

CONFIDENTIAL - POLICY

28/30/5/95  
H. S. Sullivan  
For our Vision file  
26/5/95  
J. Carson



25 May 1995

**Netherleigh**

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**Mr I Henderson**  
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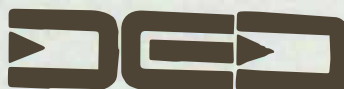
**hcc Mr Briant**  
**Mr Carson**

*Dear Ian,*

In recent months this Department and the Department of Tourism and Trade in the South have met on a number of occasions with a view to addressing the challenge of seeing how it would be possible to develop the island of Ireland as a "single destination", involving a shared vision and strategy for all-island tourism. This will lead, it is hoped, to the optimisation of the economic benefit for tourism which can accrue to both parts of the island from the peace process.

The enclosed document is the agreed outline of our deliberations to date and you will note our joint desire to involve public and private sectors, North and South, individually and in collective partnership, in the implementation of the agreed strategies. Our mutual intention now is to move the discussion on to the next step, the development of action plans in support of the identified strategic objectives.

This will be done at our next meeting which will seek to agree action plans which will fit within the broad strategic parameters so far agreed and set-out in the outline document enclosed. We hope that you (and Bord Failte) will take up this invitation to attend and to become fully involved in producing such an agreed set of action plans consistent with the broad direction we have set to date. Accordingly, I would be grateful if you and your appropriate senior colleagues would attend the meeting which is being scheduled for the last half of June.



DEPARTMENT OF ECONOMIC DEVELOPMENT

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To ensure that the next meeting will be successful in realising final agreement on action plans, it would be useful, I suggest, if we had a short "Northern" meeting to brief you on the thinking behind our conclusions to date. If that is acceptable I will have the arrangements made.

As this process is obviously only at a very exploratory stage (with no commitment on either side), I would be grateful if you would ensure that the subject of this correspondence and the papers related to it are kept strictly confidential within your senior management team.

*With regards*

*Perry*

PERRY McDONNELL



DEPARTMENT OF ECONOMIC DEVELOPMENT



## NORTH/SOUTH TOURISM DEVELOPMENT - OUTLINE DOCUMENT

### WORKING ASSUMPTIONS

1. Government support for tourism will continue, at least, at present levels.
2. EU policy and financial support for tourism will continue as planned to, at least, 1999.
3. World tourism will continue to grow at present rates with an increasing interest in "green" and second holidays.
4. The peace process will continue.
5. World economic growth will continue at current levels.

### Vision

Our vision is for the island of Ireland to be a destination of first preference for discerning visitors and envisages:

- an internationally competitive and self reliant industry capable of making an increased contribution to the economy;
- a partnership between Government and the industry in creating a positive macro-economic environment for tourism;
- full co-operation between all involved in tourism North and South;
- effective co-ordination between all parts of the industry in areas of marketing, development and training;
- respect for cultural diversity and heritage;
- an ecologically sustainable sector;
- a warmth and quality of service which enhances visitors experience, enjoyment and appreciation of Ireland.

## MISSION STATEMENT

"To optimise revenue and employment by developing and presenting the island of Ireland as a quality, competitive, tourist destination within the international marketplace".

## KEY AREAS (CRITICAL TO ACHIEVING VISION)

1. Marketing
2. Product (natural and built)
3. Customer Care and skills training
4. Partnership
5. Access
6. Competitiveness

## KEY AREA 1 : MARKETING

### Strategic Objectives

1. Develop a strong island of Ireland identity.
2. Develop a greater partnership approach between Government and industry in destination marketing of Ireland.
3. Increase involvement by industry in product marketing.
4. Develop strong marketing competencies within the industry.
5. Extend the tourist season.



## KEY AREA 2 - PRODUCT

### Strategic Objectives

1. Develop a range of products appropriate to market needs in quality, variety and value for money, e.g. weather independent facilities, large scale investments, integrated facilities, activity products and accommodation.
2. Develop and implement a joint environmentally sustainable approach.
3. Develop cross-border products, e.g. cultural, heritage, walking/golf/angling.

## KEY AREAS 3 - CUSTOMER CARE AND TRAINING SKILLS

### Strategic Objectives

1. Have a fully trained workforce consistent with the requirements of the industry with increasing emphasis on emerging needs in areas such as languages, IT skills, interpretation and tour-guides, etc.
2. Develop a strong customer care ethos by instilling a belief that the customer is paramount.
3. Secure greater private sector leadership in the design, funding, implementation and measurement of training activity.
4. Develop a significant all-island dimension to training activity.
5. Enhance the image and attractiveness of the industry for potential employees.

## KEY AREA 4 - PARTNERSHIP

### Strategic Objectives

1. Create a forum for regular exchanges between the private and public sectors, North and South, on significant sectoral issues.

## KEY AREA 5 : ACCESS

### Strategic Objectives

1. Develop the right quantity, range and quality of transport to and within Ireland at competitive prices.
2. Develop and upgrade consistent signposting for tourist facilities.

## KEY AREA 6 : COMPETITIVENESS

### Strategic Objectives

1. Have a supportive Government environment for developing an internationally competitive tourism industry.
2. Develop appropriate indicators to measure the international competitiveness of the industry.