

**PRODUCT DEVELOPMENT DIGITAL MARKETING
BUSINESS MANAGEMENT COLLABORATION**



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PROFIT

European Regional Development Fund

CROSS-BORDER THINK TANK

WHEN DOES INNOVATION HAPPEN IN TOURISM ?

Leadership and Innovation in Tourism

Joss Croft

Chief Executive

UK Inbound



UKINBOUND
THE VOICE OF INBOUND TOURISM



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**Leadership and Innovation in
Tourism**

**PROFIT Think Tank
13th June 2019**

**Joss Croft
Chief Executive**

AGENDA

- 1. Introduction**
- 2. Leadership in tourism**
 - **What it is**
 - **Examples**
- 3. Innovation in tourism**
 - **What it is**
 - **Examples**
- 4. Summary and questions**

WHO AM I?

Disneyland Paris

- Cast member
- Sales Manager

Futuroscope

London Tourist Board

VisitBritain – British Tourist

Authority

- Regional Partnerships
- Manager – Spain and Portugal
- Business Visits and Events

- Regional Director Europe
- Head of Marketing
- Director of Marketing

UK Trade and Investment

- MD Marketing and Communications

Dept for Intl Trade

- Director Marketing

UKinbound

- CEO

WHO ARE UKINBOUND?

The Trade Association for businesses involved in inbound tourism

Over 400 members, including:

- Inbound Tour Operators
- Attractions
- Retailers
- Sightseeing Providers
- Professional Services
- Accommodation Providers
- Restaurants and Bars
- Transport Providers
- Ticket Agents
- Destination Marketing Organisations

WHY IS INBOUND TOURISM IMPORTANT?

- 37.9 million visitors to the UK in 2018
 - Spending £22.9 billion
- 6th largest export earner - on par with the automotive and pharmaceutical industries
- Worth £127 billion to the UK economy - equivalent to 9% of UK's GDP
 - Employs 2.6 million people (9% of all employment)

WHAT DOES UKINBOUND DO?

Growing our members' businesses:

- Monthly networking events
- Seminars
- Annual Convention
- B2B speed networking
- Discover workshops
- Familiarisation trips
- Social media reach
- Marketing activity
- Lobbying Government
- Exhibitions



LEADERSHIP IN TOURISM

- Defining leadership
- What does good leadership look like?
- How can we do it?



***“I’ve decided to give leading-by-example a try on Mondays and Wednesdays.
Keep in mind that on Tuesdays, Thursdays and Fridays I will STILL be using fear and intimidation”***

“A leader takes people where they want to go. A **great** leader takes people where they don't necessarily want to go, but ought to be.”

Rosalynn Carter
(former First Lady of the United States)

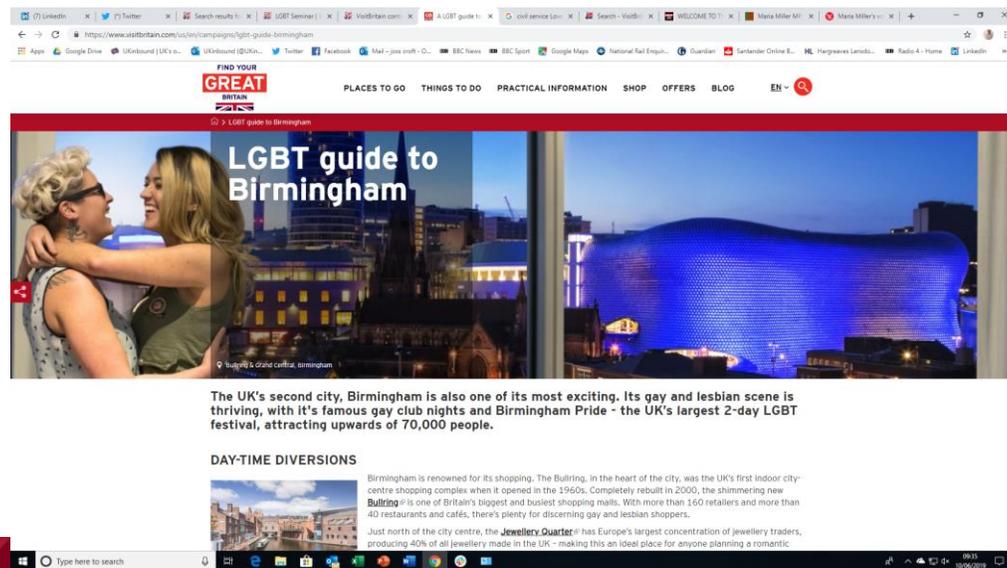
LOVE IS GREAT CAMPAIGN

- 10% of international tourists accounting for more than 70 million arrivals worldwide (2000)
- \$140bn economic impact (2012)
- Off season travel
- High disposable income
- Style setters

The screenshot shows a web browser displaying a news article on The Independent website. The article title is "Maria Miller's voting record on equality issues raises eyebrows over David Cameron making her Culture Secretary". The author is Oliver Wright, and the article is dated Wednesday 5 September 2012 18:36. The article text discusses David Cameron's decision to hand responsibility for women and gay rights policy to his new Culture Secretary Maria Miller, noting that this raised eyebrows among campaigners concerned about her voting record on equality issues. It also mentions that on her Conservative Party website profile, Ms Miller is noted as being a "mother of three" who "brings her experience as a working mother and in business to all aspects of her political work". The article concludes by stating that while it fails to highlight that on touch stone issues of abortion and gay marriage she appears to have personal views that are to the right of the Conservative mainstream, it does highlight that on touch stone issues of abortion and gay marriage she appears to have personal views that are to the right of the Conservative mainstream.

At the bottom of the article, there is an advertisement for "Join Independent Minds and get 1 month free" with a "Subscribe from £5.99/month" button. There is also a small advertisement for a laptop that says "If you need a laptop that lets you work without wifi" and "Shop now".

Love is GREAT



THE LAKE DISTRICT



TOP TIPS

- Have the courage of your convictions
- Work together with other businesses
- Put yourselves in the shoes of the customer - market the whole area and the whole experience
- Create all weather and all season itineraries and experiences
- Be creative and memorable!
- Adapt your product to meet changing market trends
- Attend key trade shows
- Use relevant social media and collaborate with influencers & bloggers
- Translate brochures, signage and other relevant material
- Taking advantage of press and fam trips organised by partners







European Commission
Commission européenne



Commission européenne
European Commission

KEY LESSONS

- Contingency planning
- Communicate, Communicate, Communicate
 - ✓ Communicate quickly and effectively to dispel myths & control the story
 - ✓ Only communicate what is fact
 - ✓ Be calm and consistent with messaging
- Be flexible – consider adapting your product and target market
- Collaborate with others

INNOVATION IN TOURISM

- Defining innovation
- Why do we need to innovate?
- What does innovation look like?
- Applying these lessons

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www.glasbergen.com



“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

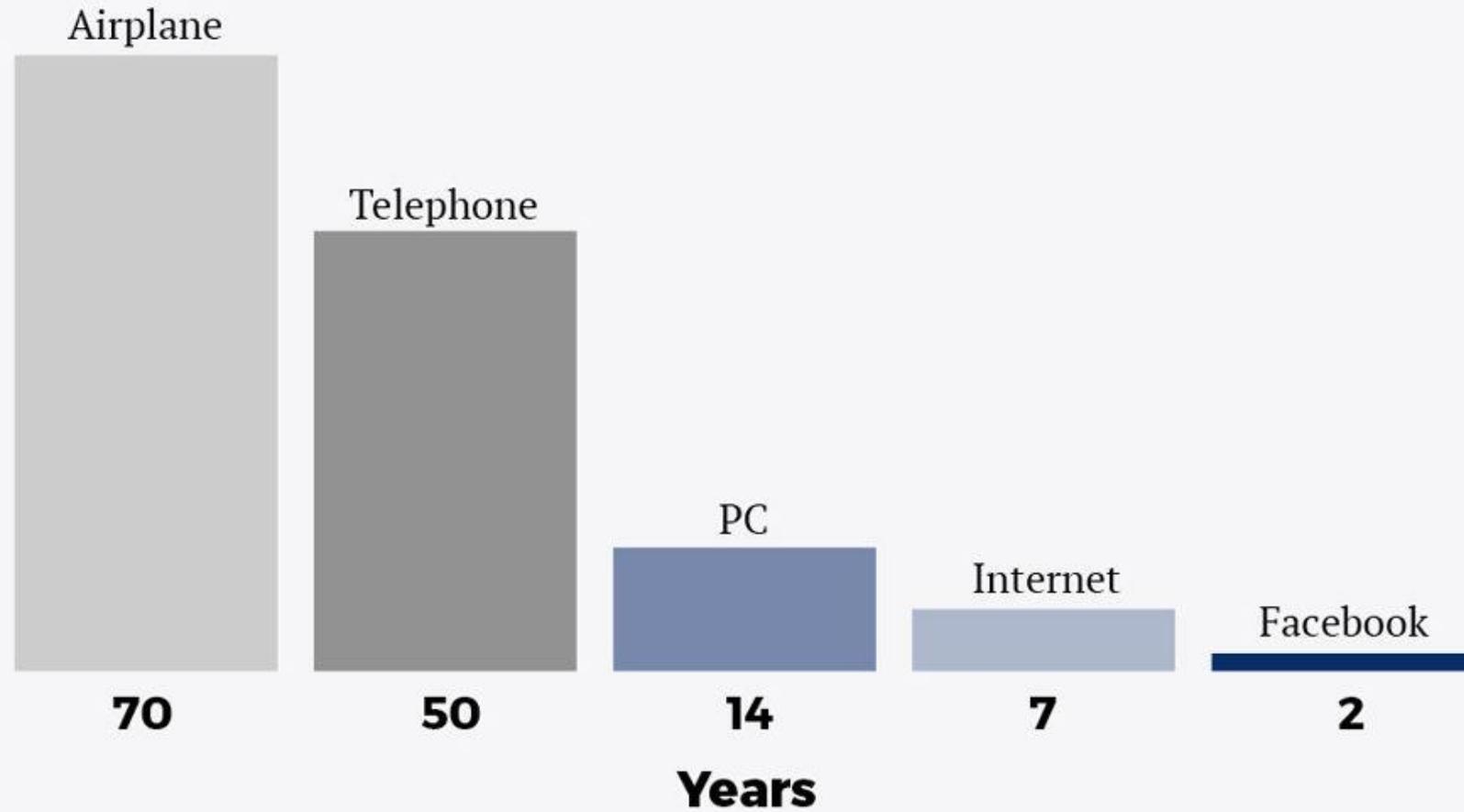
INNOVATION IN TOURISM

It is:

- Not 'business as usual'
- Having the creativity, vision and ability to rebel against the status quo
- Encouraging your team to think differently
- Starting with the customer experience and working backwards (not the other way around)

Chart 1. Examples of exponentially acquired technological change

100 million users



“

**“Innovation distinguishes
between a **leader** and a
follower.”**



— STEVE JOBS



WHY INNOVATE?



THE FUTURE OUTLOOK

Tourism is predicted to grow...



+6%

international demand growth p.a.

+1.5%

outbound demand growth p.a.

+3%

domestic demand growth p.a.

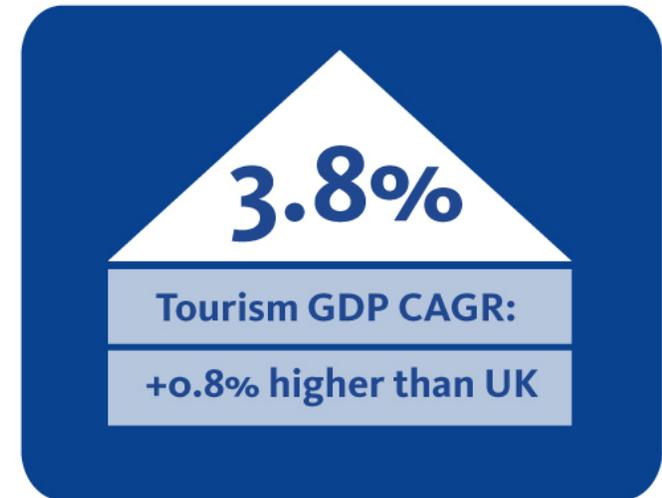
...and be worth

£257.4bn
by 2025

providing...



9.9%
UK GDP



INNOVATING FOR OUR VISITORS

- Rise of smartphones - 'mobile first'
- Connectivity
- Automation and rise of AI
- Less 'stuff' – more experiences
- Changing markets
- Rise of the sharing economy

HOW MUCH DO THEY CONTRIBUTE?



WHAT DOES INNOVATION LOOK LIKE?









JEFF WAYNE'S WAR OF THE WORLDS



Summary

- Challenge the status quo
- Planning – PPPPP
- Customer at the heart of your thinking
- Have courage
- Develop partnerships



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