



GET BREXIT
READY

BREXIT RESPONSE
PROGRAMME 2019



Fáilte Ireland

National Tourism Development Authority



GET BREXIT READY

It is still difficult to quantify the range and scope of impacts that Brexit will have. Our key message to tourism businesses is 'prepare and diversify'. Any tourism business which does not have Brexit contingencies as a central focus of its 2019 business plan, needs to act fast.

The most prudent action to take as a sector is to be ready for the challenges it may bring. To help businesses to prepare, Fáilte Ireland will invest €5 million in 2019 to support the tourism sector in its preparations. This marks a significant ramping up of our activities to ensure Irish tourism is both 'product-ready' and 'industry-ready' ahead of the UK withdrawal from the EU.

The €5 million investment by Fáilte Ireland will help businesses assess the risk, respond to changes and diversify into other markets in a fresh drive under its 'Get Brexit Ready' programme. Its work will focus primarily on border counties and the South East region which have been most adversely affected by the devaluation of sterling and the drop in Northern Ireland and British visitors.

We need to work every angle if we are to sustain tourism growth, and the jobs and revenue generated in recent years. This means that we need to be a much more agile sector. Businesses need to recalibrate towards newer segments in the British market or to newer markets. Fáilte Ireland have developed a comprehensive Brexit Response Programme for 2019 detailed in this booklet, designed to support tourism businesses in an innovative and accessible manner and ensure businesses are ready to meet the challenge.

A handwritten signature in black ink that reads "Paul Kelly". The signature is fluid and cursive, with a long horizontal stroke at the end of the name.

Paul Kelly
Chief Executive, Fáilte Ireland



FÁILTE IRELAND'S – BREXIT RESPONSE PROGRAMME

BREXIT AND YOUR BUSINESS	2
THE BREXIT RESPONSE PROGRAMME 2019	4
THE CONTEXT	4
PROGRAMME ELEMENTS	4
OVERVIEW OF TARGETED BREXIT RESPONSE BUSINESS SUPPORTS	
BREXIT MENTOR PANEL	9
MARKET DIVERSIFICATION PROGRAMME	11
INTERNATIONAL SALES OPTIMISATION SCHEME	14
CHINA READY PROGRAMME	15
COMPETITIVENESS AND VALUE FOR MONEY	18
BREXIT READINESS CHECK	19
ONLINE KNOWLEDGE HUB	19
BREXIT RESPONSE TEAM	20

BREXIT AND YOUR BUSINESS

Fáilte Ireland's Brexit Response Programme is designed to help Irish tourism businesses spread the risk for their business by diversifying their source markets and providing training and support to enhance skill capability. Here are some examples of how we can help.

I'm confused about Brexit...

Challenge: There are so many opinions on Brexit and I don't know what that means for my business. Do I need to do anything? If so, what? There is so much uncertainty about what will happen and because I'm not sure what to do, I haven't done anything yet...

How Fáilte Ireland can help...

We've created a one stop shop on all you need to know about Brexit. Here you can complete Fáilte Ireland's **Brexit Readiness Check** to find out how ready you are and get suggestions on what to do now.

You can also get the latest **insights and research** as well as an overview of the routes to market which will help you understand the **channel landscape** and assist in the development of a strong **channel management strategy**. Find it all at www.FailteIreland.ie/GetBrexitReady

I need to get my business ready...

Challenge: As the General Manager in the business I am responsible for ensuring we are best positioned to deal with Brexit and prepared for whatever challenges come our way. I know I need to be strategic in my approach to the planning and preparation but not sure where to start. How can I do this?

How Fáilte Ireland can help...

You could consider Fáilte Ireland's new **Hospitality and Tourism Strategic Management Programme** which is being run in partnership with the Irish Management Institute and is focused on Senior Executives in the Hospitality and Tourism sector. This will provide the knowledge and insights you will need to positively influence business performance from a strategic perspective.

How can I stay competitive?

Challenge: I'm a small business and I have experienced a 14% drop in my business from GB. I'm also worried about value for money and am afraid I will lose more custom because visitors might think that my business is too expensive. How can I address this in a practical way?

How Fáilte Ireland can help...

Use Fáilte Ireland's **Pricing and Cost Management Programme** aimed at small businesses to review the key functions of your overall operation to find out if you are trading efficiently.

Remember, value isn't just about price, it's also about the service you provide, so why not improve your customer service levels through Fáilte Ireland's **Accredited Service Excellence Programme**. The **Enhancing Management and Supervisory Skills suite of programmes** could also help you deliver your service more consistently.

I'm over exposed to the GB market...

Challenge: The Northern Ireland market and coach tours from Great Britain make up over 40% of my business which makes me really dependent on these markets. What can I do to retain my current business from Great Britain but also start to look at other opportunities in Great Britain or other markets?

How Fáilte Ireland can help...

Fáilte Ireland's new **Market Diversification Programme** is designed with businesses like yours in mind. It provides workshops on market insights and lead generation and tactical sales workshops on B2B channel management, boosting online sales growth and perfecting your written pitch.

You can also access a lot of supports on www.failteireland.ie/GetBrexiteReady where you will get insider tips, learn about tactical pricing and contracting and use the templates provided for rate agreements and strategic / digital sales plans.

THE BREXIT RESPONSE PROGRAMME 2019

The Context

It is still difficult to quantify the impact that Brexit will have. The key message to tourism businesses is 'prepare and diversify'. Brexit is a key concern for businesses - the results of Fáilte Ireland's Barometer¹ revealed that the number one concern among tourism businesses is Brexit, particularly those in northern counties. The latest figures show that for 7 out of 10 (69%), Brexit is their top concern. This figure rises to 80% for accommodation providers in northern counties and 90% in the restaurant sector, both of which report a decline in their business from the UK last year.

More than 3.4 million British tourists, on average, holiday in Ireland every year and spend up to €1.6 billion. This contributes more than €233 million annually to the Exchequer. Very importantly, Fáilte Ireland is warning that the fallout from a hard Brexit could cost more than €380 million to the sector.

Brexit Reponse Programme Elements

Fáilte Ireland has identified 4 key pillars of activity which are the drivers of the response programme.



GB & NI Market Retention – assisting businesses to target best prospects in the UK and identify new opportunities as well as align with in market campaigns.

Market Diversification – working with businesses who are heavily reliant on the British market to diversify their trade and win business in Europe, North America and new and growing markets.

Performance and Competitiveness – helping businesses to drive competitiveness through their revenue management structures, identification of opportunities to improve their current cost base and by adding value for customers.

People Capability - providing training and continuing professional development opportunities for tourism professionals across these key pillars to allow them to succeed in the post Brexit environment.

¹ The Fáilte Ireland Tourism Industry Barometer is a survey of more than 500 tourism businesses nationwide

Fáilte Ireland's Brexit Response Programme 2019

The 2019 Brexit Response Programme will expand on the supports delivered in 2018; help businesses assess the risk; respond to changes; diversify into other markets and improve their channel mix. In response to changing market conditions, currency fluctuations, uncertainty in relation to British visitors and increases from other markets, Fáilte Ireland has developed a series of initiatives to build capabilities within the industry which will allow businesses to continue to prosper in the face of this challenge.

This includes investing €5 million in a comprehensive programme of training supports; targeted Domestic and Northern Ireland marketing campaigns and commercial development activity to win new business is designed to help tourism businesses located particularly in border counties to 'Get Brexit Ready'. The focus of this is to retain current GB business and source new business from both GB and by diversifying into other markets and reducing an over reliance on the British market.



Brexit Response Programme Elements

Brexit Response Business Supports



Fáilte Ireland has developed a series of initiatives to build capabilities within the industry which will allow businesses to continue to prosper in the face of this challenge and help them 'Get Brexit Ready'.
www.failteireland.ie/getbrexitready

Market Diversification and Winning New Business



Fáilte Ireland will spend €1.75 million specifically for commercial development to provide Irish tourism operators with opportunities to sell their products to growing markets such as the US. This work will focus on supporting northern counties particularly by bringing major international tour operators to Ireland on bespoke itineraries which they can then sell in core markets. Central to this programme of work will be the retention of the UK market by selling Ireland as a business tourism and golf destination – two types of tourism which typically yield a high number of UK tourists.

Northern Ireland Marketing Campaign



€1.5 million will be spent on marketing and PR with campaigns targeting the Northern Irish market. This is in addition to two domestic campaigns that will aim to drive business in the shoulder seasons.

Highlights of Brexit Response Business Supports

Fáilte Ireland's 2019 Brexit Response Programme of targeted training and mentoring supports has been expanded. Key highlights are presented below.



Brexit Readiness Check



The Brexit Readiness Check is an online tool created by Fáilte Ireland and Crowe to help you to assess your current level of readiness for Brexit. Your individualised report will suggest next steps and outline the supports available from Fáilte Ireland to help.

GB and NI Market Retention and Growth



Assisting businesses to target best prospects in the UK and identify new opportunities as well as align with in market campaigns and avail of targeted business supports.

International Sales Optimisation Scheme



Targeted at border counties the scheme provides 1:1 intensive mentoring support focused on market diversification, driving international sales, revenue management or digital marketing.

Brexit Mentor Panel



A new panel of experts has been created to deliver 1:1 guidance on key Brexit issues for tourism businesses in border counties in order to facilitate business sustainability and growth. The areas of expertise will include Financial Management, Competitiveness and Business Planning, and Effective Procurement.

A key role of the Brexit Mentor Panel will be to assist tourism businesses access funds available through various banking schemes and the SBCI Brexit Loan Scheme.

Market Diversification Programme



A dedicated suite of workshops to deliver in-depth international market insights, lead generation tips and tactical sales supports. Businesses can adopt a pic'n mix approach to best suit their business needs.

Research and Insights



Latest data and stats on currency fluctuation, UK travel performance, VFM research, visitor satisfaction and industry sentiment in the latest tourism barometers.

Competitiveness and Value for Money



A range of supports focused on cost management, sustainability, delivery of exceptional customer service, efficient management and implementation of standard operating procedures to deliver operational excellence.

China Ready Programme



China is one of the fastest-growing outbound travel markets in the world with numbers predicted to grow to 200 million by 2020. In 2017 an estimated 70,000 Chinese visitors travelled to Ireland and this is forecast to grow to 175,00 per year by 2025 – an increase of 150%.

This programme supports businesses to target and contract Chinese business and ensure that front of house staff are ready to welcome Chinese visitors in Ireland.

Online Knowledge Hub



This dedicated Brexit website is Fáilte Ireland's one-stop shop for all relevant insights, information, in depth guides, templates and checklists for all tourism businesses.

Details and Eligibility Criteria for Brexit Response Business Supports

Brexit Mentor Panel

A new panel of experts has been created to deliver 1:1 guidance on key Brexit issues for tourism businesses, initially in border counties in order to facilitate business sustainability and growth. To access this support, businesses must complete the diagnostic which will be reviewed to identify key challenges. The areas of expertise will include:

- ➔ Financial Management e.g. refinancing, cash flow and currency management
- ➔ Competitiveness e.g. improve profitability, adding value and implementation of sustainable business practices which address rising cost issues and maintaining competitiveness
- ➔ Business Planning e.g. restructuring, supply chain management and procurement specialists for business efficiency and commercial savings
- ➔ Assist tourism businesses access funds available through various banking schemes and the SBCI Brexit Loan Scheme.

To avail of this Brexit Mentor Panel businesses must meet certain criteria which will include;

- ➔ Completion of Brexit Readiness Check
- ➔ Priority will be given to tourism businesses located in the border counties or South East region
- ➔ A minimum of 15% of the existing business comes from the GB and/or NI market
- ➔ Dedicated managers within the business in Sales, Revenue Management or Marketing
- ➔ Engagement with local Fáilte Ireland Regional teams development activities
- ➔ Utilisation of the relevant Fáilte Ireland Regional brand in sales and marketing approach

GB & NI Market Retention and Growth

While it is very important to consider diversifying into different markets it is also important to strive to retain and even grow business from Great Britain through targeting best prospects, aligning with marketing campaigns and availing of targeted business supports.

To assist you to do this we offer a range of business supports:

GB Market Insights and Lead Generation Workshops

Workshops that focus on

- ➔ GB Market insights including key customer types, their interest in Ireland and key messages for engagement
- ➔ The importance of the GB market and the role it plays in the overall segmentation strategy
- ➔ How to nurture business from GB
- ➔ Lead generation i.e. devising a channel management strategy for the GB market that is right for your business including:
- ➔ Generating business via Irish tour operators and working out who is a good match for your business
- ➔ Generating business via Online Tour Operators (OTAs)
- ➔ Getting the most out of leads via face to face meetings and social selling
- ➔ Direct consumer opportunities in the market (e.g. in market digital and/or publicity bundles).

Tactical Sales Workshops

A series of 1 day tactical sales workshops helping you to retain and win new business which include:

- ➔ B2B Channel Management – Pricing and Contracting
- ➔ Perfecting Your Written Pitch
- ➔ Boosting Online Sales Growth.

A Range of GB Research Insights and Supports

We have a dedicated webpage offering a host of supports, tools and videos for targeting the GB market including:

- ➔ Insider tips – needs & nuances of the GB Market
- ➔ Research insights – the travel profile for the GB market
- ➔ Tips on targeting British holidaymakers
- ➔ Routes to market
- ➔ Videos that share key insights from operators in the markets.

Find out more on www.failteireland.ie/supports

Market Diversification Programme

The key aim of the Market Diversification Programme is to assist companies avoid an overreliance on one market and help develop and deliver plans to diversify their markets to ensure a more sustainable approach to their business.

The programme focuses on developing viable and sustainable market entry strategies; honing tactical sales skills; targeting business in new markets and perfecting sales pitches to secure new business.




Market Diversification Programme Workshops

B2B Channel Management – Pricing and Contracting

Designed For...	Content	Duration
Individuals who will attend In Market Sales Events and are willing to invest in these platforms	<ul style="list-style-type: none"> → The sales channel landscape <ul style="list-style-type: none"> → Direct (B2C focus) → Indirect sales channels (traditional, offline, B2B focus) → Indirect online (B2C and B2B focus) <ul style="list-style-type: none"> → Pricing for direct consumers; OTAs; and tour operators → Pricing techniques and inclusions → Negotiating rates including strategy and annual increases and what to expect <ul style="list-style-type: none"> → Tour operator contracting and rate agreements → OTA contracting and rate agreements → Sales appointments → Social selling. 	 1 Day

Perfecting Your Written Pitch

Designed For...	Content	Duration
Individuals who will write the core and premium pitch that your business will offer to international buyers	<ul style="list-style-type: none"> → Why create the written pitch – what do you want from it, what does the buyer want from it? → Layout of the document – tips for presentation style, written content, imagery and layout → Completing the Summary Product Offering – what needs to be in the general descriptor on the first page of the document and how to write it well → Completing the General Product Offering descriptor – key product that most of your visitors will use (most likely to be the product used for volume business) → Completing the Premium Product Offering descriptor – value adds for high end leisure business → What else to include in the written pitch e.g. additional details if there are multiple tour guides for larger groups, public tour times, times when attraction is closed, parking etc. 	 1 Day

Boosting Online Sales Growth

Designed For...	Content	Duration
<p>Individuals who are responsible for optimising the international online presence and appeal of your business.</p>	<ul style="list-style-type: none"> → Introduction to and evolution of digital marketing – how the digital landscape is changing and what that means for your business → New trends and technology – what’s hot and what’s not. A look at the new way to communicate and attract your customers online → Bought, earned and owned channels – a breakdown of the different types of channels and how to create an integrated digital marketing strategy → Customer journey online – a look at the traditional customer online journey funnel and how this is evolving → Intro to key channels and tips – a walk through the key digital marketing channels for attracting International customers and how to use them more effectively to reach and engage them → Tool kit – a look at some of the top management and analytics tools available and how to use them effectively → Tips and tactics for targeting international markets e.g. Online Advertising, Audience Optimisation in Facebook, Internationalising a Website. 	 <p>1 Day</p>

Market Insights and Lead Generation Workshops

Designed For...	Content	Duration
<p>Senior business representative responsible for optimising growth in any of the following markets – GB, France, Germany, Spain, Italy, US and Canada.</p> <p>Please note that each one-day workshop is specific to one market only</p>	<p>Each workshop is tailored to the specific market workshop that you are attending. The key content is as follows:</p> <ul style="list-style-type: none"> → Market insights including key customer types, their interest in Ireland and key messages for engagement → The importance of the specific market and the role it plays in the overall segmentation strategy → How to nurture business from that market → Lead generation i.e. devising a channel management strategy for that market that is right for your business including: <ul style="list-style-type: none"> → National Tourism Agencies and the in-market opportunities of each → In Ireland and in market trade events → Generating business via Irish tour operators and working out who is a good match for your business → Generating business via OTAs → Getting the most out of leads via face to face meetings and social selling → Direct consumer opportunities in the market (e.g. in market digital and/or publicity bundles). 	 <p>1 Day</p>

International Sales Optimisation Scheme

The International Sales Optimisation Scheme supports the Market Diversification programme and involves 1:1 mentoring support to development and implementation of market diversification plans. To avail of this scheme business must meet certain criteria which will include;

- ➔ Completion of Brexit Readiness Check
- ➔ Priority will be given to tourism businesses located in the border counties or South East region
- ➔ A minimum of 15% of the existing business comes from the GB and/or NI market
- ➔ Dedicated managers within the business in Sales, Revenue Management or Marketing
- ➔ Participate in the Market Diversification Programme
- ➔ Engagement with local Fáilte Ireland Regional teams development activities
- ➔ Utilisation of the relevant Fáilte Ireland Regional brand in sales and marketing approach



China Ready Programme

These programmes are part of Fáilte Ireland's Market Diversification Programme which has been designed to help businesses boost their sales capabilities and focus on specific international opportunities. They have been developed to support and educate businesses about the opportunities available in the Chinese market, particularly in light new direct access flights from China to Dublin.


China is the biggest outbound tourism source market in the world and is a key priority for Ireland. Direct flights from China to Dublin are expected to bring additional Chinese visitors to Ireland over the next number of years. The Chinese visitor is different to our traditional holidaymakers. Understanding them and offering the right kind of services is crucial to your success.



China Fáilte – Preparing for the Chinese Market

Ireland has everything the Chinese visitor is looking for in a holiday - cities, shopping, history and sightseeing. Fáilte Ireland's aim to make as many businesses as possible ready to provide a China Fáilte. The Chinese visitor is different to our traditional holidaymakers. Understanding them and offering the right kind of services is crucial to your success with this market.

After this half day workshop, front line staff will understand the cultural differences of Chinese market and will be fully equipped to meet the needs of the Chinese visitor.

Designed For...	Content	Duration
All frontline staff	<p>Learning will include:</p> <ul style="list-style-type: none"> → The motivations, needs, preferences, expectations, and behaviours of Chinese visitors → Their attitudes towards foreign travel → How to make their visit more memorable → Tips for communicating, plus key phrases in the Chinese language(s) → How to welcome Chinese visitors. <p><i>This is a foundation workshop to the Get China Ready programme offered by Fáilte Ireland. It does not form part of the COTRI accreditation.</i></p>	 Half Day



Get China Ready – COTRI Accredited Programme

The programme consists of four interventions. This ensures that the entire business becomes China Ready and Chinese visitor needs are met throughout the customer journey.

The programme will deliver:

- ➔ Useful, relevant and practical background information about Chinese visitors
- ➔ International recognition of the Chinese Tourist Welcome (CTW) Training Programme recommended by the ETC - European Travel Commission, endorsed by PATA Pacific Asia Travel Association
- ➔ Receipt of the Chinese Tourist Welcome Quality Label which identifies your business provides specialised services for Chinese tourists to the island of Ireland
- ➔ COTRI approval, meaning your business will be published and promoted on COTRI's English language website: <http://www.china-outbound.com/>
- ➔ Active promotion by Tourism Ireland of your business on their China Website
- ➔ Promotion of your business through China Tourism websites.

Programme Overview

Day
1

Onsite Meeting/Audit

Market Readiness Audit: Identifies your product strengths, weaknesses and market readiness. This is an onsite meeting with the trainer.

Day
2

Onsite training for all front facing managers, supervisors and their teams

Cultural Awareness Training Workshop: This training workshop will develop your front facing staffs' knowledge of Chinese tourism motivations, expectations and needs and teaches how each of these can be met a very a special welcome given.

Day
3

Training for sales and marketing managers

Routes to Market China: Teaches the knowledge, insights and skills required by your Sales and Marketing team to enter the Chinese market and win business from it.

Day
4

Training for kitchen personnel

Culinary Workshop: Teaches how your business can cater for Chinese dining preferences.

Cost: Fees upon request.

Competitiveness and Value for Money

In response to industry needs and the ever developing/changing business environment, this suite of supports focuses on cost management, sustainability, delivery of exceptional customer service, efficient management and implementation of standard operating procedures to deliver operational excellence.

We strive to ensure that the industry remains competitive and has great skills in product and service development, revenue management and strong overseas sales/marketing skills.

Business Competitiveness and Performance Supports

Fáilte Ireland continually offers a wide range of business performance training supports including:

- ➔ Suite of Revenue Management Programmes for Hotels
- ➔ Pricing and Cost Management for Small Businesses
- ➔ CRM and Database Management
- ➔ Merchandising for Visitor Attractions
- ➔ Capacity and Revenue Management for Visitor Attractions
- ➔ Online tools for calculating your breakeven point and VAT increase
- ➔ Trends and Insights Innovation Sessions

Operational Excellence

Building on the success of the Fáilte Ireland Accredited Service Excellence Programme there are now 3 complementary programmes:

- ➔ Excellence- through enhancing Management & Supervisory Skills
- ➔ Excellence- through developing and Implementing SOPs
- ➔ Accredited Service Excellence Programme

Further details can be found on www.failteireland.ie/supports

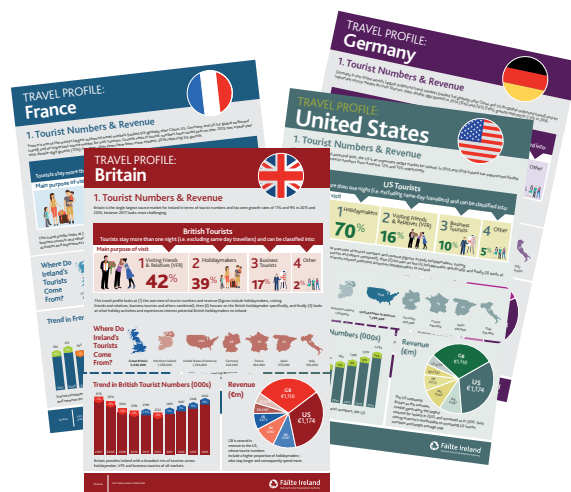
Brexit Readiness Check

The Brexit Readiness Check is an online tool created by Fáilte Ireland and Crowe to help you to assess your current level of readiness for Brexit. It will take you approximately 10 minutes to complete. No financial information is required. The recommendation is that it is completed by the owner or senior manager of the business. You will receive a report immediately which assesses your level of readiness, suggests next steps and outlines the supports available from Fáilte Ireland to help. This can then be used as a starting point in the development and implementation of your Brexit response plan.

Online Knowledge Hub

This dedicated Brexit website, www.failteireland.ie/getbrexitready is Fáilte Ireland's one-stop shop for all relevant information and insights that businesses will need to overcome the challenges posed by Brexit – from development supports and training programmes to market intelligence, research and insights. Some of the information available includes:

- ➔ Insider tips and the needs and nuances of key markets – GB, US, Canada, Germany, Italy, France and Spain
- ➔ Research and insights on exchange rate volatility and air access
- ➔ Understanding the channel landscape and routes to market
- ➔ Tactical pricing and contracting
- ➔ Templates for rate agreements and strategic and digital sales plans
- ➔ Tips on 'Trading Globally'



BREXIT RESPONSE TEAM

For further information

 www.failteireland.ie/getbexitready

 getbexitready@failteireland.ie

 1800 242 473


Paul Keeley

Director, Commercial Development

Fáilte Ireland, Áras Fáilte,

88-95 Amiens St,

Dublin 1 D01 WR86

 01 8847 110

 paul.keeley@failteireland.ie


Martina Kerr Bromley

Head of Enterprise Development

Fáilte Ireland, Áras Reddan,

Temple Street,

Sligo F91 RX45

 071 91 59677

 martina.bromley@failteireland.ie


Helen McDaid


Manager - Enterprise Development

Fáilte Ireland, Áras Fáilte,

88 – 95 Amiens Street,

Dublin 1 D01 WR86

 01 8847170

 086 8034912

 helen.mcdaid@failteireland.ie

Dr. Dean Panter

Manager - Enterprise Development

Fáilte Ireland, 2nd Floor,

The Granary, Michael Street,

Limerick V94 P38C

 061 403822

 087 2634738

 dean.panter@failteireland.ie


Marion O'Connor

Officer - Enterprise Development

Fáilte Ireland, Áras Fáilte,

88 – 95 Amiens Street,

Dublin 1 D01 WR86

 01 8847778

 087 9060801



Every effort has been made to ensure the details contained in this guide are accurate and up-to-date as at time of print. However, given the nature of tourism, many details are subject to change.



Fáilte Ireland

National Tourism Development Authority