

Grow Dublin Tourism Alliance Progress and Action Plan





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PREFACE

A NEW DAY FOR DUBLIN

In the first half of 2015, we have enjoyed continued strong growth in the tourism sector. This sustained growth has been due to a 'team tourism' approach with the efforts made by the Government, our tourism bodies and all of those in the industry ensuring greater visitor numbers to our shores and securing much needed revenue for the economy. The latest CSO figures show that this growth is evident across all of our main target markets including mainland Europe, Great Britain and North America. However it is imperative that we are not complacent and that we use this success as a launch pad for further growth in overseas revenue and visitor numbers.

Building on the report of the Grow Dublin Taskforce, the Grow Dublin Tourism Alliance has been working to make sure that Dublin does exactly that – builds on recent growth rather than resting on its laurels. Dublin, as a gateway for most visitors into this country, has the potential to grow much more. With excellent experience brands, like the Wild Atlantic Way and Ireland's Ancient East, we have already witnessed how a renewed

focus and clever positioning can begin to drive an improved performance. Now, we have the opportunity to do the same for Dublin. We need to invest both time and money to ensure we achieve the ambitious growth targets for Irish tourism set out in the Government's Tourism Policy Statement "People, Place and Policy; Growing Tourism to 2025" and a successful repositioning of Dublin will also be central to achieving that outcome.

The Grow Dublin Tourism Alliance has put in place a plan which, I believe, will enable continued growth in the industry. I would like to take the opportunity to thank the chair, Michael Carey, and his team for all of their work. I look forward to seeing these plans implemented and I am confident that, once achieved, the ideas contained within this publication will ensure that Dublin can truly stand out as a desirable destination in what is a very competitive international tourism market.

Paschal Donohoe T.D.

Minister for Transport, Tourism & Sport



FOREWORD

Tourism is the lifeblood of every major city in the world: it provides jobs and revenue; incentivises the preservation of cultural heritage; and allows for the worldwide exchange of ideas and inspiration. By reframing Dublin as an experience brand, we are future-proofing Dublin's tourism economy and providing the city with the means to compete with other destinations. We find ourselves in a vastly different landscape than we did in 2012. There has been a global upturn, which has been reflected here in Ireland. From our own domestic perspective, thanks to improved exchange rates and access, Dublin finds itself in an excellent position to capitalise on this upturn. However, we cannot rest on our laurels and must act now to ensure that we can compete in the future. We need to be progressive and forward looking in our strategy and not let the current climate dictate our actions. These conditions will not last in perpetuity.

Currently, there is a striking ignorance of Dublin across all markets and segments. Tourists aren't aware of what Dublin has to offer and what makes it distinct from the rest of Ireland. Compared to other European

cities, Dublin is seen as 'dusty' and old-fashioned. To compete with other level two and level three cities, we need to reposition Dublin from the current narrow and 'dusty' interpretation to one that encapsulates Dublin's dynamic and bustling personality. If we continue to be content with the status quo, we will fall behind compared to neighbouring destination cities.

With this in mind, the Grow Dublin Taskforce (GDT) created a new proposition for Dublin: 'Dublin is the vibrant capital city bursting with a variety of surprising experiences – where city living thrives side by side with the natural outdoors.' This proposition will help Dublin carve out a distinct platform relative to competitor destination cities. To further ensure Dublin remains competitive, we must broaden the definition of Dublin to include its wider geographical and coastal areas, appeal to the two lead tourism segments (the Culturally Curious and Social Energisers), and to create a brand that delivers vibrant and exciting experiences to support the new proposition.

The destination Dublin brand must be viewed as more than just a logo. It encapsulates the lived

experiences and interactions with the brand.


Collaboration amongst stakeholders will help to ensure the brand is lived on a day-to-day basis by the people who can benefit from it most. The effort of the Grow Dublin Tourism Alliance and its working subgroups in fostering this collaboration and partnership is invaluable, and for that we thank you for your contributions towards this brand-building initiative.

This Action Plan aims to identify key priorities in each business sector – actions that will help to further enhance the visitor experience, thus giving Brand Dublin real substance. The brand identity will then be rolled out, funded by the public and private sectors.

Together, we are working to ensure a bright future for our fine city and country. We are building a brand that places us firmly on the map in the hearts and minds of our visitors.

Michael Carey

Grow Dublin Tourism Alliance Chair



→ **Dublin
must
rebuild its
identity
as an
experience
brand**

I. INTRODUCTION

The vision for Dublin 2020 is clear: To put Dublin in the consideration set of our priority international visitor segments (Culturally Curious and Social Energisers). To do this, Dublin must rebuild its identity as an experience brand by developing a unique and sustainable platform that can compete internationally now and into the future. In 2012, the Grow Dublin Taskforce (GDT) developed a proposition that distinguishes Dublin and gives it a competitive edge against other European destination cities. Now, the Grow Dublin Tourism Alliance (GDTA) has been established to bring this proposition to life in the form of an experience brand that appeals to and excites our priority segments.

Experience branding is all about driving cohesion across communications and taking a long-term view to win in the fast-changing and competitive tourism market. We must ensure that the visitor experience of the brand (through local transport, food, accommodation, attractions, social interactions, and our communications) delivers to the needs of the visitor and follows through on the brand proposition. Stakeholder engagement thus plays an integral role in the visitor's comprehension

of the Dublin brand, as we will need to guarantee cohesive communication of the proposition across multiple sectors.

The GDTA have identified a number of crucial enablers (something which supports the core aspects of the visitor experience) for the proposition, including: funding; branding; collaboration and measurement; and a number of pillars (core parts of the experience for the visitor); such as the visitor experience; access and transport; accommodation and food; and the cruise passenger experience. Working subgroups who are experts in each of these areas have come together to identify priorities and develop actionable plans for each of these.

Priorities have been shared and refined and we are now entering the next stage of our journey – to implement these plans. Some work has begun already, and we wish to thank everyone for their participation so far and we look forward to ongoing success and the implementation of these plans.

Orla Carroll

Director of Dublin

Fáilte Ireland

II. OBJECTIVE AND VISION FOR 2020

In 2012 the Grow Dublin Taskforce (GDT) formed with the ambitious goal to grow Dublin tourism to unprecedented levels by repositioning Dublin as a Top 10 European City destination. Critical success factors to achieving this visitor growth included: raising awareness of Dublin amongst its target visitor groups (the Culturally Curious and Social Energisers); enhancing visitors' lasting impression of their overall experience of Dublin; and optimising the economic impact that visitors have whilst they are touring Dublin and its surrounding areas. This report details the action plans put together by the Grow Dublin Tourism Alliance (GDTA) that will be implemented in order to meet the ambitious GDT Destination Dublin goals. Working with partners across sectors and industries and throughout all levels of tourist engagement, the GDTA will bring the work of the GDT forward and help ensure the targets set down in 2012 are met by the year 2020.

A. Growth projection

In numeric terms, the GDT's ambition translated to a 7% growth in visitor numbers every year over the seven year period from 2013-2020. This would bring the total number of visits to 6.2 million by 2020, with international tourist spending almost doubling to some €2.5 billion from the initial base of €1.4 billion. Since these goals were set in 2012 however, significant growth has already been achieved. Overseas visitor arrivals have increased by 12% so far in 2015 due mainly to recovering economic conditions and, for now, favourable currency rates. Whilst these conditions and others are currently favourable for continued success, we cannot miss this opportunity and must continue to expand and future-proof this growth. The GDT's 2020 target will be now realised if we achieve a 6.5% growth annually between 2016 and 2020 given the strong start already made.

Currently, the UNWTO's core growth projections see a more modest 2.2% growth per annum in International arrivals to Northern Europe from 2016 to 2020. Whilst these figures still represent significant gains in the tourism sector, we cannot let our current good performance serve as an excuse not to invest or build the brand. We have a critical window now

to future-proof Dublin against competitor markets, and to be content with existing conditions is to miss out on this potentially lucrative window. Other competitor cities in Europe are focussed on achieving aggressive growth, and unless Dublin can keep pace with competitors, we may soon fall too far behind to compete at this high level in the tourism arena.

Tourism represents a significant economic contribution to the city and county, supporting for some 50,000 jobs, and €1.4 billion in visitor spending in 2013. The impact of this spend is felt in every sector of the tourism industry, as demonstrated in the figures of the chart below. Meeting the GDT's goal of doubling this spending by 2020 will have a significant and lasting effect on the local and even national economy. Repositioning Dublin as a Top 10 City Destination can be expected to have a national economic impact, as destination cities attract more tourists from around the world and invite them to explore all the host country has to offer. Other countries that host a Top 10 European City destination feel this same effect, and we can look to them as a model for predicting growth throughout the rest of Ireland.



→ **Repositioning Dublin as a Top 10 City Destination can be expected to have a national economic impact**

Stretch Growth Targets, 2016–2020


In order to achieve our stretch goal of 6.5% growth per annum, we will need to increase the consideration of Dublin amongst our Culturally Curious and Social Energiser target groups. Establishing Dublin as its own distinct experience brand (and launching the subsequent communications campaign) is pivotal to this growth, and will help to launch Dublin into the forefront of these visitors' consideration set.

It is essential to note that the 2020 targets cannot be achieved without significant change in the accommodation sector. Dublin's current approved bed capacity is too low to accommodate the stretch growth scenario. In order to facilitate the projected increase in visitor numbers, accommodation in Dublin must be increased substantially.

A change in public policy to aid more accommodations coming on-stream may be a necessary avenue for exploration. This issue will be discussed further in the Accommodation and Food section of this report, and will be the topic of intense consideration in the GDTA's plans going forward. Also key to achieving the 2020 goal is securing a sustainable funding mechanism to deliver it, ongoing measurement to track progress and spot opportunities, and successful collaboration amongst stakeholders. These elements are integral enablers of the overall delivery and achievement of this goal.

Year	Overseas tourism earnings	Growth year on year (%)
2015	1,516	-
2016	1,668	10.0
2017	1,835	10.0
2018	2,028	10.5
2019	2,240	10.5
2020	2,476	10.0

Sector Spread of Spending	Spend (by %)
Bed and Board	31
Other food and drink	33
Sightseeing/entertainment	7
Internal Transport	13
Shopping	14
Miscellaneous	2
Total	100%



Dublin is the vibrant capital city bursting with a variety of surprising experiences – where city living thrives side by side with the natural outdoors.

B. Summary of proposition and 2020 strategy

With the above goals in mind for 2020, a brand proposition for Dublin has been developed to capture Dublin's appeal to visitors and enable repositioning the Dublin brand amongst stakeholders:

This proposition serves as a guide for how the Dublin brand will be communicated across all sectors and platforms. This proposition will provide necessary alignment across all communications and interactions around the Dublin brand, and will serve as the cornerstone for all actions plans working to implement this strategy. This proposition is especially vital for internal stakeholders, as a sectoral approach was agreed by stakeholders as the best method for implementing the work necessary to achieve the 2020 goals. The GDTA's working subgroups in each tourism sector will refer back to this proposition to inform and direct their own initiatives and communications strategies.

III. STRATEGIC PRIORITIES

The sectors identified as integral to fulfilling our overall targets were: Visitor experiences; transport and access; accommodation and food; cruise and business conference visitors. Whilst business conferences already had a dedicated tourism forum in place, the other sectors were lacking structure for focus around our growth targets. Thus, working subgroups were formed around the remaining four pillars to set objectives and implement action plans towards our 2020 goals. To enable the initiatives outlined in the action plans of the GDTA and its subgroups, it was necessary to establish a cohesive branding initiative for Destination Dublin and a sustainable funding mechanism. Two subgroups were therefore also formed around these initiatives to define action plans and work toward implementing these enablers.

Visitor Experience	Pillar
Transport and Access	Pillar
Accommodation and Food	Pillar
Cruising	Pillar
Branding	Enabler
Funding	Enabler

Pillars

Visitor experiences

The priority of this subgroup is to maximise and enhance the visitor experiences on offer in Dublin city and county. By optimising current experiences, and aiding and developing new experiences coming on-stream, this subgroup will help to ensure that all visitors to Dublin have a consistently engaging, vibrant and exciting experience. Some of the priorities of this subgroup include enhancing existing experiences and developing new experiences to engage our target visitors (Culturally Curious and Social Energisers). Cross-promotion of experiences and an ambassador system will also play a large role in advertising what the city and county have to offer to tourists.

Transport and access

Transport and access to and from the city centre and around the county plays a major role in facilitating and improving the overall visitor experience. The priority of this subgroup is to ensure that transport is easily accessible and understandable to new visitors. Helping visitors transfer services and navigate around the city and its environs, as well as ensuring transport from access points is available, clearly marked, and easy to navigate through explicit and coherent communications are a few of the concerns of this group.



➔ **Maximise and enhance the visitor experiences**



Accommodation and food

The availability of quality accommodation in the city is a major strategic pillar, playing a critical role in the success of the 2020 plan. We cannot hope to increase the amount of visitors to Dublin without a place for them to stay. Thus, ensuring accommodation growth matches the pace of tourism growth is an essential strategic priority. There has been observed strong growth in visitor numbers; visitor bednights; accommodation occupancy; and prime accommodation rates for hotels and other forms of accommodation. The growth in visitor numbers and accommodation demand is a welcome development, particularly following the decline in tourist arrivals, visitor spending, and holidaymaking that occurred during the years of economic crisis in Ireland and internationally. The current demand buoyancy is presenting accommodation providers with much improved market conditions, as well as new business and investment opportunities.

However, it also presents challenges for the industry and for policymakers seeking to ensure an appropriate balance is struck between accommodation demand and supply. There are many potential means by which any imbalance might be addressed: including the potential of new accommodation in the pipeline; enhancing the contribution of all non-hotel accommodation types; facilitating and encouraging utilisation of accommodation outside the city centre; incentivising greater investment through targeted fiscal, planning or regulatory changes; establishing joint venture initiatives and projects between private and public stakeholders; encouraging the development of new forms of accommodation; or through appropriate specification of urban regeneration policies and objectives. However, any measures or combination of measures would need to be targeted, safeguard competition in supply, and encourage new provision only in strict proportion to any market shortfall. In order to establish an independent assessment of the scale of any future

supply shortfall, Fáilte Ireland has commissioned consultants to examine the potential supply of visitor accommodation up to 2020, and compare it to demand under a number of different growth scenarios. A full report is expected by the end of October.

Developing an engaging and a distinct food story for Dublin is also a main priority. We need to communicate this Dublin food story to the tourist sector and enable the stakeholders – producers and restaurateurs – to promote this as synchronised messaging. Dublin food provenance must be leveraged to exploit the specific interest in Irish food. The quality of our Irish ingredients can be emphasised to generate conversations around food.

Cruising

The main concern of the Cruising subgroup is to augment cruising passengers' experience of Dublin and its surrounding landscape, ensuring that from the time they disembark to when they return to the ship they have a seamless, vibrant experience of Dublin. The priorities of this group involve ensuring easy access to the city centre from cruise drop-off points, optimising the economic impact of cruising tourists by encouraging spend whilst they are in the city and county, as well as encouraging return visits for longer stays.



Enablers

Branding

As a key enabler of the overall strategy, the Dublin brand needs great consideration and ongoing investment to build equity with (and ultimately increase visits from) our target visitor segments. The branding subgroup will deliver a Dublin brand design and communication that fulfils the proposition and encapsulates the overall visitor experience in an engaging and compelling manner. An experience brand is by definition a living and breathing entity that manifests in the lived experience of visitors and their interactions with all touchpoints along their journey – from the planning stage all the way through to sharing memories. Ongoing investment and brand-building initiatives are therefore necessary to ensure lasting stakeholder engagement. These projects will thus form the long-term action plans for the branding subgroup.

Funding

With the above in mind, it is easy to see why funding can be considered the most critical enabler of this strategy. Without a viable and sustainable funding mechanism in place, none of the proposed strategic pillars can be enacted or supported in the long-term. The funding subgroup's priorities are to identify a suitable mechanism, and to implement it over the short and long-term.

IV. PROPOSED ACTION PLANS TO DELIVER AGAINST PRIORITIES

1. Visitor experiences

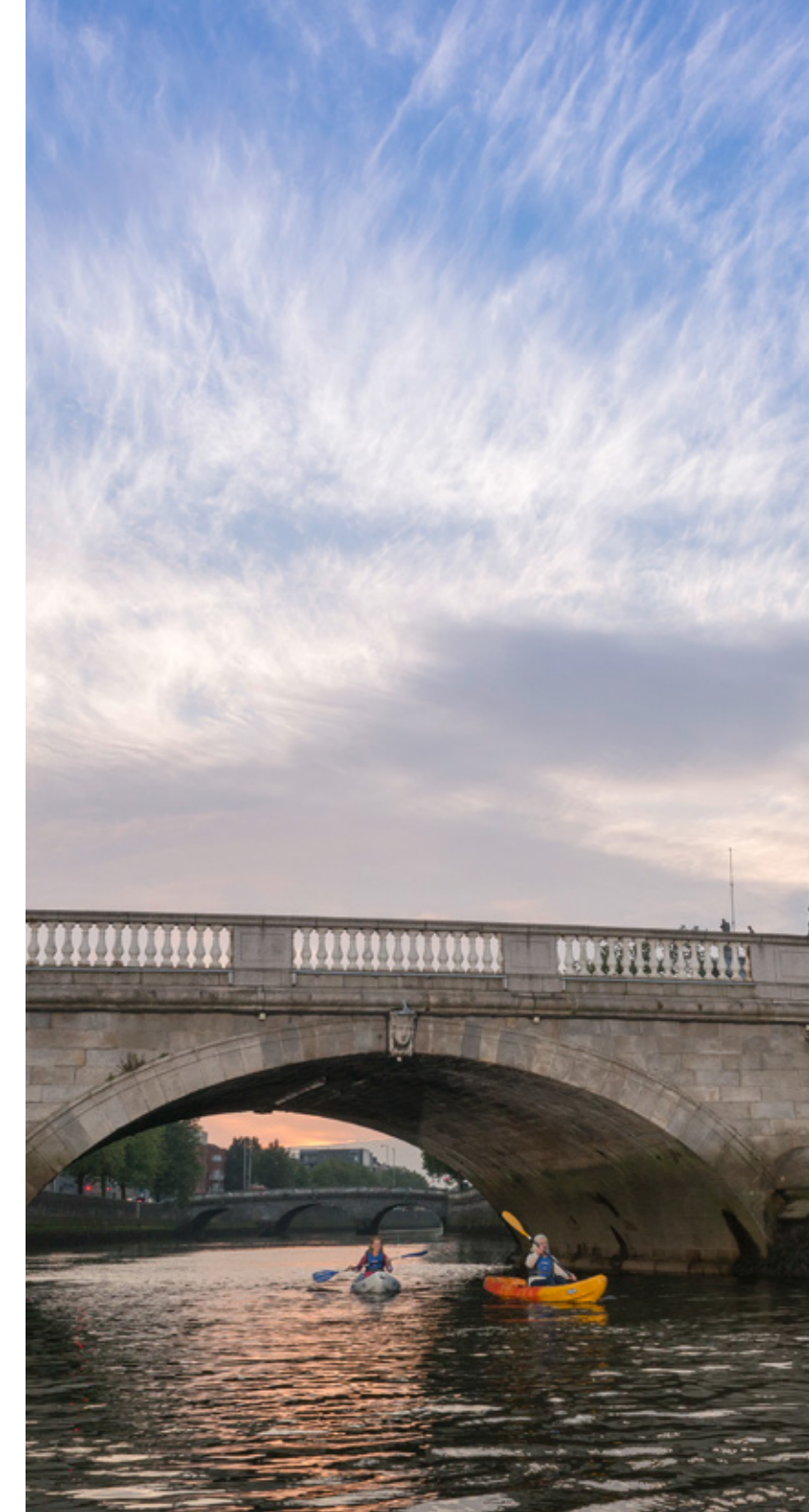
The following sections detail the action plans for each subgroup and what needs to be achieved to enhance Brand Dublin. All priority actions will be completed by the end of the 2016 calendar year (with the exception of proposed three-year campaigns, where noted). Immediate action on these priorities will ensure the infrastructures and steps are in place to facilitate our growth targets in the coming years.

Objective: To enhance the delivery and perception of the Dublin visitor experience.

The main issue to overcome for this subgroup is the feeling that there is a lack of breadth of cultural experience in the city and a lack of seamlessness with how experiences link together. The priorities therefore are to link and cross-promote experiences at ground level, as well as develop a wider set of linked up cultural trails.

Priority actions	Starting points	Milestones	Stakeholders
1.1 Promote bay-side and outdoor experiences	<ul style="list-style-type: none"> • Increase profile and visitor-readiness • Make outdoor areas more accessible and navigable • Educate Dublin-centric businesses on offerings • Improve business capability in digital & sales 	Dublin brand campaign (these experiences form key element), maps and signage plan, bay-side experiences promoted on all maps and marketing literature for Dublin	Outdoor activity providers, NTA, Fáilte Ireland, Tourism Ireland, Dublin-centric tourism businesses, Dublin City and County Councils
1.2 Engage Arts and Culture sector	<ul style="list-style-type: none"> • Educate how tourism is relevant to this sector • Identify potential businesses and ambassadors • Develop an engagement strategy 	Tourist-facing promotions Permanent calendar of Arts and Culture offers	Arts Council, Culture and Arts sector, Local Authorities, Fáilte Ireland Businesses along proposed routes, Dublin City and County Councils
1.3 Development of trails	<ul style="list-style-type: none"> • Identify potential trails with motivating themes 	Dublne (launched June 2015) with 4 themes, Dublin North Attraction, Alliance trail, further trails to be identified	Businesses along proposed routes, Dublin City and County Councils

In addition to these actions, there are other initiatives and priorities that must be considered in the pursuit of the Visitor Experience objective. There needs to be a focus on cross-promotion of each sector to ensure complementary growth in each. Developing an engagement strategy to encourage tourist-facing promotions (or even a permanent calendar of offerings) would help to increase visitor numbers and add to visitors' overall experience of Dublin. The introduction of a civic pride and education initiative is also integral to ensuring the visitor experience is seamless and that the brand proposition is brought to life at the front-of-house consumer touch-point. Finally, a discussion of visitor experiences in Dublin would not be complete without a discussion around controlling anti-social behaviour. Currently, anti-social behaviour on transport lines and main tourism areas can cause issues for locals and visitors, which can lead to a negative experience of the city. This is a complex problem, demanding a multi-agency response. We must investigate how we can influence the delivery of a sustainable solution to ensure anti-social behaviour does not increase as a problem for visitor.



2. Access and transport

Objective: To enhance the transport experience for visitors to Dublin with a focus on two areas:

1. Transport to and from their point of access;
2. Navigation around the city and its environs

The major issues to overcome for this subgroup centre on infrastructural deficits which need to be overcome to create a sense of seamlessness in how visitors move about the city.

Priority actions		Starting points	Milestones	Stakeholders
2.1	Ensure single point of access for public transport	<ul style="list-style-type: none"> Map current visitor transport experience Develop distribution channels for Leap Visitor Card 	Identify key gaps Widespread availability of Visitor Leap Card	Fáilte Ireland, NTA, Dublin City and County Councils
2.2	Bundle information and networks	<ul style="list-style-type: none"> Integrate tourism and transport websites with suite of maps. Ensure seamless information transfer across transport agencies 	Single information hub for visitors Visitor friendly information at key thoroughfares Regular monitoring	Fáilte Ireland, NTA, Dublin City and County Councils
2.3	Build in the visitor experiences	<ul style="list-style-type: none"> Incorporate trails into information points Improve awareness of cruise and coach tourism & issues arising in terms of parking 	Dependant on trail development Service audit of transport experience, disembarking from ship to city-centre & coach tours. Subsequent plan to be developed following the audit	Fáilte Ireland, NTA, Dublin City and County Councils, ITOA

3. Accommodation and food

Objective: To improve visitors' experience of accommodation and food in Dublin.

The key issues to be overcome for this subgroup were a potential lack of consistency in quality standards across accommodation options, a real capacity issue in the city centre (which has cost implications), and the lack of awareness as to the quality of food experiences in the city.

Priority actions		Starting points	Milestones	Stakeholders
3.1	Provide greater consistency in quality assurance	<ul style="list-style-type: none"> Audit approved and unapproved accommodation stock Identify new accommodations coming on-stream Amend legislation and create assurance programme 	Planning application map of new accommodations to be added in Dublin Communication Plan developed to attract providers	All Accommodations Sector representatives, Fáilte Ireland
3.2	Provide support to increase accommodation capacity	<ul style="list-style-type: none"> Audit of accommodation capacity Identify pipeline projects Legislation amended to reflect modern requirements Identify VAT and local authority rates solution for unapproved accommodation providers 	Shortfall in stock quantified Increase in approved accommodation by facilitating new entrants	Minister, NAMA, Planning agencies, Dublin City and County Councils, All Accommodations Sector representatives
3.3	Communicate the Dublin Food Story	<ul style="list-style-type: none"> Communicate existing toolkit to Dublin food chain and synchronise messaging Select Food Champions to promote message and periodically refresh toolkit 	Communications plan for stakeholders of key messages	Producers, Restaurateurs/ Pubs, Representative organisations, Fáilte Ireland



4. Cruise Ship Tourism

Objective: Enhance the passenger experience from the cruise ports to Dublin city. Facilitate discovery of Dublin experiences.

A fundamental outcome of this objective is the need to enhance the current passenger visitor experience and encourage return visits and longer stays amongst cruise passengers. Means to encourage this include facilitating trip planning and research through a comprehensive and integrated digital strategy, and enhancing their experience of Dublin to maximise in-destination revenue. Gathering data on the cruise tourist profile within the context of wider island of Ireland research may also help to inform these initiatives.

Priority actions		Starting points	Milestones	Stakeholders
4.1	Improve presence of online information for potential passengers	<ul style="list-style-type: none"> • Provide detailed and cohesive information on Dublin experiences 	Cruise visitor web portal on VisitDublin.com site Information will also be on Ireland.com	Fáilte Ireland
4.2	Enhance passenger visitor experience	<ul style="list-style-type: none"> • Identify and develop experiential itineraries for excursion buyers • Streamline journey from drop-off points to city centre • Engage existing local bodies and stakeholders to incorporate their offerings into digital strategy 	Suite of itineraries	Fáilte Ireland, NTA, Dublin Town, Dublin City and County Councils, DLR
4.3	Develop Dublin as a Cruise 'starting port'	<ul style="list-style-type: none"> • Incorporated into wider Cruise Ireland project 	Determined on the actions identified in the strategic plan for cruise tourism development on the island of Ireland	All Ireland Cruise Tourism Strategy Group

5. Branding

Objective: To reinvent Dublin as a 'must visit' destination with an evolving breadth and depth of stimulating experiences.

This subgroup needed to create a brand that could provide meaning, consistency and distinctiveness to our target visitor segments. Bringing the brand proposition to life through the experiences around the city is also integral to delivering on the brand promise, and this is covered within the Visitor Experience subgroup plans. This new proposition will exist in a sphere outside the normal activity of Tourism Ireland, who will continue their excellent work marketing the island of Ireland. The GDTA, Fáilte Ireland and Tourism Ireland will work collaboratively, with the focus being specifically on Dublin for this campaign as it targets greater standout in a city brand competitive set. It is imperative that all stakeholders get on board with this initiative and help to build on the momentum following the initial launch. The onus then will be on future-proofing the brand to ensure its continued growth. It is imperative that tourism in Dublin and the public embrace and advocate this campaign. It's important that we maximise potential co-marketing opportunities alongside Tourism Ireland's co-operative campaigns with carriers, tour operators etc., to coincide with their in-market communications activity and maximize the message effectiveness.

Priority actions	Starting points	Milestones	Stakeholders
5.1 Ensure consistent communication of Dublin brand by all stakeholders	•Finalise brand guidelines (including how it is to be used by stakeholders)	A brand guideline developed and distributed to stakeholders	Fáilte Ireland, Tourism Ireland, Think and Son
5.2 Roll out the Dublin brand to stakeholders	•Develop and implement the brand establishment campaign	A launch campaign for the Dublin brand – Live October 2015	GDTA, Fáilte Ireland, Tourism Ireland
5.3 Long-term investment in the brand	•Develop a long-term brand campaign	Finalise and agree 3 year brand campaign (dependent on funding)	GDTA, Fáilte Ireland, Tourism Ireland

6. Funding

Objective: To identify a viable and sustainable funding mechanism.

The key issue for this subgroup was to identify a funding structure that could support and enable the action plans outlined. It must remain viable over the long-term and be consistently measured for effectiveness.

A short term solution, a public/private partnership model, has been established while further long-term solutions are discussed. This interim public/private partnership model has commitment from the relevant state agencies and councils (Fáilte Ireland, Dublin City Council, Fingal Co. Council, Dún Laoghaire-Rathdown Co. Council & South Dublin Co. Council) as well as commitment from the accommodation sector (IHF) and the private sector. In the private sector we have established a small number of 'Founding Partners' who have a vested interest in promoting this initiative from inception. Each has contributed €10,000.

Founding Partners: Brown Thomas; Croke Park; CHQ/Epic Ireland; Dublin Airport Authority; Dublin Chamber of Commerce; Dublin City Business Association; DublinTown; Guinness Storehouse; Irish Distillers; Irish Ferries; Licensed Vintners Association; Restaurant Association of Ireland; and Retail Excellence Ireland.

Priority actions	Starting points	Milestones	Stakeholders
6.1 Establish short term public/ private funding structure	Short term public/private model with IHF	Use of funding to implement brand establishment campaign – October 2015	Fáilte Ireland, Dublin City Council, Dún Laoghaire-Rathdown Co. Council, Fingal Co. Council, South Dublin Co. Council, and IHF.
6.2 Develop and agree 3 year funding structure	Review funding model options	Structure to be agreed	GDTA
6.3 Ongoing measurement of expenditures	Monitor and control expenditure plans	KPIs to be agreed	GDTA, Fáilte Ireland

V. HOW THE PLAN WILL BE IMPLEMENTED

The GDTA's action plan, as laid out in this document, will be implemented by the end of the 2016. Many are in progress or have already been completed using resources already available to the different subgroups. Fáilte Ireland and Dublin City and County Councils will act as key partners to oversee the implementation of the remaining objectives. However, all of the above actions cannot be completed without practical support from other organisations and partners. In order to reach success by 2020, there must be ongoing collaboration across all sectors (public and private), stakeholders, and local businesses with a vested interest in tourism.

All action plans, but most especially branding, visitor experiences, accommodation, and funding, depend on continuing collaboration by all parties. Partnerships must be fostered to ensure cohesive actualisation of the proposed programmes and initiatives. Opportunities for collaboration and partnership will thus be taken wherever possible. The GDTA will continue to meet quarterly to review implementation and provide a platform for building relationships. It will also be beneficial to hold an annual plenary meeting with the wider stakeholders to enable a forum for debate on issues affecting the plan to grow Dublin as an experience brand.

A. Funding

There is a pressing need to identify a long-term, sustainable finance plan in order to deliver the actions detailed by each subgroup. A combination of private and public sector funding will be explored to create a model much like those already in place across other destination cities in Europe and North America. Some of the resources utilised in these models present fertile areas for exploration as they are already accepted by tourists and offer a viable and sustainable revenue source that could be pursued immediately. Embracing unregulated shared accommodations, options such as AirBnB, also offers a similar opportunity to free up accommodation capacity whilst providing a steady revenue stream. However, in pursuing areas such as these, collaboration with the private sector is key to ensure that business development is not disrupted or discouraged through the introduction of a new finance model.



B. Measurement

There is a need for ongoing measurement, tracking and understanding of Dublin's competitive set and target consumer segments to ensure successful implementation of these action plans, as without feedback from the market and consumers we cannot hope to progress efficiently. Ongoing measurement of competitors and consumer segments will help to ensure that Dublin remains nimble and responsive to the needs of the market. Accommodation and transport capacities will also be monitored on an ongoing basis, to ensure that resources are in place to meet demands. Other key KPIs to measure include:

- * Visitor numbers
- * Visitor expenditure (e.g. economic impact)
- * Employment in tourism sector
- * Visitor experience (to determine whether experiences lived up to the proposition)
- * Access capacity
- * The intention amongst target groups to visit Dublin in the next three years
- * Target groups' awareness of Dublin as a vibrant and exciting destination (e.g. brand awareness).

Various measurement tools have also been developed and are in place to meet these needs and to assess progress, such as: A brand performance tracker (to measure brand awareness); consumer and market surveys; visitor experience research; accommodation capacity surveys; a Tourism Barometer (to measure business performance and future prospects); and other pre- and post-visit research. A key area of focus going forward will be to understand fully the full economic impact tourism has on Dublin.

C. Brand enlivenment

As discussed in previous sections of this report, it is of critical importance to the Destination Dublin brand that the brand campaign and on-the-ground engagement and enlivenment of the brand is consistent and delivers on the proposition's promise. Synchronistic engagement around this rebrand is the only way forward to a successful outcome. The rebranding of Dublin must manifest as a lived experience, one that can be accessed at all visitor touch-points. Thus, all stakeholders and on-the-ground experience providers should be clear about the Dublin brand and its key points of difference. The proposed Team Dublin ambassador programme is an essential output that can ensure successful collaboration and synergy across all touch-points.

Converting our citizens into ambassadors of the experiences that Dublin has to offer is another way to bring this to life, especially for our Culturally Curious visitors who look for local engagement and conversation. An avenue to explore to this end might be the extension of Culture Night to a monthly or bi-annual event to enable easy access for citizens to their local cultural experiences.



VI. APPENDIX

Steering Group

Michael Carey (Chairman)
 Jill Barry (National Transport Authority)
 Orla Carroll (Fáilte Ireland)
 Paul Carty (Guinness Storehouse)
 John Fanning (Arts Council)
 Simon Gregory (Tourism Ireland)
 Lise Hand (Journalist)
 Niall Harbison (LovinDublin)
 Nóirín Hegarty (Lonely Planet)
 John Hurley (DAA)
 Kenny Jacobs (Ryanair)
 Paul Keeley (Fáilte Ireland)
 Brendan Kenny (Dublin City Council)
 Pat McCann (Dalata Group)
 Gina Quinn (Dublin Chamber of Commerce)
 Paul Reid (Fingal County Council)
 Stephen Sealey (Brown Thomas)
 Frankie Whelehan (Choice Hotels)

Visitor Experiences

Paul Carty (GDTA) – Chairman
 Orla Carroll (Fáilte Ireland)

Michael Counahan (CHL)
 Ann Daly (National Museums)
 Nóirín Hegarty (GDTA)
 Jenny Kilbride (Kayaking.ie)
 Siobhan McManamy (Tourism Ireland)
 Mark Rowlette (Fáilte Ireland)
 Patrick Sutton (Smock Alley Theatre)
 Trevor White (Little Museum of Dublin)
 Ray Yeates (Dublin City Council)

Access and Transport

Jill Barry (NTA) - Chairman
 Ruth Andrews (ITOA)
 David Brennan (DCBA)
 Orla Carroll (Fáilte Ireland)
 Jim Cleary (Fingal, Co. Council)
 Ivor Maleady (DAA)
 Paddy Mathews (Fáilte Ireland)
 Kieran McGlynn (Dublin City Council)
 Mark Rowlette (Fáilte Ireland)

Accommodation and Food

Frankie Whelehan (Choice Hotels) – Chairman

Ethna Felten (Fingal, Co. Council)
 Maureen Gahan (Bord Bia)
 Pádraig Óg Gallagher (Boxty House & President RAI)
 John Mulcahy (Fáilte Ireland)
 Helen McDaid (Fáilte Ireland)
 Peter Nash (Tourism Ireland)

Cruise Tourism

Stephen Sealey (GDTA) – Chairman
 Christopher Andrews (Weir & Sons)
 Fiona Buckley (Fáilte Ireland)
 Orla Carroll (Fáilte Ireland)
 Margaret Cronin (Cruise Ireland)
 Ursula Donnellan (DCC)
 Gerry Dunne (Dún Laoghaire Harbour Company)
 Eamonn O'Reilly (Dublin Port)
 Eoghan Sadlier (Brown Thomas)
 Richard Shakespeare (DLR Co. Council)

Branding

John Fanning (GDTA) – Chairman

Clyde Carroll (Dublin Town)
 Orla Carroll (Fáilte Ireland)
 Niall Harbison (GDTA)
 Lise Hand (GDTA)
 Brendan Kenny (GDTA/ DCC)
 Kay McCarthy (MCCP)
 Ciarán O'Gaora (Zero G)
 Tony Shanahan (South Dublin Co. Council)
 Brian Twomey (Tourism Ireland)

Funding

Michael Carey (GDTA) – Chairman
 Orla Carroll (Fáilte Ireland)
 Martin Cassidy (Cassidy Hotels)
 Shane Clarke (Tourism Ireland)
 Richard Guiney (Dublin Town)
 Paul Keeley (Fáilte Ireland)
 Brendan Kenny (GDTA)
 Alan Moody (Ashling Hotel)
 Gina Quinn (GDTA)
 Paul Reid (GDTA, Fingal Co. Council)
 Stephen Sealey (GDTA)

