



VisitBritain™

# Brief for the position of Chief Executive Officer VisitBritain | April 2014



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# GREAT

## BRITAIN

*You're invited*

## To inspire the world to explore Britain

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VisitBritain's mission is to grow the value of inbound tourism to Britain, working with a wide range of partners in both the UK and overseas. Through their global reach, VisitBritain aims to increase visitor spend to all parts of Britain and improve Britain's ranking in the eyes of international travellers.

The organisation is a key partner of Britain's GREAT Campaign and holds responsibility for increasing visitor numbers and keeping Britain at the forefront of overseas visitors' minds as a destination of choice.

Tourism is set to be one of the UK's best performing sectors of the decade. In 2013 the UK saw a growth of 6% in overseas visitor numbers and an increase in spend of 13% (in nominal terms).

### Tourism Performance 2013

- 33 million visits in 2013 making it a record year
- 13% increase in spend to £21 billion, a record high in nominal terms
- 7% increase in holiday visits

The incumbent CEO who guided the organisation through the GREAT Campaign and 2012 Olympics will be leaving VisitBritain in the summer of 2014. The organisation has been hugely successful and is now inviting applications for the role of Chief Executive, a role which could be described as "the greatest destination marketing job in the world".



# About VisitBritain



VisitBritain is the national tourism agency, a non-departmental public body, funded by the Department for Culture, Media and Sport, responsible for promoting Britain worldwide and developing its visitor economy. VisitBritain (legally also known as the BTA, British Tourist Authority) is tasked with fulfilling the requirements of the Development of Tourism Act (1969) and seeks to:

- Inspire travellers from overseas to visit and explore Britain
- Use its global network to support the promotion of British tourism overseas
- Advise Government and the industry on tourism issues, particularly affecting Britain's global competitiveness
- Maximise public investment through partner engagement and commercial activity

VisitBritain operates across 24 offices in 21 overseas markets with a budget of approximately £50 million. The 120 employees in the UK are based in Westminster with a further 80 overseas.

In order to achieve the above objectives VisitBritain works with partners both in the UK and overseas. These partners include government agencies, such as UK Trade

and Investment, the Foreign and Commonwealth office, the British Council and the official tourism bodies for **London, England, Scotland and Wales**.

In addition valuable partnerships have been formed with airlines, operators and global brands such as Barclays Premier League. By providing world class insights, trends, analysis and performance research for industry sectors, VisitBritain can encourage international marketing that is inspirational and relevant, as well as better targeted product development. As a trusted advisor to Government on tourism issues; particularly those that affect the UK's international competitiveness VisitBritain provides policy solutions, market intelligence and consumer insights.

VisitBritain utilises a number of strategies to deliver its message to the world:



## GREAT Britain – You're invited

With Britain's image riding high around the world after the Olympic and Paralympic Games, VisitBritain seized the moment to turn viewers into visitors with a post-Games marketing campaign. Independent research shows that Britain's image changed for the better with improved rankings in the Nation Brands Index. As a result of the marketing activity in 2011-13 VisitBritain generated at least £1.1 billion in additional visitor spend. During 2014/15, VisitBritain enters the fourth year of the match-funded, £100 million GREAT Britain programme which runs in all key markets.

With additional funds invested by Government, VisitBritain works with UKTI, FCO, DCMS and British Council on the GREAT image/awareness campaign in a selection of priority markets. This initiative aims to show the world that Britain is a great place to visit, study in, invest in and do business in.

VisitBritain's marketing uses the key triggers for travel to Britain – culture, heritage and countryside – supported by shopping, food, sport, adventure and music.

## Digital & social media

The majority of VisitBritain's marketing and communications are now online and the agency's digital presence and e-communication is its key tool in

inspiring potential travellers to visit and explore Britain and the bedrock of communication with partners and stakeholders in the industry.

Social media is vital to the VisitBritain marketing strategy. A prominent presence on Twitter, Facebook, YouTube, Flickr, Weixin and Weibo helps to generate a sense of community in the target audiences. Via databases, e-newsletters and websites, such as VisitBritain.com, the Lovewall and VisitBritain.tv millions of potential visitors are engaged and inspired to visit Britain.

## Press relations

VisitBritain maintains a global PR presence and works closely with broadcasters and journalists worldwide. Thousands of journalists use the online media centre to access regularly updated features, broadcast-quality footage and a library of over 3,000 copyright-free photographs. Available in 14 languages, it also carries previews of new developments, attractions and events. The PR team approaches and assists foreign broadcasters with filming permits, guides, translators, transport and other location services. Every single piece of international media coverage generated is rigorously evaluated for content, audience reach, monetary value and impact.

## Business 2 Business

VisitBritain helps to widen Britain's appeal by encouraging overseas tour operators and travel agents to develop new programmes and itineraries promoting and selling heritage, culture, countryside, food, shopping, sport, music and adventure across the country. The international travel trade activities include sales missions and workshops, familiarisation visits to Britain, the BritAgent programme to educate overseas travel agents, and a dedicated website.

## Visitbritainshop.com

The VisitBritain shop provides partners with cost-effective access to overseas consumers and comprises local-market websites across 13 currencies in seven languages. More than 150 products are available for the international traveller to purchase before they travel, including tours and tickets that enhance a visitor's stay, encourage them to explore the whole country, and improve perceptions of Britain's welcome. The shop turns over £16m and generates a net profit of £1m which is reinvested in marketing. Stretching targets are set to build this business.

## Partnership opportunities

From 2011-13 VisitBritain raised at least £26 million in partner support from tourism industry partners and global brands – in particular British Airways. VisitBritain has worked with major tourism businesses including easyJet, Expedia, Hilton Worldwide, Hostelworld, P&O Ferries, STA Travel, Virgin Atlantic, Wizz Air, Monarch, Made, Air India, Qatar Airways, Etihad, Emirates and Wimbledon Lawn Tennis Museum. VisitBritain also works with trade associations, such as the Association of Leading Visitor Attractions (ALVA), British Hospitality Association (BHA), European Tour Operators Association (ETOA), British Educational Travel Association (BETA) and UKinbound and the wider tourism industry, also extending their international reach through partnerships with global brands such as the Barclays Premier League and Sony Pictures.



# The CEO



The CEO of VisitBritain is accountable to the board of VisitBritain and is responsible for day to day operations and management. Post Olympics there is a huge opportunity for the CEO to provide innovative and decisive vision, input, and leadership to VisitBritain and shape the organisation for the future. The CEO will also be responsible for key stakeholder relations both within Government and the tourism industry as a whole. The next two years will see a general election, Scottish referendum, a comprehensive spending review and tri-annual review. All will create opportunity and challenge for the CEO.

The British Tourist Authority (BTA) trades as VisitBritain and VisitEngland, each of which has their own Chief Executive. However the Chief Executive of VisitBritain also acts as the Accounting Officer for the British Tourist Authority. As Accounting Officer for the total grant in aid awarded by DCMS to VisitBritain and VisitEngland the CEO is ultimately accountable for ensuring the highest standards of financial management and probity are maintained.

The CEO will work with the Board to ensure that the VisitBritain strategy to inspire the world to visit and explore Britain remains fit for purpose and ensure that the strategy is implemented and oversee its delivery.

#### Key accountabilities include:

- Lead and coordinate partners and stakeholders to ensure the aspirations set out in the Britain 2020 Tourism Strategy (Delivering a Golden Legacy) are met
- Ensure that VisitBritain delivers the activities and targets set out in its funding agreement with the Department for Culture Media and Sport (DCMS)
- Deliver the tourism element of the UK Government's GREAT campaign and ensure the targets attached to the funding are met
- Act as a public ambassador for inbound tourism and its ability to create growth and jobs for the UK economy and provide advice to Government, DCMS,



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and other stakeholders as appropriate, on tourism matters whilst maintaining an awareness of the wider policy environment to ensure any potential impact on tourism is assessed and debated

- Build and maintain good, productive relationships with key stakeholders and partners in the public and private sectors
- Ensure, within the context in which VisitBritain operates, that the continued growth of its commercial activity remains a fundamental part of its strategy
- Ensure that VisitBritain continues to recognise the power of digital and social media and utilises these tools to full advantage in its marketing and communications strategies and within the organisation itself
- Lead and inspire staff to ensure VisitBritain's track-record as a highly regarded, high performing organisation delivering inspirational marketing activity is maintained
- Manage, inspire, motivate and develop the senior team and ensure VisitBritain has the right structure and skills to deliver its objectives

The CEO will be drawn from a current senior leadership position within an organisation that has global, multi-functional teams with a true multichannel marketing strategy. It will be essential for the incoming CEO to have experience in leading partnership projects as well as experience and understanding of being a public ambassador. Ideally the CEO will have an appreciation of working with and managing stakeholders within Whitehall, be familiar with relevant Government policy across tourism and be adept at managing the demands of the public and private sectors.

Given the high profile nature of the VisitBritain CEO role successful candidates will exhibit a distinct set of leadership characteristics. The ability to provide visionary strategic leadership whilst delivering against commercial targets (and cost parameters) is essential. The CEO must be a consummate relationship builder able to influence and affect decision making both at the highest levels of Government through to the VisitBritain delivery teams in remote global locations. Commercial leadership and strong financial acumen are essential for a role with ongoing management of stretched budgets. The preference is for a degree educated CEO with an international perspective and excellent cultural awareness.



## Why VisitBritain?

Few industries are as important to Britain as tourism. The UK's fifth largest, it supports 3.1 million jobs, over 200,000 small and medium-sized enterprises, and contributes £127 billion (9%) to the country's GDP each year. Inbound tourism is already one of Britain's top exports and in 2013, following the London 2012 Games, it achieved a record performance of £21 billion in foreign exchange.

VisitBritain is a success story for the DCMS, the Government and Britain. The impact and legacy from the 2012 Olympics and Paralympics in conjunction with the "GREAT" Campaign have created a surge in interest levels and record levels of visitor numbers and spending. The incoming CEO has a platform for success and the opportunity now is to deliver a compelling and far reaching vision and strategy that will continue to build the value of tourism to Britain, and continue to propel tourism up the policy and political agenda. If you are ready to lead a partnership marketing organisation in a digital world, you are invited to apply. Rarely has an opportunity looked so **GREAT**.

# Recruitment timetable

Schedule	Process and key milestones
23rd April	Closing date
w/c 28th April	Preliminary Interviews with Odgers
14th May	Final Panel Interviews

**Please note:** This is an indicative timescale and may be subject to change.

## How to apply

Application is by CV and a supporting statement outlining the reasons for your interest in the post and why you believe yourself to be suitable. Please include your full contact details including daytime and evening telephone numbers.

Please apply online at [www.odgers.com/46815](http://www.odgers.com/46815) or by e-mail to [46815@odgers.com](mailto:46815@odgers.com). If you are unable to use email, please post your application to:

**Sophia Moatti**  
**Odgers Berndtson**  
**20 Cannon Street**  
**London EC4M 6XD**

Please quote reference: **AJH/46815**

**The closing date for applications is 23rd April 2014.**

Equal Opportunities monitoring online form: This form will not be disclosed to anyone involved in assessing your application.

Please complete online at [www.odgers.com/46815](http://www.odgers.com/46815)

### Further queries

If you would like to have an informal conversation before submitting your application, please contact VisitBritain's consultants at Odgers Berndtson:

**Ashley Hobkinson on 020 7529 1083**  
 or  
**Sophia Moatti on 020 7529 1070**



# Diversity & Equal Opportunities Policy

## 1 INTRODUCTION AND POLICY STATEMENT

- 1.1** VisitBritain/VisitEngland is committed to ensuring the fair and equitable treatment of all employees and prospective employees.
- 1.2** The organisation recognises its responsibilities as an employer in encouraging the fair treatment of all employees, job applicants, student placements, contractors and consultants and the benefits this brings to VisitBritain/VisitEngland and its employees.
- 1.3** VisitBritain/VisitEngland is opposed to all forms of discrimination, direct or indirect, and aims to eliminate discriminatory practice and promote measures to combat its effects.
- 1.4** All complaints of discrimination will be taken seriously and disciplinary action may be taken against any perpetrators if investigations prove the complaints are justified.
- 1.5** VisitBritain/VisitEngland aims to ensure:
  - 1.5.1** No one receives less favourable treatment on any grounds including age, sex, race, ethnic origin, sexual orientation, marital status, political or religious beliefs or disability
  - 1.5.2** There is no discrimination in employment and that decisions on recruitment, promotion, training and development and terms and conditions are based solely on job related ability and merit
  - 1.5.3** Management and employees accept their responsibilities for good equal opportunities practices and work together towards a positive approach and a culture of fairness and equitable treatment for all.

## 2 INTRODUCTION AND POLICY STATEMENT

- 2.1** VisitBritain/VisitEngland as an employer will:
  - 2.1.1** Promote equal opportunities in all aspects of employment
  - 2.1.2** Develop a culture where discrimination is not acceptable
  - 2.1.3** Ensure that all managers and employees are trained in their responsibilities regarding equal opportunities
  - 2.1.4** Actively challenge and investigate fully all complaints of discrimination
  - 2.1.5** Monitor the effects of the policy and identify any practices that may be discriminatory
  - 2.1.6** The Director of People and Performance will monitor and update the policy and procedures.
- 2.2** Employees of VisitBritain/VisitEngland must:
  - 2.2.1** Adhere to VisitBritain's/VisitEngland's commitment to equality of opportunity in their work
  - 2.2.2** Work together towards a culture of fairness and equal treatment for all
  - 2.2.3** Not practice themselves or encourage others to practice discrimination
  - 2.2.4** Advise management if they suspect that discrimination is taking place
  - 2.2.5** Not victimise anyone who makes a complaint or aids a complainant.

## 3 CLAIMS OF DISCRIMINATION

- 3.1** VisitBritain/VisitEngland will deal promptly and effectively with all allegations of discrimination in employment. Employees' complaints will be handled as appropriate under the company's Grievance or Harassment Complaints Procedures, which are available on the VisitBritain/VisitEngland Intranet.



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