Measuring performance

5th December 2013

Workshop objectives

- Explore how we measure performance, including some best practice findings

- Identify the critical KPIs to help us measure performance and justify resources in future

- Clarify priorities for future action, and our respective roles and responsibilities

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Key questions to answer:

- What are the key indicators of performance?

- How do we measure? What action is needed?

- Who should do what?

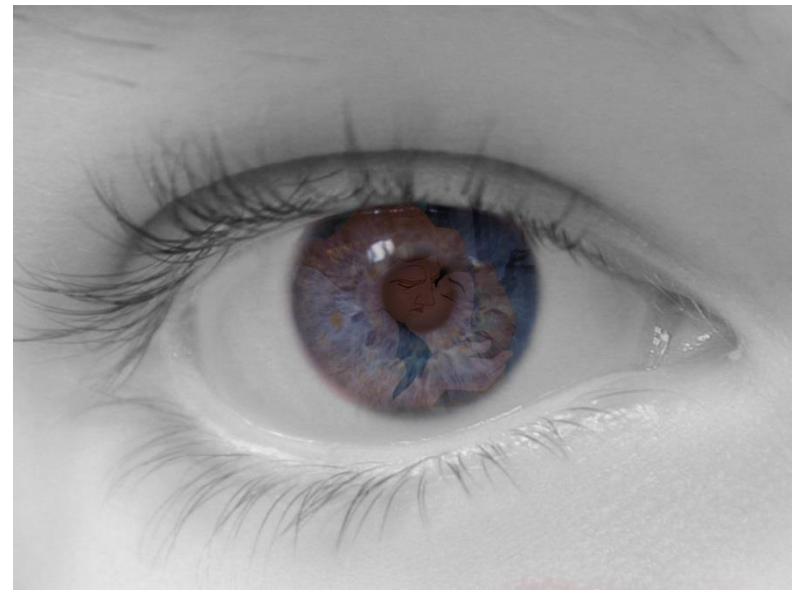- What help is needed in future?

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Workshop programme

- Introduction: What do we mean by performance?

- Case study: some findings from work in England

- Coffee break

- Syndicate groups:

  - 1: What does success look like?

  - 2: How do we measure it?

- Next steps and close

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Session 1

PERFORMANCE IS IN THE EYE OF THE BEHOLDER!

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3 key influences

Performance		
1 People (Who?)	2 Place (Where?)	3 Time (When?)

We tend to measure performance according to:

1. **Who we are:** what is your stake in the service? Are you a visitor, funder, tourism operator? Etc

2. **Where we are:** the nature of the place influences what we think is important: gateway VIC v. Local VIC

3. **When we need the service:** needs vary at different stages of the visitor journey
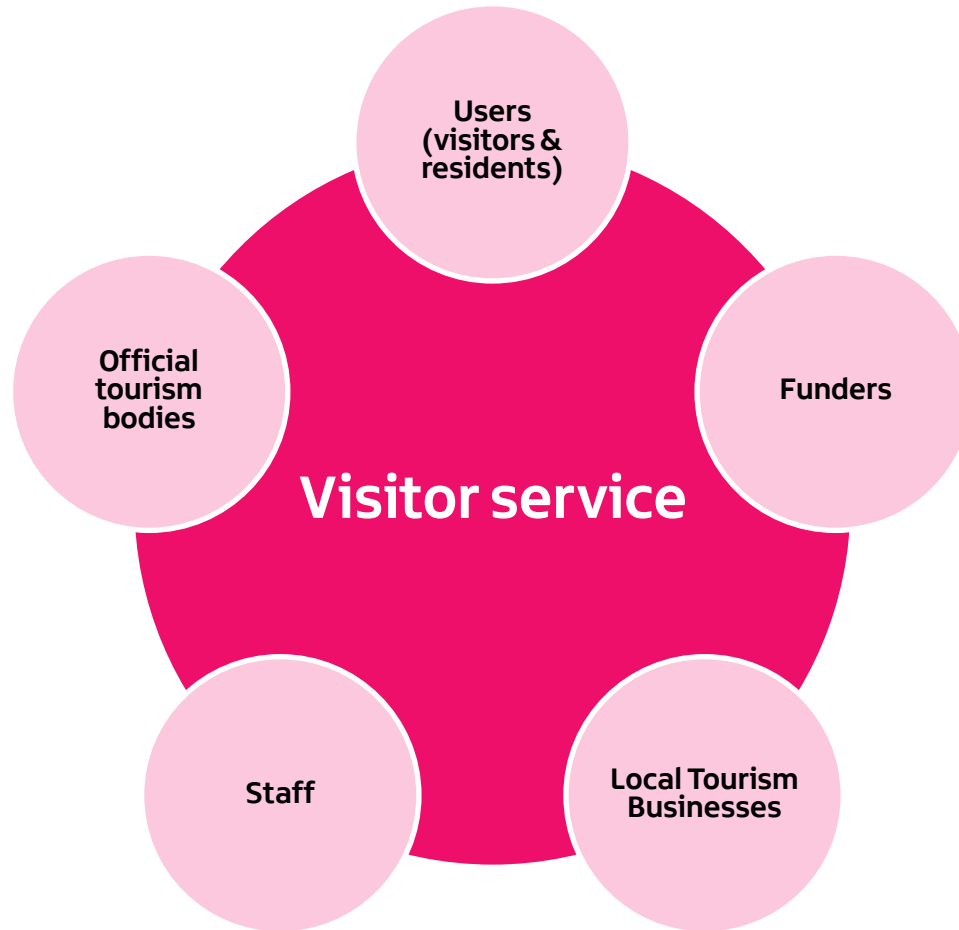
We have different ideas about what's important

Who are the stakeholders?

"All of the people affecting the service and affected by it"

The influence of people: key stakeholders

The locality influences what's important too!

The influence of place

Stakeholders may judge performance differently according to the *locality*, e.g. case study work in England suggested...

Local VICs:
Are more likely to emphasise customer service standards, and meeting the needs of local residents

Destination VICs:
Tend to place more emphasis on income performance

Gateway VICs:
May need to evidence more detail about visitor profile and value to visitor economy

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The influence of time

Stakeholders may judge performance according to how well we deliver at different stages of the visitor journey

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The challenge for VICs

To extend the reach of visitor information beyond the VIC

How should we measure this?

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THE VISITOR JOURNEY

1. CHOOSING
Inspiring websites/ print

2. PLANNING
Itinerary and travel advice

3. BOOKING
Bookings systems and contact centre

4. PREPARING Detailed event opening times & eating out info

5. TRAVELLING
Maps/Satnav signage/ online

6. VISITING VICs/hotel staff information leaflets & displays

7. REMEMBERING
Satisfaction surveys & repeat incentives

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That's a lot of performance measurement!

So how do we make sense of all this??

Our task today

Start to identify the key building blocks of performance measurement
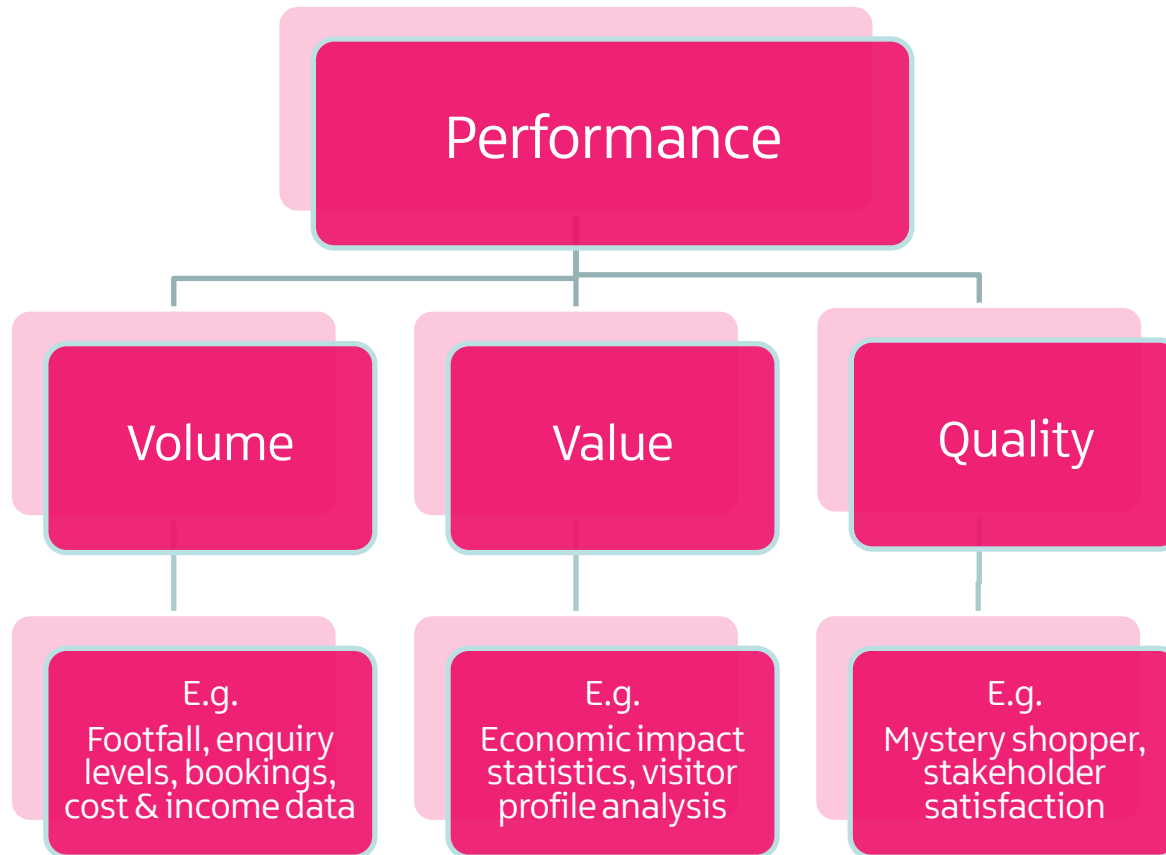
It needs to be practical and sustainable!

How do we measure it?

We need a flexible system which takes account of:

People: the different needs of stakeholders

Place: gateway/destination/local difference

Time: the visitor journey and outreach work

The key elements of measuring performance

Performance

- **Volume**
  - E.g. Footfall, enquiry levels, bookings, cost & income data
- **Value**
  - E.g. Economic impact statistics, visitor profile analysis
- **Quality**
  - E.g. Mystery shopper, stakeholder satisfaction

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Key Q for discussion later...

How should we adapt this to measure the wider information role of VICs?

e.g. pre-arrival information and outreach?

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Measuring performance workshop

Visit England: A case study
Modernising Visitor Information Framework

Some research findings

- Methodology:
  - Audit of current practice: how TICs monitor performance
  - Review of existing national guidance
  - Consumer research in the North West ("Understanding the use of Visitor Information")
  - Stakeholder workshop

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The vision

Success is about delivering...

The right **information**...

To the right **people**...

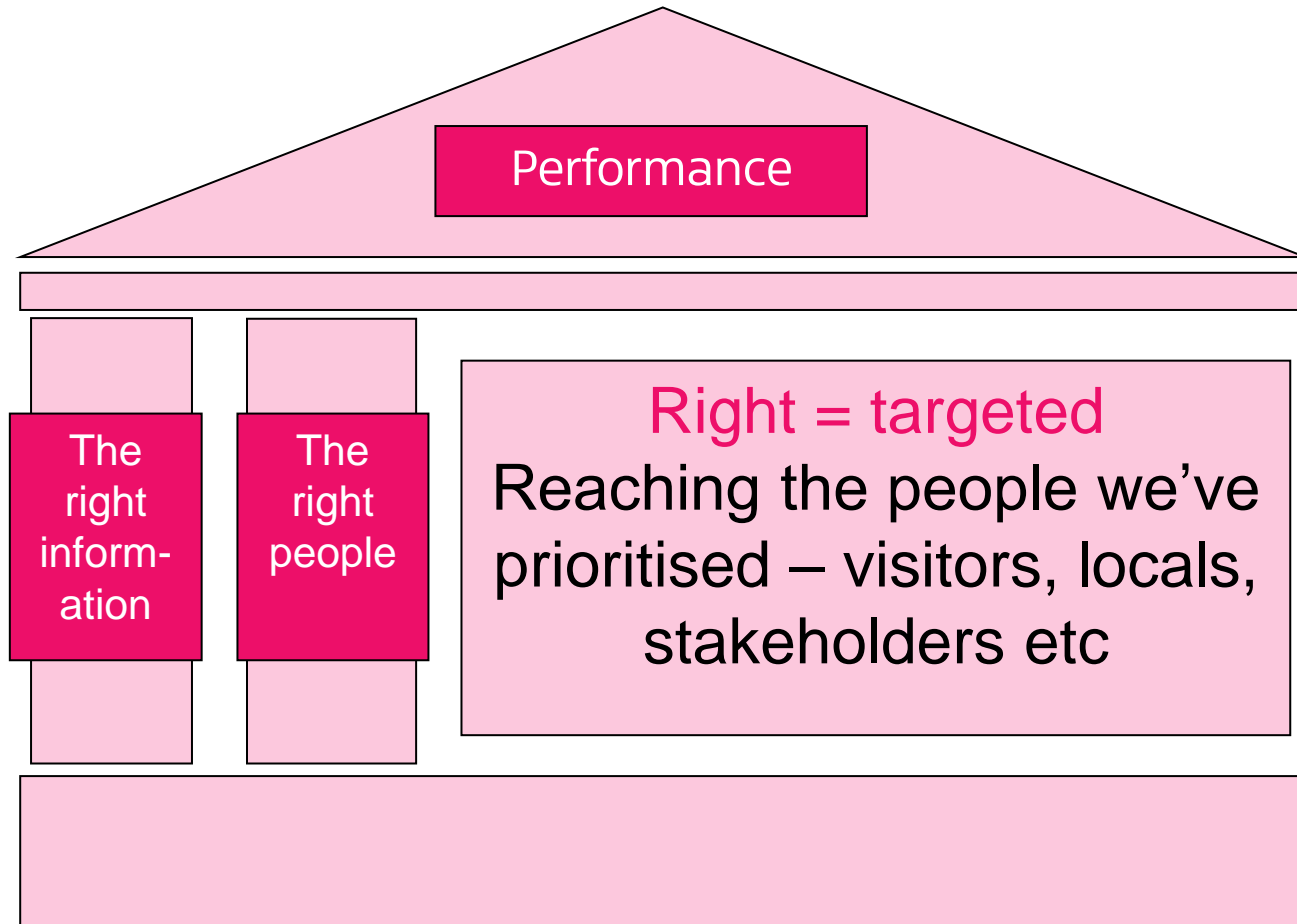At the right **time**...

In the right **place**...

Through the right **medium**...

At the right **cost**.

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The right information

Performance

The right information

Right = quality
Unbiased and accurate
Up to date – images, video etc
Meets the needs of the customer

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The right people

Performance

The right inform-ation

The right people

Right = targeted
Reaching the people we've prioritised – visitors, locals, stakeholders etc
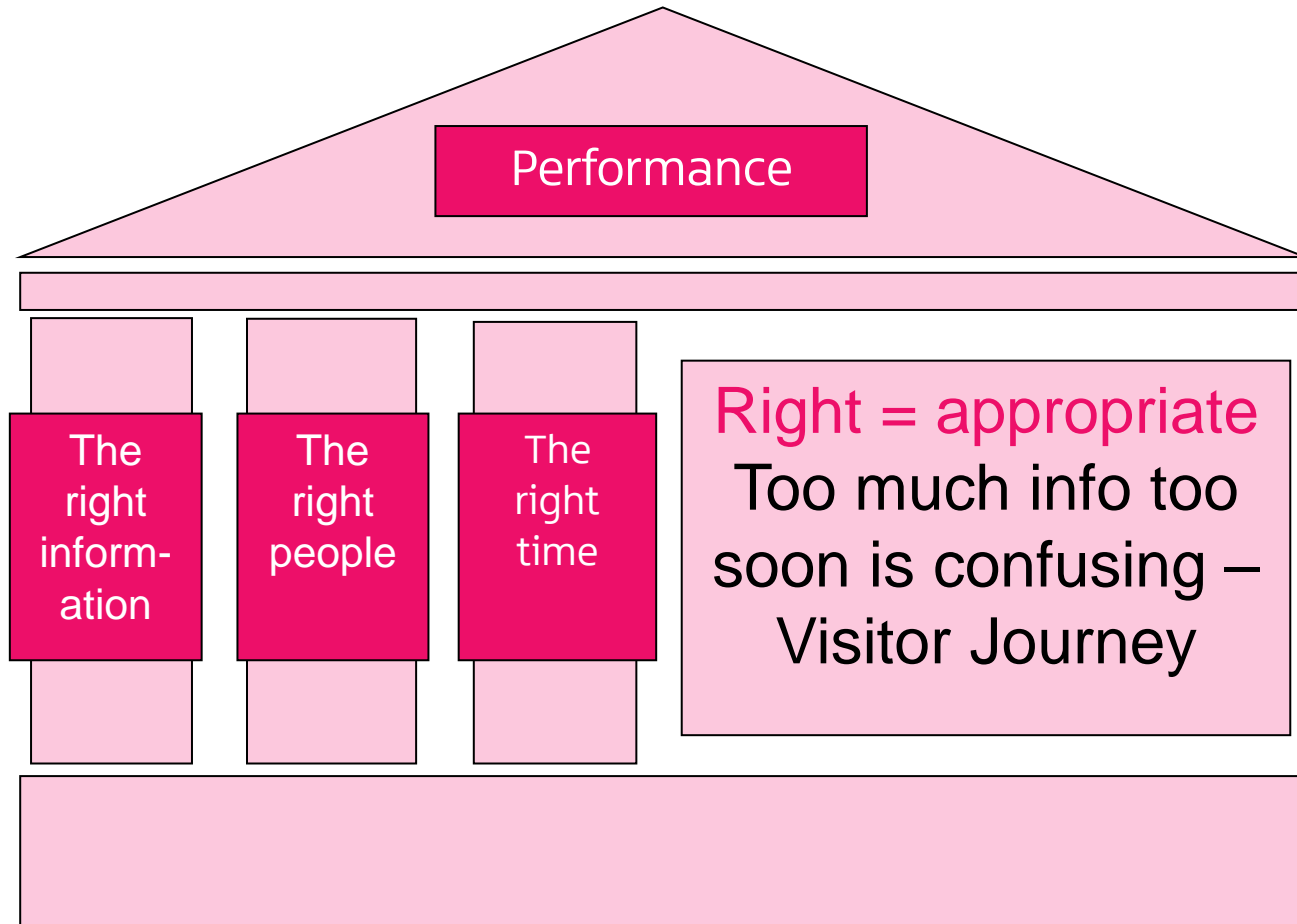
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The right time

Performance

The right information

The right people

The right time

Right = appropriate
Too much info too soon is confusing – Visitor Journey

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The right place

Performance

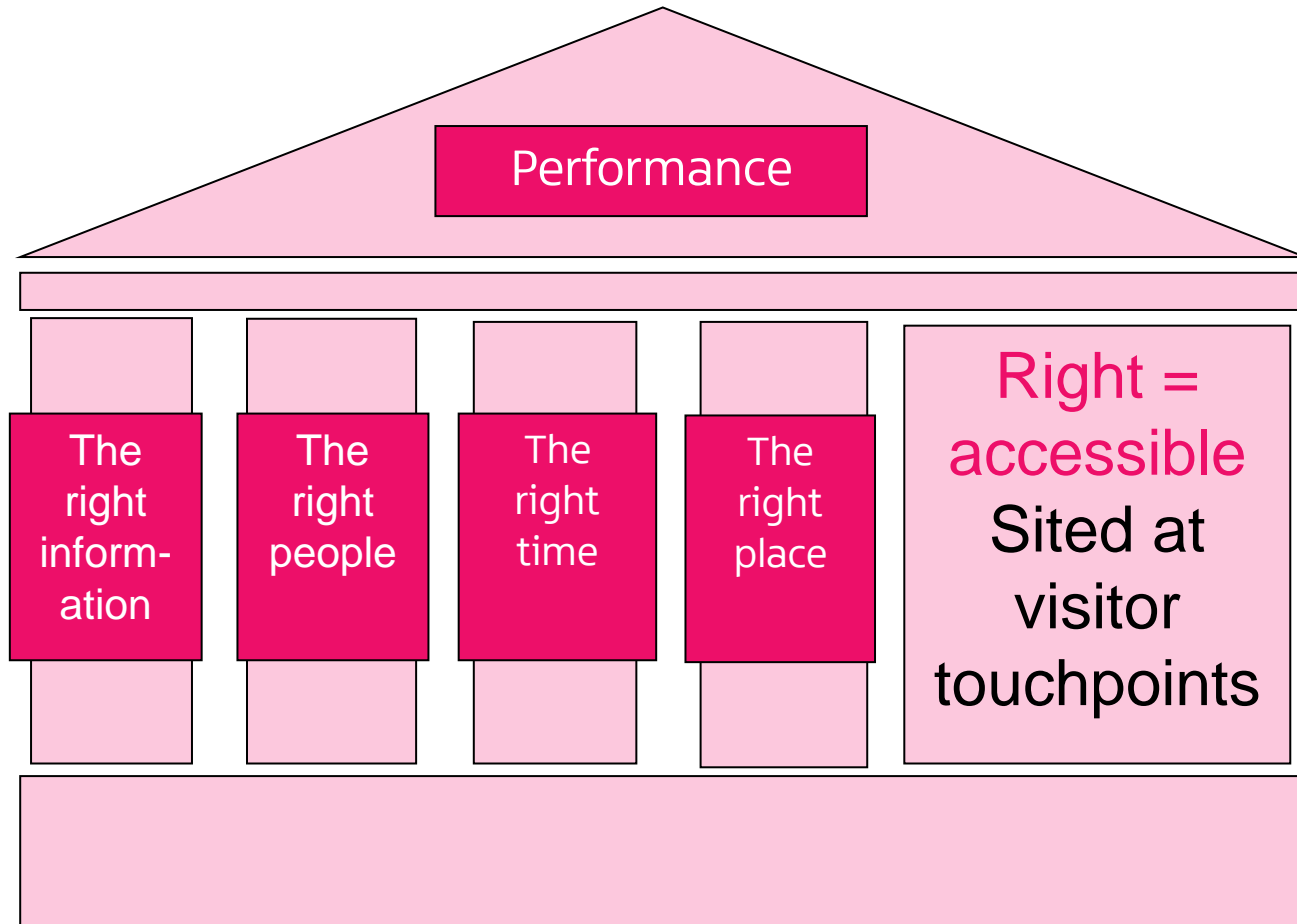| The right inform-ation | The right people | The right time | The right place | Right = accessible
Sited at visitor touchpoints |

The right medium

Performance

The right inform-ation

The right people

The right time

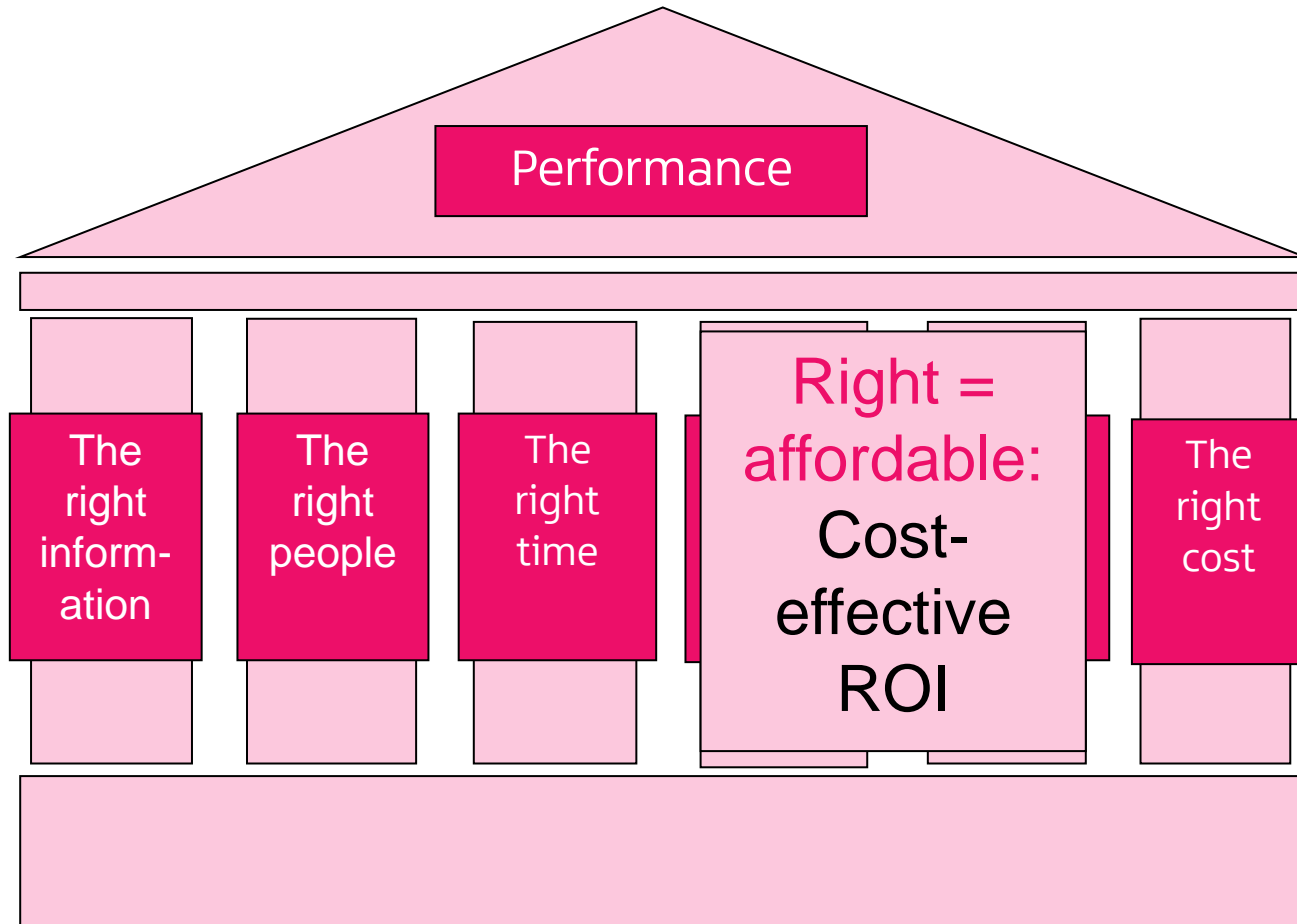The right place

The right medium

Right = multi-channelled: F2F, phone, and online!

The right cost

Performance

The right inform-ation

The right people

The right time

Right = affordable: Cost-effective ROI

The right cost

The 6 "pillars" of performance

Measurement by stakeholders: Visitors, residents, funders etc

Performance

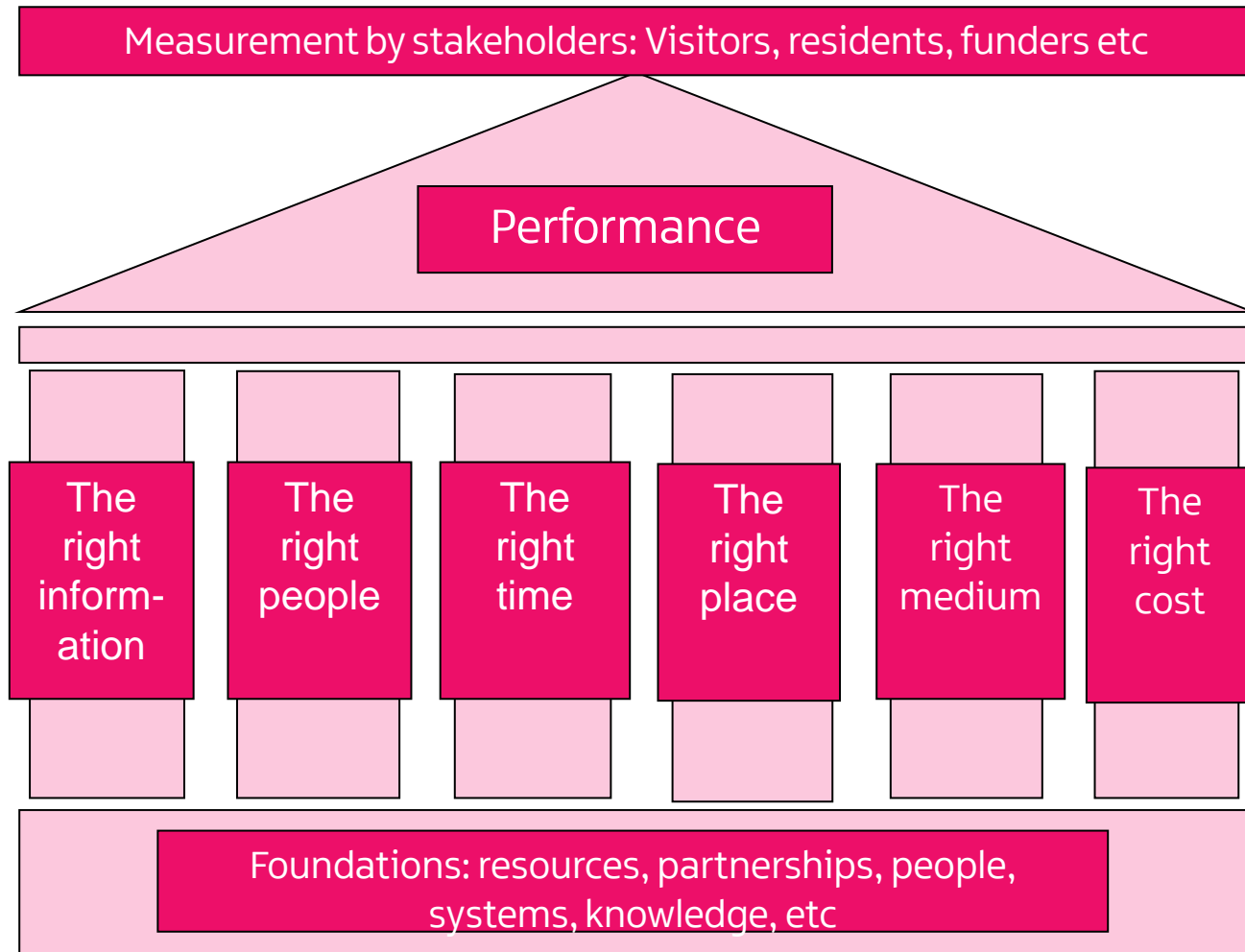The right inform-ation

The right people

The right time

The right place

The right medium

The right cost

Foundations: resources, partnerships, people, systems, knowledge, etc

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Some general conclusions

- For it to work we need 3 things:

  1. A stakeholder management group

  2. A set of agreed priorities/objectives

  3. Agreement on the key KPIs based on the 6 pillars

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Some conclusions for VICs

- There have to be some top down "core" indicators to enable comparisons/benchmarking

- But below this the KPIs need to be flexible to reflect local circumstances and objectives

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Any comments?
Or questions?

Syndicate session 1: What?

Key questions for discussion:

- What is the prime purpose of collecting performance data?

- Who is it for? Who are the critical stakeholders?

- Which are the critical KPIs for each of these groups of people?

- Do KPIs differ for different types of VIC? (Local/Destination/Gateway). If so, how?

- What are the best measures to record "outreach" activity?

- Do we need a core set of consistent KPIs that everyone uses so that we can benchmark performance? What would they be?

Syndicate session 2: How?

Key questions for discussion:

- How do we collect this information?

- What are the top priorities for action?

- Who does what?

- What help is needed?

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Syndicate sessions

Report back

Measuring performance

Thank you for coming today!