- 3: No flight reimbursement will be made for invitees guests

The Bureau must be notified of the intention to host the fam trip no less than 28 days prior to the trip.

The Bureau must receive the buyers details, including e-mail addresses, no less than 7 days prior.

SITE INSPECTIONS

COMBINED

If the buyer is considering using more than one other property for their event then 100% of the travel ticket will be reimbursed.

INDIVIDUAL

If a partner requests to host a site inspection for a particular provisional booking the Jersey Conference Bureau will pay 50% towards the cost of travel and there is no need for buyers to see other properties or services. However we do reserve the right for a Bureau officer to meet with them whilst they are in the Island.

In all instances the Jersey Conference Bureau must be informed of the site inspection a minimum of 7 days prior to the arrival of the buyers.

BOOKING PROCEDURE

In all instances the partner is responsible for booking and paying for travel directly and the Bureau reimburses only for actual travel taken. Transfers are not reimbursed.

MAXIMUM COST

The maximum ticket cost repayable is £150 per buyer. If 50% support is being requested then it is £75 per buyer. Payment will only be made to cover air or sea transport costs in Economy class by recognised scheduled operators and only for the buyer (not guests). Private air charter or variations thereof and boat charter will not be reimbursed.

CANCELLATION

Only travel actually used will be reimbursed – **cancellation charges/ no shows/ costs for changes will not be reimbursed.**

ADVERTISING SUPPORT

The Jersey Conference Bureau offers levels of advertising support in particular media articles. At all times partners will be advised if the financial support for advertising is available. The Jersey Conference Bureau will not reimburse for advertising undertaken without prior notification and approval.

The partner will pay the publication directly for the total amount. Invoices for the relevant level of support must be accompanied with a copy of the original invoice and the **amount net of VAT** will be reimbursed. All contracts for advertising exist between the partner and the publication. Reimbursement will only be made after the advert is published.

MAILING CAMPAIGN SUPPORT

The Jersey Conference Bureau will support partners mailing costs if the mailing is of specific and sole benefit to the conference and incentive inbound market to Jersey. Maximum mailing cost support will be 25% of the relevant UK Mailsort rate advised by the Jersey Conference Bureau. The Jersey Conference Bureau reserves the right to add additional literature to the mailing.

FINANCIAL SUPPORT FOR TRADE SHOWS

The Jersey Conference Bureau offers financial support for partners attending to exhibit at recognised trade shows alongside the Jersey Conference Bureau. Furthermore if partners wish to attend events that are not listed in the Business Plan then they are invited to contact the JCB to discuss potential support.

EVENTS

If a partner wishes to attend an event in addition to those organised by the Bureau they may approach the Bureau for additional funding support. If the Bureau believes the event will be of general benefit to the Island's C&I market then the Bureau will pay 40% towards the show. If two partners wish to attend together the Bureau will pay 34%. No payment will be made for VAT or other local taxes. The Bureau reserve the right to have their logo displayed and a relevant amount of Jersey marketing collateral to be used. Booking terms and conditions will apply.

TRAVEL

Taxes and landing charges (e.g. the fixed amount for all ticket prices) to a maximum of £65 for travel by air or sea to the trade show from Jersey will be reimbursed to the relevant % level. The Jersey Conference Bureau does not reimburse for any other travel costs.

ACCOMMODATION

Accommodation for the trade show will be reimbursed to the relevant level. When the Jersey Conference Bureau has organised accommodation the maximum room cost, per room per night, of which the relevant percentage will be reimbursed, is £170. If a partner chooses not to stay in Jersey Conference Bureau organised accommodation then the maximum reimbursement per room per night is £75. The maximum duration of stay in number of nights is equal to the number days of the trade show itself and support will only be given for days when the trade show is actually attended. For European events, exceptions may be made upon application. No reimbursement will be made for sustenance with the exception of breakfast.

CANCELLATION

Only travel and accommodation actually used will be reimbursed – cancellation charges/ no shows/ cost for changes or failure to amend will not be reimbursed and if applicable will be charged in full.

FINANCIAL SUPPORT - OTHER TRADE EVENTS

The Conference Bureau attends several other events per year.

Partners can apply to attend certain events or forums alongside the Conference Bureau and the costs will be divided equally. The decision to offer joint activity is at the discretion of the Officers of the Conference Bureau.

If Partners wish to attend separately then please contact the Conference Bureau to discuss potential support.

GENERAL

In all cases the Jersey Conference Bureau will only make payment on receipt of invoices **after** the advertising/fam trip etc has taken place. At all times invoices to the Jersey Conference Bureau must be accompanied with original receipts. These must be received no later than **90 days** from the date of the receipt or original invoice – we are unable to make any support payments after this time.

Payment will only be made to cover transport costs by recognised scheduled operators. Private air charter or variations thereof and boat charter will not be reimbursed.

The decision to offer support for joint activity is at the discretion of the Officers of the Conference Bureau and consideration is made to the overall benefits to the promotion of Jersey as a conference and incentive destination. The Jersey Conference Bureau can amend or withdraw the offer of financial support to all or individual partners at any time.

The maximum level of financial support any individual partner can request during a year can not exceed a total of more than 50% of their applicable membership fee. If any partner has not paid their fee in full then only partial payments on a pro-rata basis will be made. If any partner has outstanding debts to the Conference Bureau, then the Bureau reserves the right not to reimburse.

No reimbursement will be made for VAT or other sales taxes.



BOOKING CONDITIONS

FOR JERSEY CONFERENCE BUREAU (JCB) ORGANISED TRADE EVENTS AND FOR COMPANIES PURCHASING SPACE ON A JERSEY CONFERENCE BUREAU CO-ORDINATED STAND AT A TRADE OR PUBLIC FAIR.

1. Applicants wishing to make an application to reserve space at a JCB organised trade event or on a JCB co-ordinated exhibition stand at a trade or public fair (both hereafter referred to as "the Event") must have paid their membership dues in full.

In addition accommodation providers must be graded under the Visit Britain, JQA or AA Quality Schemes.

2. The JCB reserves the right at its sole discretion to reject an application if the Event is over subscribed or if it considers that any Applicants' products are not compatible with the theme of the Event.

3. The Applicant shall not use its participation in the Event to promote any tourist destination or product outside of Jersey.

4. The JCB reserves the right at its sole discretion:

(i) to withdraw its acceptance of a booking if the participation charge has not been received in full prior to the commencement date of the Event;

(ii) to cancel or to change the date(s) and/or the venue of an Event.

5. In the case of (ii) the JCB's total liability shall be limited to refunding the participation charge or any part of it which has already been paid to the JCB by the Applicant except that no such refund shall be due where the Event has been cancelled or the dates and/or venue changed for reasons beyond the control of the JCB, including, but not limited to, fire, flood, natural disaster, Act of God, industrial dispute, interruption or failure of utilities, war, hostilities or act of terrorism or anti-terrorism measures.

6. Applications may only be cancelled before the cancellation date specified. Otherwise in the case of cancellation by the Applicant, the JCB reserves the right to impose such charges as are necessary to cover costs incurred as a result of the cancellation. The JCB will attempt to re-sell the space but if unable to do so prior to the commencement date of the Event, the Applicant shall be liable for 100% of the participation charge.

7. Where the Applicant has made a booking to include the attendance at the Event of two representatives and subsequently notifies the JCB that only one representative will attend, the Applicant may be liable to pay a percentage of the costs incurred by the JCB as a result of the cancellation.

8. Applicants may not assign their booking or sub-let space allocated to them without the prior written consent of the JCB.

9. The JCB reserves the right to determine the overall layout of the Event generally and the allocation of any space to Applicants.

10. Upon acceptance of the Applicant's booking, The JCB will provide each Applicant with any deadline dates for the receipt of information required by the JCB to organise the Event. The JCB shall use reasonable efforts to accommodate any requests by the Applicant received prior to the deadlines but shall be under no obligation to accept or act on any information or requests received thereafter.

11. The JCB shall act only in an advisory capacity for the Applicant with regard to arrangements for hotels, transportation, restaurants and any other services and accepts no liability whatsoever for (a) any injury, damage, death, loss, accident or delay to any person or property arising from any act, omission, representation, contractual failure or default of any corporate or individual service provider used by the Applicant in connection with the Event; or (b) any damage, loss or delay suffered by the Applicant caused by circumstances beyond the reasonable control of the JCB including, but not limited to, industrial action, fire, flood, riot, governmental or other regulation, civil commotion, malicious damage, terrorist acts, weather or Act of God; or (c) any loss, injury, theft or damage of any kind to any of the Applicant's property.

12. The Applicant hereby indemnifies the JCB against all liabilities, costs, claims, demands, actions, damages or proceedings arising from damage to property or persons caused or alleged to have been caused by the Applicant, its servants, agents, contractors or invitees.

13. The Applicant shall ensure that it is fully covered by insurance including Public Liability, All Risks on its property and Employer's Liability. The period of liability of the Applicant shall be deemed to run from the time the Applicant or any of its servants, agents or contractors first enter the Event venue and to be continued until all its exhibits and property have been removed.



JCB CORPORATE GOVERNANCE POLICY

This policy exists, in conjunction with the Constitution and Rules of the Bureau, to encourage high standards of propriety and promote the efficient and effective use of staff and other resources throughout the Bureau in order to meet the company's objectives as detailed in the Business Plan.

The Chairman presides at Board meetings and ensures that these are held at regular intervals throughout the year and are accurately minuted. The General Manager will ensure that all Board members are able to be fully involved in the work of the Board, and will ensure that all members are fully briefed on their appointment, applicable terms of reference and on their responsibilities.

A Service Level Agreement exists with EDD controlling the activities of the Bureau. SLA's reports, including marketing and financial activity, are to be made every quarter by the Officers of the Bureau. The Treasurer receives monthly statements of activity. Furthermore no two officers are to be signatories for bank or other accounts and payments require the second signature of either the EDD representative or the Treasurer.

The General Manager and Chairman will also ensure that the Board's effectiveness is reviewed annually. The Bureau will review its governance arrangements annually as part of a review of its effectiveness, to ensure that they remain fit for the Bureau's purposes, and continue to reflect these values, aims and principles.

- Observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to the stewardship of public and private funds, the management of the Bureau and the conduct of its business.
- Pursue the Bureau's strategic priorities: promoting the meetings market of Jersey while working where practicable with other bodies and maintaining at all times the Bureau's independence.
- Maximise value for money through ensuring that its work is performed in the most economical, efficient and effective way, within available resources, and with independent validation of performance achieved wherever practicable.
- Be accountable through the Board and the EDD for the activities of the Bureau, stewardship of public funds and the extent to which performance targets and objectives have been met.
- Reflect the Bureaus' wider responsibilities to carry out its work and use the public money and resources made available to it in the interests of the users of services and the public.
- Be consultative in style, and open and responsive to all stakeholders.
- Ensure that there is in place an effective system of internal control to enable the Bureau to meet its corporate objectives.

BUDGET 2009

INCOME

Edd / Tourism Funding	235958
Membership fees	111000
Misc Income	19057

366015

EXPENDITURE

Administration Budget	108100
-----------------------	---------------

Subvention charges	25000
--------------------	-------

Publications

Jersey Conference Guide	13500
Other publications & Mailings	36000
Database Management	1000

Trade Shows

International Confex	20000
EIBTM	5000
Events & Venues	6500
Stand designs	22000
Trade show expenses	8660
Other events / forums	9500

Visits & Presentations

Fam Trips – Educational Events	29755
Inspections & Presentations	13700
Sales calls	10200

Promotions and Advertising

Association Memberships	1700
Promotions	2800
Advertising	45000
Media entertaining and fam trips	750
Website	1400

Other / reserve	5450
------------------------	------

257915

366015



JERSEY CONFERENCE BUREAU CSR PROGRAMME

The Jersey Conference Bureau considers that corporate social responsibility and effective corporate governance are important components of its business. The Jersey Conference Bureau operates a CSR programme, and through this are dedicated to three main areas of responsibility. First, being aware of the health and safety of employees and customers. Second, respecting financial, social and ethical issues in the company, as well as in the community. And third, reducing our negative impact on the environment.

Employees

We shall educate and facilitate for our employees to make a conscious decision in favour of environmental and social issues in their private and business lives.

Suppliers

We shall strive to purchase products that have a reduced environmental impact during their life cycle, from suppliers that demonstrate environmental and social responsibility.

Environment

We shall do our utmost to ensure that our business is environmentally sustainable, and that we continuously improve performance in the areas of energy, water, chemicals and resource consumption, and waste generation. The Bureau seeks to reduce the impact of paper usage by recycling and by the increasing use of online transmissions and electronic data collection.

Customers

We shall inform and make it easy for our customers and partners to participate in CSR related activities at any of our events or within the Island.

Community

We shall take an active role in the responsible business community enthusiastically taking the lead within Jersey's event sector, and contribute to the local communities where we operate.

Venue Providers

We shall work together with venue providers to find innovative solutions that satisfy our economic, environmental and social objectives.

Authorities

We require our staff and operations to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.

Review

We endeavour to systematically review our CSR programme and our activities.