



**BUSINESS
PLAN 2011-12**

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1 EXECUTIVE SUMMARY

1.1 Introduction

Edinburgh Convention Bureau Ltd (ECB) is responsible for promoting Edinburgh as a premier conference, incentive and event destination.

Our vision is for Edinburgh to be recognised as one of the top 20 conference destinations in the world and our mission is to position Scotland's capital as a world-class business tourism destination providing substantial economic benefit for the city, through effective and innovative marketing and collaboration with the industry to develop the quality of the city's business tourism facilities, skills and services.

2010-11 saw the achievement of all the Bureau's key objectives. We successfully secured £84.1 m economic benefit for the city from confirmed conferences, acquired £1.49 m worth of business for our accommodation members and increased our membership income to £187,454.

1.2 Strategic context

Business tourism is the high quality, high yield end of the tourism spectrum, complementing the leisure sector and creating year-round employment for over half a million people in Britain.

The challenging global economic landscape continues to affect all business sectors across the world. In relation to business tourism, the impact of the recent UK Government Spending Review, will see a reduction in the number of public and government sector events taking place during 2011-12.

The association market, both national and international, has as predicted proved to be resilient during 2010-11 and there are no indications that this sector will diminish in strength in the year ahead. Associations generally have internal regulations requiring them to have annual meetings, as well as the need to meet, exchange intellectual capital and promote new research. In addition city destinations continue to increase in popularity among association meeting planners providing them with a greater choice of direct air routes and range of venues than is the case of opting for resort destinations.

With companies keen to control their meetings and events budgets there continues to be a restriction on overseas travel. According to the British Meetings and Events Industry Survey 2010, 20.4% of corporate buyers held an event in the UK in 2010 which may previously have been held overseas. Scotland is viewed as a sufficiently different and affordable destination and there continues to be potential for an increase in the UK corporate market.

1.3 Edinburgh

Successful business tourism is a vital element of the Edinburgh and Lothians' economy, contributing over £300m annually. Business tourism will play a leading role in the new promotional body for the city - Marketing Edinburgh Ltd - which will be functioning by the end of the second quarter of 2011. ECB together with Destination Edinburgh Marketing Alliance (DEMA) and Edinburgh Film Focus will integrate to form the basis of this new promotional body.

The economic benefit confirmed through ECB activity for 2010-11 is £84.1 m. The overall leverage per £ of public sector financial support is in excess of £100 to the Edinburgh economy. With high levels of product knowledge, specialist skills and effective coordination of venues and support services, the ECB works with its partners and members to maintain the profile of Edinburgh as a world-class business tourism destination. The ECB's main clients are the city of Edinburgh, 170+ industry members, conference organisers and a range of other stakeholders. Our principal market is the association meeting sector, which is effectively targeted through our highly regarded Edinburgh Ambassador Programme, working with specialists to help secure association meetings for the city.

1.4 Key challenges and opportunities

Edinburgh, Scotland's "inspiring capital", enjoys many natural advantages which give it a strong competitive edge in both leisure and business tourism sectors. For the business delegate, it offers a wide range of excellent venues and hotel accommodation, backed by wonderful opportunities for the social programme. This was underlined when Edinburgh was recently named as the 'best value for money' business tourism destination city in an international survey undertaken by VisitBritain. However, the ECB acknowledges the dangers of complacency. Distilled from our full business SWOT the ECB recognises the following key challenges and opportunities

1.4.1 Challenges

- **increase in competition** – from well-resourced destinations in UK, Europe, Far East, South America and UK
- **global recession** –there will continue to be negative impacts on certain business tourism sectors particularly the public and government sectors
- **conference infrastructure** – despite the welcome enlargement to EICC the city is currently incapable of hosting events for delegate numbers 3000+ due to insufficient plenary and banqueting capacity of existing venues.
- **funding** – restraints on public sector finances will require our forward planning process to identify other innovative methods of funding to offset inevitable reductions from this source.

1.4.2 Opportunities

- **centres of excellence** – Edinburgh enjoys iconic status as a capital city and a world-wide reputation for its centres of excellence in the life sciences and new technologies
- **conference infrastructure** – significant developments are planned within the city. The EICC extension, the Royal Museum project and increase number of direct flight will enhance the city's ability to attract events.
- **integration of ECB, DEMA and Edinburgh Film Focus to form Marketing Edinburgh Ltd** –co-ordinated approach will allow the city to capitalise on its strengths and will lead to increased marketing leverage
- **new business** – due to the expansion of the EICC, Edinburgh will be in a position to host larger conferences with delegate numbers up to 3,000 in one venue.

1.5 Key objectives 2011-12

The overall objective for Edinburgh Convention Bureau in 2011-12 is to achieve £87.5 m of economic benefit in total from conferences confirmed through efforts of the Bureau, by end March 2012 – a 4.1 % increase on figures achieved in 2010-11.

The plan aims to take a strategic approach, with clear objectives set to minimise the weaknesses and threats which we face, and to capitalise on our strengths and maximise our opportunities.

Given the global economic climate, coupled with other challenges in relation to infrastructure and funding, the economic benefit target of £87.5 m is designed to maintain the successful achievement of the 2010 -11 performance, in the wider context of a business plan which seeks to consolidate our position and ensure that we are well-placed for future growth.

To achieve this over-arching objective of £87.1 m economic benefit, the ECB will pursue five key strategic objectives:

1. Commercial focus – the bottom line

We will continue to take a commercially-focused approach to our income-generating activities and we will, through improved marketing and sales, maximise the economic benefit for the city and return on investment for our members

2. Market intelligence & sales leads – bringing in new business

We will further enhance our research activity on behalf of the city and our members to help identify potential conferences and other sources of new business, and disseminate market intelligence to all our members and partners.

3. Customer satisfaction – keeping our customers happy

We will continue to listen and respond to the needs of our members, clients and other stakeholders and work continuously to improve our communications and service delivery, enhancing our quality assurance and evaluation feedback.

4. Lobbying and representation – the voice of business tourism

We will continue to communicate effectively, for example through the city's tourism agencies, to lobby for the business tourism sector and to represent the interests of our members.

5. Business processes & systems – working smarter

We will further develop and streamline our systems and processes to ensure that they promote efficiencies and reinforce our corporate core values of professionalism, accountability, integrity, collaboration and creativity.

Marketing and sales strategy

To support the achievement of these objectives the ECB has devised an extensive marketing and sales strategy segmenting our various key markets and communicating with them across a range of media platforms.



2 VISION, MISSION AND VALUES

2.1 The Edinburgh Convention Bureau

Edinburgh Convention Bureau Ltd (ECB) is the lead organisation responsible for marketing and organising Scotland's capital city as a premier conference, incentive and event destination. Our role is to raise the profile of Edinburgh as an inspiring conference destination and to work as a catalyst between the conference industry and all the venues and services that our members offer. Attracting conferences and assisting our members to make them happen is what we're all about.

2.2 Vision

Our vision is for Edinburgh to be recognised as one of the world's top 20 conference destinations.

2.3 Mission

Within the context of increasing global competition, our mission is to position Edinburgh as a world-class business tourism destination providing substantial economic benefit for the city, through effective and innovative marketing and collaboration with the industry to develop the quality of the city's business tourism facilities, skills and services.

2.4 Values

All our strategic policies and operational activities are underpinned by a set of core values which reflect the professionalism and accountability that we recognise are essential to the business tourism sector. We take pride in what we do, and encourage our team members to enjoy their work and support each other in an atmosphere of honesty, integrity and creativity.



3 STRATEGIC CONTEXT

3.1 International and national context

3.1.1 Value of business tourism

Business tourism represents 22% of inbound tourism into the UK.¹ It is the high quality, high yield end of the tourism spectrum, complementing the leisure sector and creating year-round employment for over half a million people.

For Scotland, business tourism was worth £827 m in 2009-10, and accounted for 20% of total tourism spend up from 18% in 2008-09. Scotland hosts 23% of all international association conferences held in the UK.

VisitScotland's Business Tourism Unit (BTU), whose responsibility is to build a strong brand, raise awareness of Scotland as a meeting and incentive destination and generate demand for Scotland as a business tourism destination through a targeted marketing communications plan, has the following ambitions for the Scottish business tourism industry:

- increase business tourism's share of total tourism spend to 25%
- increase propensity to bring conferences/ meetings to Scotland

3.1.2 Global outlook

Against a backdrop of difficult economic circumstances there is cautious optimism that business tourism – particularly in terms of the international association sector - will continue to grow during 2011-12.

According to Meeting Professionals International (MPI) Future Watch 2011 report, meeting planners are cautiously optimistic about the prospects for a continued industry growth during 2011-12. The MPI report reveals that international association meeting and event planners anticipate a 2.8% increase in meetings held and a 4.5% increase in delegate attendance over the next year.

The ECB expects that the association market, both national and international will remain strong during 2011-12 with increased delegate attendance levels. This will result in an improved return on investment for the host destination.

As far as the international corporate market is concerned we anticipate there will be a decrease in the number of meetings held by the sector, this view is endorsed in MPI's December 2010 Business Barometer, which reported a 12% decline in the number of international corporate meetings held when compared with the same period in the previous year.

Conversely, we expect an improvement in the number of the meetings held by the UK corporate market. The British Meetings and Events Industry Survey 2010-11 supports this view with 32% of UK corporate meeting planner respondents expecting to organise more events in 2011.

¹ International Passenger Survey (IPS) 2009

3.2 Edinburgh

3.2.1 Edinburgh and the role of business tourism

In the UK, Edinburgh is second to London in hosting international association meetings. In 2009, Edinburgh was ranked 36th in the ICCA world rankings for international association meetings (Glasgow was ranked 49th). Edinburgh was ranked top as the most price competitive destination for an International Association conference in Europe according to research commissioned by VisitBritain in 2009.

Contributing over £300m annually to the economy of Edinburgh and the Lothians', business tourism is a vital contributor to the region's success.

Successful business tourism is a vital element of the Edinburgh and Lothians' economy and an increasingly important contributor to Scotland's economy. Business travellers spend 80% more per night than leisure visitors, they address seasonality issues by visiting throughout the year and they offer enormous potential for return leisure visits.

3.2.2 Marketing Edinburgh Ltd - Promoting Edinburgh as a Destination

Over the past four years, Edinburgh has embarked on a process to ensure it maximises its potential and succeeds in becoming a destination of the future. This process began with the production of a report: *'Promoting Edinburgh as a Destination'* which was critical of the fragmentation of promotional effort in the city. The report concluded that a lack of co-ordinated communications had led to conflicting and confusing messages to city customers. To address this issue, and as a starting point, the Destination Edinburgh Marketing Alliance (DEMA) was created and was tasked with raising investment for city campaigns.

Following a meeting of the City of Edinburgh Council on 18 November 2010 the next stage in an evolving process took place with the unanimous agreement of the Marketing Edinburgh business case. The business case recommended that ECB, DEMA and Edinburgh Film Focus be integrated to form the basis of a new promotional body for the city - Marketing Edinburgh Ltd.

Marketing Edinburgh Ltd will be functioning by the end of the second quarter of 2011. Its creation will provide Edinburgh with a single commercially focused lead body which will provide strong leadership and co-ordination for city promotion and a range of professional expertise and skills drawn from each of the existing organisations. Marketing Edinburgh will be a public-private partnership set up as a company limited by guarantee with a private sector led board of directors. It will be dedicated to promoting Edinburgh as a global destination in which to invest, visit, live, work and study and as the city's official promotional body will act as the custodian of the Edinburgh Inspiring Capital brand.

Marketing Edinburgh will also create value on an even larger scale. By bringing the resources of the three organisations together, new investment will be attracted to cross selling opportunities between the functional areas of business tourism, leisure, inward investment and the attraction of new talent to the city.

Private sector funding will be important to the new organisation and will be achieved through a blend of membership, commercial services and project funding – very much an extension of the partnerships which ECB and DEMA have already established. Encouragingly the private sector has indicated that it will be even more willing to invest in the work of an integrated independent body which can offer higher impact and simpler interface.

City based institutions have been consistent in their support of the creation of Marketing Edinburgh including the Chamber of Commerce, Edinburgh Tourism Action Group, the Higher Education Institutions, Festivals Edinburgh, Edinburgh Airport, Essential Edinburgh, the City Council, and private businesses. Continued collaboration with these city based organisations and partners will remain a primary focus of Marketing Edinburgh.

The relationship with national organisations such as VisitScotland, Scottish Enterprise, and Creative Scotland will also be crucial to the future success of Marketing Edinburgh. Continued collaboration with national agencies and alignment of funds to increase the overall marketing leverage for the city will be an important route for the new organisation.

The exact date in 2011 for implementing full integration is yet to be decided. ECB's 2011-12 business plan has therefore been developed on the basis of *status quo* in terms of its structure and funding in this financial year. Once Marketing Edinburgh Ltd is established the ECB will become the organisation's business tourism division, at that point ECB's 2011-12 business tourism strategy and activity plan - detailed in the following pages - will be incorporated into Marketing Edinburgh Ltd's business plan for 2011-12.

3.3 Role of the ECB within the strategic context

The ECB's main focus is to generate for Edinburgh and its members additional and profitable all year round business from the meetings industry markets. Our aim is to further enhance Edinburgh's reputation as an international conference destination and develop the conference sector as an important element of the city's economic success.

The economic benefit confirmed through ECB activity for 2010-11 is £84.1 m. The overall leverage per £ of public sector financial support is in excess of £100 to the Edinburgh economy.

With high levels of product knowledge, specialist skills and effective coordination of venues and support services, the ECB works with its partners and members to maintain the profile of Edinburgh as a world-class business tourism destination.

The ECB plays a key role in the city's tourism networks, for instance through the Edinburgh Tourism Action Group (ETAG), ensuring that business tourism is part of an integrated approach to the overall development of tourism and ultimate prosperity of the city.

The ECB works in conjunction with its public sector partners such as the City of Edinburgh Council and Scottish Enterprise (East) – along with its members in the private sector - to develop the conference market as an inward investment tool and as a mechanism for attracting internationally recognised expertise and talent to the city.

In promoting the city and addressing the needs of our members and clients, the ECB works collaboratively in the following areas:

- **Edinburgh** – through marketing and direct sales, winning conferences and events for the city, accruing more than £80 m in economic benefit annually
- **Members** – through raising the profile of Edinburgh as a conference destination, working to maximise the commercial opportunities for our members and helping them develop their business tourism activities through marketing and development
- **Conference organisers** - through a variety of services from helping to prepare bids to advice on venues, accommodation and social programmes for delegates and their companions, thereby helping clients to achieve conference success
- **Stakeholders** – through generating significant return on investment and helping to position the city as a leading international destination, ECB secures benefits for the wider Scottish economy.

4 KEY CHALLENGES AND OPPORTUNITIES

Edinburgh, Scotland's 'inspiring capital', enjoys many natural advantages which give it a strong competitive edge in both leisure and business tourism sectors. It is one of the most attractive cities in Europe, with a strong cultural and architectural heritage and a world-renowned programme of festivals and events. For the business delegate, it offers a wide range of venues and hotel accommodation, backed by wonderful opportunities for the social programme.

However, the ECB recognises the dangers of complacency. Serious challenges lie ahead – especially as we continue to face a period of economic uncertainty - if the city is to maintain and enhance its international and domestic competitiveness.

To be effective the ECB's business plan for 2011-12 needs to take into account the key challenges to be addressed and the key opportunities to be exploited. The following challenges and opportunities have been distilled from our full SWOT analysis and identify the key areas which the business plan will address.

4.1 Challenges

4.1.1 Increasing competition

Edinburgh continues to face growing competition from increasingly well-resourced and well-organised competitor destinations. In addition to the already well-established conference destinations in Europe (e.g. Vienna, Barcelona, Prague) a significant number of emerging nations have identified the conference sector as an important component in developing their economies and are therefore prepared to subsidise conferencing, entertainment and hospitality to an extent that established cities like Edinburgh currently do not. In the past year major competitor cities including Brussels and Dublin have opened new conference facilities and Copenhagen is currently building a major new arena with conference space that will open in 2012. Closer to home the Scottish National Arena, a multi-use venue will have capacity to host circa 12,000 people. The promotion of this new facility coupled with Glasgow's hosting of the Commonwealth Games in 2014 will significantly raise Glasgow's profile as a business, leisure and events destination.

See 7.2 for details of competitor destinations' investment in new facilities.

4.1.2 Economic climate

As outlined at 3.1.2 above, Edinburgh will undoubtedly face tough economic realities during what continues to be a difficult global economic climate and this will have some negative impacts on business tourism, particularly in attracting business from the public and government sectors. It is anticipated that public sector budget cuts and resultant job losses will have a negative impact on both conference and delegate numbers from this market sector.

4.1.3 Conference infrastructure

The expansion of the Edinburgh International Conference Centre is well underway and we look forward to the new 2,000m² hall with tiered seating auditorium for 1,600 people opening in early 2013. The completion and reopening of the National Museum of Scotland in summer 2011 and the reopening of the National Portrait Gallery in November 2011 are important additions to Edinburgh's conference offer. The 18 month redevelopment of the Assembly Rooms is welcomed by the Bureau and provides organisers of mid range conferences (400-600 delegates) with a city centre venue for conference, and social programme events.

In spite of these developments the city is still incapable of supporting events for 3,000+ delegates. Continued investment in its conference infrastructure is essential if the city is to maintain its competitive position in relation to other conference destinations that are increasingly well organised and well resourced.

While we do have an improving conference infrastructure situation the absence of a venue capable of accommodating meetings in excess of 3,000+ delegates, and the lack of large banqueting venues to cope with these numbers necessarily limits the size and yield of any one event that the Bureau can attract.

4.1.4 Funding

The ECB faces continued funding uncertainty, dependent on annual review.

The feasibility study which informed our Five Year Plan (published in 2007) demonstrated how 'standing still' is not an option for Edinburgh even if it is only to maintain, let alone increase, its international profile for business tourism.

Benchmarked against eight European competitor city destinations, the study commended Edinburgh for 'punching above its weight' in terms of the return it secures on the public sector investment. However, it also makes clear that the relative under-resourcing compared to these competitors and other destinations cannot continue without jeopardising the city's ability to compete in the medium to long-term.

4.1.5 Organisational culture

The ECB continues to evolve from a relatively secure position of public sector funding and support to a more commercially-focused business culture. We have successfully managed the transition in a way which effects positive participation from all staff and enables them both to contribute to and share in the company's success. We have reviewed the organisational structure to provide depth and strength at senior management level to support the company's business development.

4.2 Opportunities

Despite the increasingly competitive market conditions heightened by the economic climate Edinburgh has the potential to win 90% of the International Association meetings market. ECB will continue to respond to these opportunities by playing to the city's unique strengths in order not only to maintain our position as leading business tourism destination but to improve upon it.

4.2.1 Centres of excellence

Edinburgh should be marketed aggressively and effectively, not only for its iconic status as Scotland's capital city but also for the increasing strength of its centres of excellence in a range of life sciences and new technologies. The ongoing development of new fields of science and medicine highlighted by the creation of the Scottish Life Science Association, and the planned state of the art centre at the Institute of Genetics and Molecular Medicine at the Western General Hospital is leading to a greater number of more specialist conferences and with the existing and ever evolving centres of business excellence, Edinburgh is well placed to take advantage of this trend.

4.2.2 Corporate Market

There remains potential for an increase in the UK corporate market with companies continuing to restrict their overseas travel but viewing Scotland as sufficiently different and affordable. The Olympic Games in London 2012 provides Edinburgh with opportunities to attract London based corporate and association meetings wishing to take their conference out of the UK's capital during Olympic year. An example of this potential trend is The British Neuroscience Conference 2012 which has moved its event from London to Edinburgh. The Commonwealth Games in Glasgow in 2014 will improve Scotland's visibility and help to increase awareness of the destination in the European corporate market.

4.2.3 Conference infrastructure

In late 2008, a comprehensive strategic overview of the conference infrastructure developments which the city requires to increase its competitiveness, both nationally and internationally was commissioned by City of Edinburgh Council and Scottish Enterprise (East). Facilitated by the ECB the audit mapped the existing infrastructure provision and proposed developments and carried out an extensive option appraisal of the investment requirements needed to deliver a cohesive conference infrastructure which will best serve Edinburgh and Scotland's needs in the 21st century. The completed study is to be used (alongside the earlier Cultural Venues Audit which addressed similar issues) by relevant Committees within the Council to help shape future policy and funding decisions on how best to achieve both the growth in the business tourism market and the city's wider cultural requirements.

Meanwhile, the city is undergoing some exciting new developments, many of which are now complete or will come to fruition in 2011, enabling us to incorporate them in our short to mid-term bid processes. Highlights include the re-opening of the National Museum of Scotland following an extensive refurbishment programme. On re-opening in summer 2011, the Museum's gala dinner space will be expanded to accommodate 850 guests (from 650). Edinburgh Napier University has added significant meeting space to its Sighthill Campus and refurbishment of the Scottish National Portrait Gallery will transform the Gallery when it reopens in November 2011. The refurbishment programme will also provide the city with additional space for smaller meetings and events.

Several significant upgrading projects of existing conference facilities will also play a key role in the city maintaining its international standing as a global destination. These include the extension of Edinburgh International Conference Centre, the redevelopment of the Assembly Rooms and the refurbishment of the Point Hotel (now under new management).

Transport links are a key element in attracting business tourists. Edinburgh airport is Scotland's largest airport and the 5th busiest in the UK with 9.1 million passengers per annum and over 125 direct air routes around the world. BAA Edinburgh opened the £42 m expansion of its departure lounge in the autumn of 2010 and has recently announced its ambitious 2030 master plan which will ensure that that Edinburgh has the route network and airport facilities befitting of a capital city. Work also continues to deliver the new tram system which will provide a fast, comfortable and environmentally-responsible transport link between the airport and the city centre.

These much needed additions to our conference infrastructure mean that Edinburgh is better placed to capitalise on the demand for the city as a business tourism destination.

4.2.4 Funding

Marketing the city as a conference destination would benefit from higher levels as well as greater security of funding. The current arrangements, whereby funding is subject to annual review, tends towards a cautious approach when a longer-term perspective would be more productive. The realistic position is that a change to the existing funding system is unlikely in the near future given the restraints on public sector finances.

Despite this uncertainty, the ECB will continue to plan for the longer term leveraging all opportunities for additional financial resources, building on our demonstrable success and maximising all options for growth from this high-yield and high-performing sector.

The ECB is optimistic that the establishment of Marketing Edinburgh Ltd will enable Edinburgh to capitalise on the synergies of the various agencies currently promoting the 'visit, invest, live and study' messages. Business tourism and its essential funding should surely benefit from this approach. By avoiding duplication of effort and resources and achieving economies of scale, both the public and private sectors will be able to invest more directly and effectively in marketing the destination.



5 KEY OBJECTIVES 2011-12

The corporate objectives outlined in this Business Plan are directly linked to, and informed by, the aims of the Edinburgh Tourism Action Group's strategy for the city whilst also addressing the specific internal and external issues, challenges and opportunities faced by the organisation and its members and stakeholders around the city.

The overall objective for Edinburgh Convention Bureau in 2011-12 is to achieve £87.5 m of economic benefit in total from conferences confirmed through efforts of the Bureau, by end March 2012.

In 2010-11 the ECB exceeded its £83.9 m economic benefit target. Based on improving market conditions and increase in conference infrastructure provision, we are optimistic that we can achieve £87.5 m in 2011-12.

This over-arching £87.5 m economic benefit objective will be achieved through the following **five key strategic objectives for 2011-12:**

5.1 Commercial focus – the bottom line

We will continue to take a commercially-focused approach to our income-generating activities and we will, through improved marketing and sales, maximise the economic benefit for the city and return on investment for members

5.2 Market intelligence & sales leads – bringing in new business

We will continue to refine and increase our research activity on behalf of the city and our members to help identify potential conferences and other sources of new business, and disseminate market intelligence to all our members and partners.

5.3 Customer satisfaction – keeping our customers happy

We will continue to listen and respond to the needs of our members, clients and other stakeholders and work continuously to improve our communications and service delivery, enhancing our quality assurance and evaluation feedback.

5.4 Lobbying and representation – the voice of business tourism

We will communicate effectively, for example through the city's tourism agencies to lobby for the business tourism sector and to represent the interests of our members.

5.5 Business processes & systems – working smarter

We will further develop and streamline our systems and processes to ensure that they promote efficiencies and reinforce our corporate core values of professionalism, accountability, integrity, collaboration and creativity.

6 STRATEGIES

To achieve the objectives set out above, the ECB will carry out the following strategies:

6.1 We will be commercially successful

Commercial focus

We will continue to take a commercially-focused approach through marketing, sales and other income generating activities in order to maximise the economic benefit for the city and return on investment for our members.

- focus on the high-yield national and international association markets
- continued development of the Edinburgh Ambassador Programme
- target UK corporate market, focussing on London and South East England
- increase income from Conference Accommodation Booking Service (CABS) commission
- refine our marketing plan designed to maximise our profile
- increase our membership numbers and income
- develop new membership categories
- increase advertising income from our Experience Edinburgh website
- increase income from advertising opportunities on www.meetingedinburgh.com and www.conventionedinburgh.com websites
- develop Marketing Edinburgh Ltd cross selling and income generating opportunities
- explore over-rider commission levels with accommodation providers in the city

6.2 We will bring in new business

Market intelligence & sales leads

We will further enhance our research activity on behalf of the city and our members to help identify potential conferences and other sources of new business, and disseminate market intelligence to all our members and partners.

Market research to inform sales and marketing activity:

- analysing the characteristics of association meetings with delegate numbers up to 3000 which have potential to be held in Edinburgh in 2011-16 (in line with the EICC expansion plans)
- benchmarking Edinburgh against competitor destinations in the meetings market
- gathering trends analysis from primary and secondary research and communicating to ECB members and partners
- provision of market intelligence pertinent to Marketing Edinburgh Ltd
- working with our partners in the BestCities Global Alliance to increase opportunities for sales leads
- analysis of unsuccessful business to highlight any trends, areas for improvement and learning points.

6.3 We will have happy customers

Customer satisfaction

We will continue to listen and respond to the needs of our members, clients and other stakeholders and work continuously to improve our communications and service delivery, enhancing our quality assurance and evaluation feedback.

- continued development of the 'Key account management' approach to our membership
- continue to increase our communications with all stakeholders and ensure effective networking with members and key influencers
- review and improve members' benefits and communicate them proactively
- analysis of delegate surveys and dissemination of the information to the appropriate groups for action
- continue to research and evaluate conference organiser satisfaction with ECB services
- introduce a biennial membership survey
- introduce member to member business networking opportunities
- introduce quarterly member workshops
- introduce a member referral mechanism
- research and implement a strategy to increase ROI for the 'conference service' membership category

6.4 We will be the voice of business tourism

Lobbying and representation

We will communicate effectively, for example through the city's tourism agencies, to lobby for the business tourism sector and to represent the interests of our members by

- ensuring the city's business tourism needs are identified and effectively incorporated into the future promotional strategies for the city through Marketing Edinburgh Ltd
- actively contributing to consultation workshops and provide relevant business tourism intelligence to shape planning and development
- working with partners on Edinburgh Route Development Forum to increase direct air routes
- providing information to potential developers
- support the development of the city's Inspiring Capital brand

6.5 We will be smarter and greener

Business processes & systems

We will further develop and streamline our systems and processes to ensure that they deliver efficiencies and reinforce the core values of Edinburgh Convention Bureau

- continue to train ECB staff to maximise the benefits of new members' portal on CRM system
- continue to train ECB members to maximise the benefits of new members' portal on CRM system
- ensure staff development and training supports the company's refined commercial focus
- review our quality assurance practices to ensure continued compliance with the BestCities Global Alliance's Quality Management System
- work toward attainment of ISO 9001 accreditation
- support Marketing Edinburgh Ltd initiatives and CSR Policies
- share best practice from ISO 9001 accreditation with Marketing Edinburgh Ltd
- maximise the benefits to be gained from an effective Social Media Strategy

7 MARKET ANALYSIS

7.1 Market segmentation

7.1.1 Association market

The importance of association conferences acting as a profile raising showcase for Edinburgh's centres of excellence, particularly in the fields of science and technology research cannot be over emphasised. Capitalising on the city's centres of excellence the ECB will continue to focus on attracting association conferences in the fields of life science, technology and informatics. ECB's work in securing such conferences will not only achieve economic benefit through delegate spend but will also afford links with potential collaborative partners in the commercialisation of the city's intellectual capital.

Continued development of the Edinburgh Ambassador Programme will be vital in ECB's efforts to increase association market share. The Edinburgh Ambassador Programme, which works with professionals from the city's academic, medical and commercial sectors to attract association conferences to Edinburgh, is a significant generator of business tourism. International association conferences constitute around two thirds of all business handled by the ECB, with a mean of around 500 delegates per event. This provides a very solid endorsement of ECB's policy to concentrate its marketing and research resources on growing economic revenue derived from this particular market sector.

7.1.2 Corporate and incentive market

Corporate conferences have a lower number of attendees than association conferences. The mean number of delegates attending corporate events is 140 with the majority of events having fewer than 100 delegates and an average duration of only 1.1 days. The corporate sector both local and national was adversely hit by impact of the global recession and whilst there are encouraging signs of an upturn in the health of the sector, particularly in terms of the UK corporate sector, a return to full strength is not predicted for some considerable time.

7.2 Competition

Recognising the high yield to be gained from business tourism, particularly from the international association sector, many other city destinations around the world are investing heavily in this industry, and Edinburgh faces increasing and challenging competition, not just from its traditional competitors in Europe such as Vienna, Barcelona and Munich, but also in the emerging markets of southern Asia, the Far East and South America.

In 2009, Edinburgh was 36th in the ICCA world rankings for the international associations conference market, in terms of UK cities only London appeared above Edinburgh in the rankings. In 2010 work began on the enlargement of Edinburgh's landmark Edinburgh International Conference Centre (EICC) - a much needed additional function space is due to open for business early in 2013. Although the ICCA results and the welcome green light for the extension of EICC are positives there is no room in an increasingly competitive market place for complacency as rival destinations continue to invest heavily in new facilities.

China is expected to be the world's leading conference destination by 2020 and is currently building 120 conference centres. Many of the Olympic venues were designed specifically to be converted into conference venues after the Games.

Elsewhere, Brazil and Colombia are investing heavily in their conference infrastructure and will be particularly appealing to the North American market.

In Europe, the Dublin Convention Centre opened in September 2010 with over 150 confirmed events for the venue including International Water Conference (1,500 delegates) and the 3rd European Seating Symposium (500 delegates) The venue is competing for a similar share of the business tourism market as Edinburgh and aims to attract a range of international association and corporate conferences as well as a variety of national corporate, banqueting events and concerts. Dublin is currently sitting 33rd in the ICCA rankings – 3 places above Edinburgh.

In 2013 Copenhagen will extend its existing portfolio of convention and event venues with a new multi purpose arena seating up to 15,000 people.

Other cities in Eastern Europe, with comparable heritage, are also investing in their conference facilities and they have the additional advantage of lower costs, which increases their competitive edge.

Nearer to home, London's ExCeL venue has completed its Phase 2 development in May 2010. The development has provided ExCeL with a semi-permanent auditorium capable of seating 5,000 delegates plus a conference and meetings hub providing additional space for up to 2,000.

Glasgow's Scottish National Arena, a multi-use venue which will house 12,500 people is now due for completion in 2013. Built specifically for concerts and events the new development will 'free up' the existing SECC building thereby enabling it to accommodate additional conference business.

The awarding of the Olympic Games to London in 2012 and the Commonwealth Games to Glasgow in 2014 will result in an increased global profile for both destinations as well as substantial investment in their respective infrastructures which will pose further challenges to Edinburgh's business tourism position at both national and international levels.

VisitLondon formed a new Business Tourism Group in 2010 to build on the Olympics legacy and to secure future bids for large conferences, conventions and sporting events – this is just one example of how the UK's capital seeks to capitalise on its hosting of the 2012 Olympics.

Also within the UK market, Edinburgh continues to compete with the major new players who entered the market in 2009 and 2010, namely Liverpool and Newcastle. The emergence of these and other developing UK destinations poses a challenge to the city's leading position within the domestic business tourism market.

7.3 Marketing and sales strategy

7.3.1 Marketing & sales strategy

As the city's lead agency for attracting business tourism to Edinburgh, and with a vision to position the city in the top 20 destinations in the world, the ECB's key role is to market the city as the perfect conference destination, segmenting its messages according to the various market sectors it is aiming to attract.

Amongst its many supplementary roles, the ECB is also a lobbying organisation – aiming to ensure that the importance of business tourism to the economic success of the city is given due recognition and support. It also has a representational role, promoting the interests of its members in the conference venues and services across the city. At the same time, the ECB must ensure that it is communicating effectively to its funders in both the public and private sectors, reassuring them of the excellent Return on Investment that it achieves on their behalf.

To ensure that all these messages are delivered appropriately and effectively to the correct markets, the ECB has developed a comprehensive marketing and sales strategy which is both targeted and cost-effective.

7.3.2 Key markets

Essentially, our key markets are the association and corporate sectors – their organisers, agents and delegates, depending on the stage of the process – who are looking to hold an event in the city involving at least one night's accommodation.

The association markets are both national and international. Large associations tend to rotate their meetings around the world. Increasingly they appoint an Association Management Company or core PCO to handle their conference requirements. The corporate markets are primarily in the UK but also on mainland Europe.

As a membership organisation, working with the premier venues and conference service providers in the city, we also recognise that our members – who supply the conference 'product' - are an extremely important market to us, along with our funding partners, other tourism agencies and a network of other stakeholders in the city's tourism, hospitality and economic development sectors.

In summary, the ECB's markets can be described as:

- association market
 - Edinburgh Ambassadors
 - organisers
 - delegates
 - association management companies and core PCO's
- corporate & incentive market
 - organisers & agents
 - delegates
- members
- other stakeholders
 - funding partners
 - tourism agencies
 - BestCities partners

7.3.3 Key messages

As identified above (7.3.2), the ECB segments its markets and delivers appropriate messages to ensure that all its roles are carried out effectively. To do so, we engage with our different market sectors in a variety of different ways, using different media, determined by budgets and potential impact. The messages vary depending on the different markets and how they relate to the ECB's objectives but they include:

- Edinburgh is the ideal conference destination with the venues, facilities, accommodation and centres of excellence appropriate to target markets
- Edinburgh is a beautiful, safe and inspiring city
- the ECB is successful, professional and accountable
- the ECB offers free, impartial advice on arranging conferences in Edinburgh
- the ECB demonstrates and encourages best practice in service delivery

7.3.4 Marketing and sales activities

The following matrix shows a summary of the various activities which we undertake to ensure that our messages are delivered effectively to our key markets, and ultimately that the ECB achieves its mission, aims and objectives.

Market	Message	Action	Timing
Associations <ul style="list-style-type: none"> organisers agents 	Edinburgh is the ideal conference destination + the ECB is here to help you organise an inspiring conference	<ul style="list-style-type: none"> Edinburgh Ambassador Programme Bid documents – paper and electronic Blueprint www.conventionedinburgh.com website advertising, editorial and features in trade magazines exhibiting at trade shows such as 'IMEX' Fam Trips for Association clients	<ul style="list-style-type: none"> ongoing as required by client May ongoing ad hoc spring biannual
Associations <ul style="list-style-type: none"> delegates 	Edinburgh is a beautiful, safe, fun and inspiring city + you can book your accommodation and flights through us + you can extend your stay pre- and post-conference	<ul style="list-style-type: none"> www.conventionedinburgh.com website delegate literature – maps, guides etc CABS and on line flight link on their conference website www.ExperienceEdinburgh.com website link on their conference website 	<ul style="list-style-type: none"> ongoing ad hoc ad hoc ad hoc
Corporate & incentive markets <ul style="list-style-type: none"> organisers and agents 	Edinburgh is the ideal conference destination + the ECB is here to help you organise an inspiring conference	<ul style="list-style-type: none"> Request for Proposal interactive website www.meetingedinburgh.com ongoing optimisation and develop increased visibility for service related members Blueprint exhibiting at trade shows such as IMEX and Scotland Means Business Corporate Matters e.newsletter advertising, editorial and features in trade magazines Destination Edinburgh client targeted workshops	<ul style="list-style-type: none"> ongoing May ad hoc quarterly ad hoc Triannual

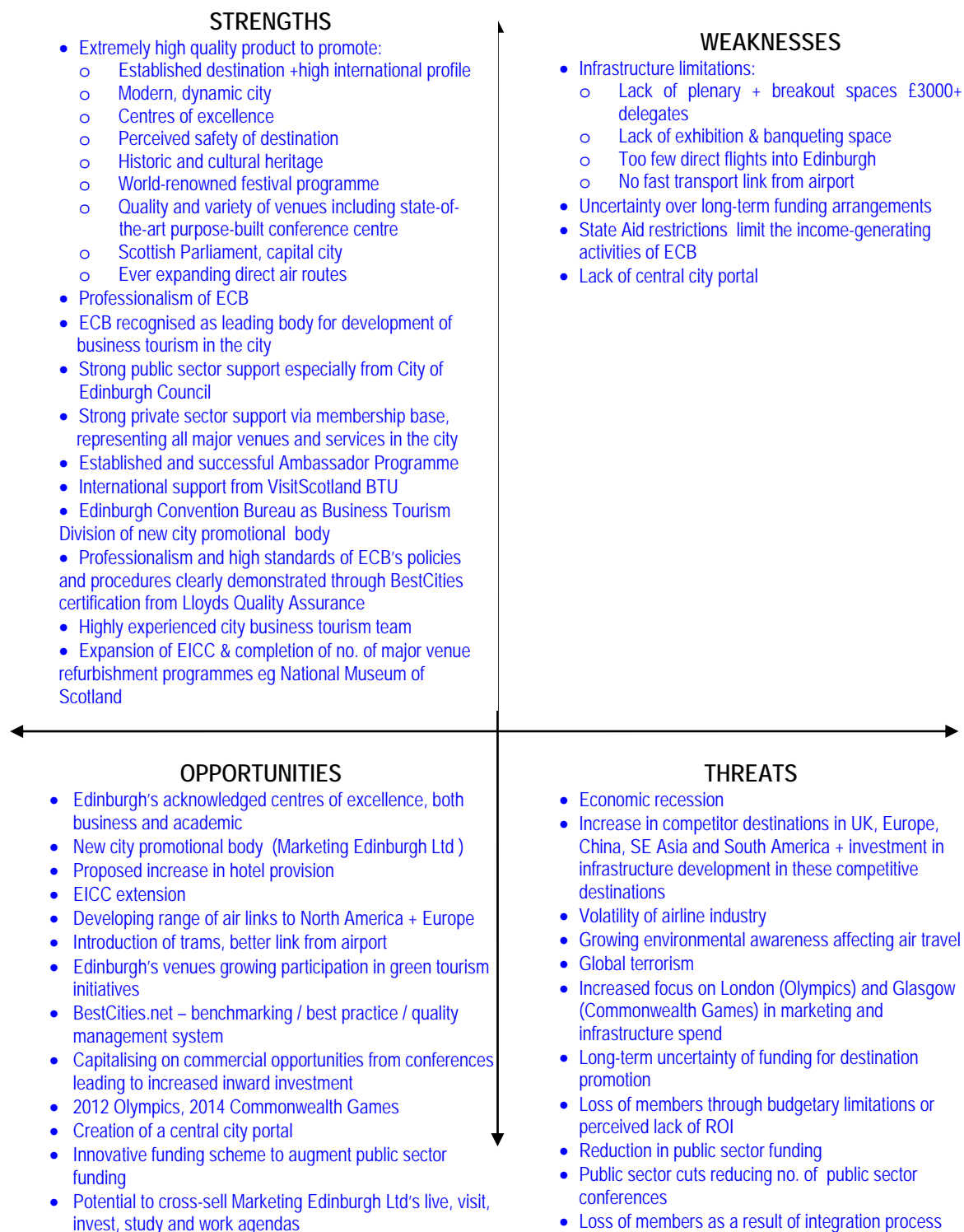
Corporate & incentive markets delegates	<p>Edinburgh is a beautiful, safe, fun and inspiring city</p> <p>+ you can book your accommodation and flights through us</p> <p>+ you can extend your stay pre- and post-conference</p>	<ul style="list-style-type: none"> • delegate literature – maps, guides etc • CABS and on line flight link on their conference website • ExperienceEdinburgh.com link on their conference website • ExperienceEdinburgh App download from conference website. <p>Full registration service for up to 300 delegates outsourced to Shock-Logic (TBC)</p>	<ul style="list-style-type: none"> • ongoing • <i>ad hoc</i> • <i>ad hoc</i> • <i>April</i> • <i>April</i>
Members	<p>The ECB is a successful, accountable and professional organisation, promoting Edinburgh to your potential clients, promoting your interests in the city, sharing market intelligence and helping you achieve commercial gain from your business tourism activities</p>	<ul style="list-style-type: none"> • Members' events – providing updates on ECB activities, industry trends and market intelligence • <i>Conference Matters</i> e.newsletter • Fam visits • occasional e.blasts with news, trends + surveys • press releases on conference wins for the city, new developments etc • Member workshops • Meet the ECB Team 	<ul style="list-style-type: none"> • Feb & July • quarterly • <i>ad hoc</i> • <i>ad hoc</i> • <i>ad hoc</i> • Quarterly • Quarterly
Edinburgh Ambassadors	<p>The ECB is a successful and professional organisation which is available to work with you to attract high level association meetings in your field to the city</p>	<ul style="list-style-type: none"> • Edinburgh Ambassador events • Edinburgh Ambassador Newsletter • Exposure through university PR machines • presentations to research institutes • one to one communications with new and existing ambassadors • recruitment of new ambassadors in key target markets 	<ul style="list-style-type: none"> • approx 2 pa • biannual • <i>ad hoc</i> • <i>2 per year</i> • <i>ongoing</i> • <i>ngoing</i>

<p>Stakeholders</p> <ul style="list-style-type: none"> Funding partners 	<p>The ECB is a successful, accountable and professional organisation, fulfilling its mission and justifying investment from the public sector</p>	<ul style="list-style-type: none"> Annual Report ECB Board Report <i>Conference Matters</i> e.newsletter representation on tourism bodies eg ETAG press releases on conference wins for the city, new developments etc participation in industry conferences active engagement with Edinburgh Inspiring Capital brand – case studies for website, use of brand images and logos etc 	<ul style="list-style-type: none"> August quarterly <i>ad hoc</i> <i>ad hoc</i> <i>ad hoc</i> <i>ad hoc</i> <i>ad hoc</i>
<p>Stakeholders</p> <ul style="list-style-type: none"> BestCities partners 	<p>The ECB is upholding best practice in its service delivery and actively working to supply potential association business to its Alliance partners</p>	<ul style="list-style-type: none"> annual certification process management meeting conference calls intranet Client Workshops 	<ul style="list-style-type: none"> annual annual monthly <i>ad hoc</i> Bi annual



APPENDIX 1

ECB SWOT analysis 2010-11



APPENDIX 2 – Activity Plan 2010-11

EM	Elaine Miller
CB	Colette Black
GT	Gail Thorburn
GM	Grant Martin
HB	Hillary Bett
JB	Julie Barnsley
LP	Lesley Parsons
LW	Lesley Williams
RE	Researcher
SB	Shona Black
SS	Sue Stuart

Objective 1	We will be commercially successful	Expected evidence of achieved objective	
	<p>Commercial focus We continue to take a commercially-focused approach to our income-generating activities and we will, through improved marketing and sales efforts, maximise the economic benefit for the city and return on investment for our members.</p> <p>Lead Person: Sue Stuart</p>	<ul style="list-style-type: none"> achieving economic benefit of £87.5 m achieving £193,827 in total membership income 	
1.1	Submit an effective application for VisitScotland BTU's bid support for targeted high-yield association meetings	LW	April
1.2	Increase membership numbers from 175 to 225 (including partner and affiliate members) and the membership fee income from £169,698 to £175,813 (3.6%) which will contribute to the £193,827 (3.4% increase) membership income total	ECB team	ongoing
1.3	For the benefit of members, increase the economic benefit generated from the CABS booking service from £1.49 m to £1.52 m to members, and commission income from £149,000 to £152,278 (2.2%)	ECB team	ongoing
1.4	Following integration and establishment of Marketing Edinburgh Ltd , ECB to act as preferred accommodation booking provider for all departments within the new organisation in order to maximise accommodation commission income for Marketing Edinburgh Ltd	ECB team	ongoing
1.5	Continue to extend the CABS service to sources placing conferences and events in the city independently of the ECB e.g., conferences venues and meeting organisers, event and festival organisers and through highlighting the service on www.meetingedinburgh.com	JB CABS team	ongoing

1.6	Explore the potential of outsourcing the delegate registration function to a 3 rd party. Any such contractual arrangement to include payment of minimum 10% commission to ECB in respect of income generated via this service	JB HB ECB team	
1.7	<p>Aim to increase Edinburgh's share of the international and national association conference market, with an economic benefit for the city of £79.7 m (which together with the economic benefit accrued from the corporate sector [see 4.9] of £7.8 m results in the overall total of £87.5 m)</p> <ul style="list-style-type: none"> ○ secure 54 international association conferences (£51.8 m) ○ secure 54 national association conferences (£27.9 m) ○ manage the Conference Incentive Fund to attract conferences that otherwise find Edinburgh financially unviable ○ continue proactive membership of ICCA, BestCities, MPI to raise profile of ECB ○ organise 2 fam visits for national and international association clients ○ carry out 2 joint sales calls with ECB members to national association clients based in London and SE ○ carry out 2 BestCities sales missions ○ host one ICCA UK Chapter event ○ attend 2 industry exhibitions which deliver appropriate ROI for the association and corporate market ○ attend international and national industry events which deliver appropriate ROI for the association and corporate market 	LW HB EM	April - March

1.8	<p>Continued development of the Edinburgh Ambassador Programme to generate £55.7 m from conversion of Ambassador related bids (which contributes to the £79.7m association market total – see 4.7)</p> <ul style="list-style-type: none"> ○ research, presentations and one to one communications to target specialists in Edinburgh’s centres of excellence with particular aim of recruiting new ambassadors from the ‘up and coming’ professional groups. ○ deliver 76 Ambassador driven conferences for the city – comprising 38 international (£36.2m) and 38 national (£19.5m) association meetings ○ source one “super” international or national event ie 2,000 – 3,000 delegate and take it to bid stage ○ development of an effective social media strategy to increase the awareness of the benefits of being part of the Edinburgh Ambassador Programme and to help recruit new Ambassadors 	LW EM	April – March
1.9	<p>Pursue the corporate market and generate £7.8 m of economic benefit</p> <ul style="list-style-type: none"> ○ organise x 3 Destination Edinburgh events (June, September, January) to attract conference planners from UK and Europe – to generate 35 leads and 7 conversions ○ continue investment in optimisation of www.meetingedinburgh.com request for proposal website – increasing sales leads and conversions and generating £3.1m of economic benefit for the city ○ work directly with corporate clients and agencies predominantly in London and SE England ○ carry out 2 joint sales visits with ECB members to corporate clients and agents in London and SE ○ corporate Matters E-News Letter sent quarterly ○ continue Membership with the BNC Network 	<p>HB</p> <p>HB/SB/ CB</p> <p>HB/GM</p> <p>HB/CB</p> <p>HB/CB Member</p> <p>HB/LP</p> <p>HB</p>	April – March
1.10	<p>For the benefit of industry suppliers and the ECB, further increasing advertising opportunities on the ‘business extenders’ website – www.experiencedinburgh.com to generate £5,000 income for ECB</p>	HB GM	April - March
1.12	Produce Blueprint to be cost neutral	LP	July

Objective 2	We will bring in new business	Expected evidence of achieved objective	
	<p>Market intelligence & sales leads We will further enhance our research activity on behalf of the city and our members to help identify potential conferences and other sources of new business, and disseminate market intelligence to all our members and partners. Lead persons: Lesley Williams/Hillary Bett</p>	<ul style="list-style-type: none"> increased number of leads on database for conferences of 300-3000 delegates ECB members have greater awareness and understanding of market trends 	
2.1	Working with Fast Future Research on their 'Convention 2020 strategic foresight study' analyse results of the research programme which is designed to take a wide ranging and strategic perspective on the future of venues and meeting destinations, implementing future tactical approaches in accordance with research findings.	SS/LW/ HB/EM	April – Jan
2.2	Working with industry organisations such as ICCA, BestCities, MPI and VisitScotland, gather trends analysis and communicate to ECB members and partners through ECB members' meetings and e.newsletters	EM/SC SS LP	April – March
2.3	Investigate potential events for the city from 2011 onwards, identified from the ICCA database of international rotating conferences, which meet the following criteria: 300-2000 delegates, have not met in the UK since 1996 and fit the city's target sectors in life sciences, finance, energy & renewables, and creative industries	EM/RE LW HB	April – March
2.4	Continued development of our research activities to identify potential, and work with existing, Edinburgh Ambassadors, particularly in the core market sectors of life sciences, energy & renewables, and creative industries.	LW/EM	ongoing
2.5	Continue our research activities to identify national association conferences of 250 delegates upwards with potential to meet in Edinburgh from 2011 onwards	LW/EM/ RE	
2.6	Maximise all opportunities presented by BestCities Global Alliance :- <ul style="list-style-type: none"> attend joint marketing and sales promotions use peer-to-peer groups as international think tanks exchange successful programmes and ideas effective use of the Business Intelligence Index to help find and secure international association conferences	SS LW HB	ongoing
2.7	Development of the newly created JALB Forum (Joint Approach to Large Bids) to source "super" international and national association events (2,000 - 3,000 delegates) and develop a creative and holistic city approach to securing such events for the city	SS/HB/ LW	April - March

Objective 3	We will have happy customers	Expected evidence of achieved objective	
	<p>Customer satisfaction We will continue to listen and respond to the needs of our members, clients and other stakeholders and work continuously to improve our communications and service delivery, enhancing our quality assurance and evaluation feedback.</p> <p>Lead person: Sue Stuart</p>	<ul style="list-style-type: none"> retention and growth of membership base 90% client satisfaction (BestCities service standard) 	
3.1	Continued review and refinement of our account management approach to our membership relations introducing regular membership category meetings	ECB team	April onwards
3.2	Demonstrate ROI to members using new members' portal on CRM system	ECB team	April onwards
3.3	Further develop members' focus group to advise on various aspects of ECB activities	HB/LP	April
3.4	Base on findings from Edinburgh Visitor Survey (2009-10) evaluate delegates' experience of Edinburgh as a conference destination identifying any necessary product development and marketing Initiatives to further grow business tourism market share for the city	SS HB CB	April onwards
3.5	<p>Review and extend membership benefits:</p> <ul style="list-style-type: none"> Meet the Team Days x 2 Joint ECB/Member Sales Trips London/South East Member CRM Portal Training Days x 4 Membership Workshops x 3 Key Account Management Days 	HB/AH ECB team HB/CB HB/GM HB/AH HB/LW SS/JB SB	April – March
3.7	Ensure we meet requirements of the annual Quality Assurance Review by Lloyds QA for BestCities certification	ECB team	July
3.8	Continue to raise the ECB's profile and celebrate successes through targeted press releases	SS	April onwards
3.9	Contribute editorial and images to promote the city's conference product to the industry press such as C&IT, M&IT and national media	LP	April onwards

3.10	Continue to deliver members' biannual seminars to update on ECB and share market intelligence	SS and ECB team	July & January
13.11	Continue to progress positive and constructive work with hotel members through the Hotel Operations Group	JB/CABS team	April onwards
3.12	Continue to produce quarterly e.newsletter to members (<i>Conference Matters</i>)	LP/SB	April onwards
3.13	Continue to produce quarterly e.newsletter to corporate clients (<i>Corporate Matters</i>)	LP HB	April onwards
3.14	Review and update joint marketing strategies with EICC, Unique Venues of Edinburgh and Edinburgh Science Triangle	SS and ECB team	July
3.15	Achieve ISO 9001 standards and following integration share best practice with wider Marketing Edinburgh Ltd team enabling accreditation in 2011	ECB team	April onwards
3.16	Produce 2011-12 Blueprint guide to increase Edinburgh's profile	LP/ECB team	June
3.17	Seek to place editorial / features in scientific and academic press to raise the profile of the Edinburgh Ambassador Programme	LW/LP	ongoing
3.18	Carry out 2011 membership survey to evaluate members' satisfaction level with ECB service	HB/SS	Dec

Objective 4	We will be the voice of business tourism	Expected evidence of achieved objective	
	<p>Lobbying and representation ECB will communicate effectively, for example through the city's tourism agencies to lobby for the business tourism sector and to represent the interests of our members, both nationally and internationally</p> <p>Lead Person: Sue Stuart</p>	<ul style="list-style-type: none"> • ECB to be recognised as core to the promotion of the city's business tourism offering 	
4.1	Represent ECB and business tourism interests	SS	<i>ad hoc</i>
4.2	Contribute to the successful integration of ECB, DEMA and Edinburgh Film Focus to deliver Edinburgh Marketing Ltd - the new city promotional organisation - ensuring that integration process results in enhancement of ECB's core aims	SS ECB team	<i>ad hoc</i>
4.3	Based on recommendations contained in the conference infrastructure audit and working with our partners, ensure that the future business tourism needs of the city are taken into account when reviewing infrastructure developments	SS	<i>ad hoc</i>
4.4	Continue to raise the profile of the ECB in a range of tourism, business and academic forums to ensure the importance of business tourism is recognised as central to the city's economic growth.	SS	ongoing
4.5	Seek to represent Edinburgh and the ECB at board/committee level on international professional bodies eg BestCities, ICCA	SS/ECB management team	<i>ad hoc</i>

Objective 5	We will work smarter	Expected evidence of achieved objective	
	<p>Business processes & systems We will continue to develop and streamline our systems and processes to ensure that they promote efficiencies and reinforce our corporate core values of professionalism, accountability, integrity, sustainability, collaboration and creativity.</p> <p>Lead Person: Sue Stuart</p>	<ul style="list-style-type: none"> • Achieve ISO 9001 standards • achieve successful re-certification under the BestCities Lloyds Quality Assurance audit 	
5.1	Train ECB members to utilise new members' portal to integrate and streamline processes across the business	HB, GM	Apr - March
5.2	Further develop the ExperienceEdinburgh website and market appropriately to attract more suppliers, as well as increasing the attractiveness of the Edinburgh proposition to delegates.	GM HB	April – March
5.3	Develop and maintain progressive and innovative programmes of staff development and training which support improved performance, management effectiveness and personal development	SS	ongoing
5.4	Support any Marketing Edinburgh Ltd Green Initiatives and CSR Policies	ECB team	April – March
5.5	Ensure service delivery standards and processes are continuously reviewed and progressed to achieve repeat certification under the BestCities Lloyds Quality Assurance	GT ECB team	April – August
5.6	Ensure timely management reporting and internal communications to share updates on progress against targets with the ECB team	SS ECB management team	ongoing
5.7	Aim to achieve ISO 9001 standards by March 2011 with a view to project managing the accreditation for the newly formed Marketing Edinburgh Ltd	LW/ECB Team	April – Dec