

Appendix 6

Extract from CV One Business Plan 2007-12

- 1 The outline of the key business plan programmes set out below does not purport to represent the total body of work to be undertaken by CV One throughout the next 5 years, excluding as it does ongoing or routine work programmes. Rather it identifies the key areas of activity to be undertaken in respect of the Company's strategic priorities for the period of the new BID. They are as follows:

- 2 **Changing Perceptions**

These programmes aim to take advantage of the opportunities presented by the expanding range of visitor destinations within the city, specifically the Ricoh Arena, IKEA and the Airport. They are designed to encourage trial and repeat visits by a wider target market and to improve the accessibility of information and visitor services. They will also build upon the very real progress made to date in enhancing the city's image whilst recognising the significant task that remains in respect of this critical success factor.

- The implementation of the extended visitor information network and support structures as set out in the Company's Visitor Services Strategy
- The launch of a combined conference bureau and contact centre in conjunction with South Warwickshire Tourism which delivers added value in terms of customer service, operating efficiency and income generation
- The development and implementation of a targeted destination marketing strategy and supporting campaigns informed by the Locum branding research
- A revised and re-launched membership scheme for the hotel and hospitality sector to more closely reflect the current and emerging needs of the sector and thereby generate increased subscription levels
- A re-launched city marketing partnership to include the city's major visitor destinations and attractions, in particular the Airport and Ricoh Arena
- The development of a restructured events programme to maximise delivery potential within existing funding constraints and to include the development of a long term vision for the Godiva Festival in conjunction with the City Council.

3 Changing Reality

These programmes aim to build upon the progress made to date in improving the city centre environment recognising the fundamental importance placed upon cleanliness and safety as evidenced in survey findings. They do not at present reflect the Company's aspirations for a wider role in public space management but do recognise the increased demands that will be made upon operational teams by the Citywide BID.

- The development of support services to meet the requirements of the Citywide BID whilst not eroding the supply of services to either the City Council or city centre BID levy payers
- The resolution of the relationship and respective roles of the ESU and New Union Street control rooms in order to enable the refurbishment and extension of the latter
- The finalisation of the city's Car Park Strategy in conjunction with the City Council
- The development of the city centre Britain in Bloom initiative to create a combined citywide entry in conjunction with the City Council and the targeting of an additional alternative awards scheme to encourage even higher standards of streetscape maintenance within the city centre
- The hosting of the 2007 Britain in Bloom awards

4 Generating Economic Activity

These programmes address the very real challenge of enhancing the city centre product offer, individually targeting preferred brands and products in the absence of any short term solution to larger scale development and encouraging the placement of events and conferences within the city, whilst supporting the promotion of inward investment on a wider scale.

- The development and expansion of the City of Coventry Ambassadors Group to encompass the growth of the Young Ambassadors concept and the Conference Ambassadors initiative
- The continued development and penetration of the Godiva Awards within the sub-region
- An increased emphasis and role for the city in targeting the economic value of the London 2012 Olympics
- The development of an agreed programme of activity and respective roles for the Company and the City Council to promote inward investment at brand level and support major relocation initiatives.

5 Generating Sustainable Income

Funding programmes here aim to build upon the tremendous start made by the Commercial Development team in increasing sales revenue in its widest sense in order to allow the continuation of added value activities and improvement programmes over and above core contractual services

- The continued development of an effective Commercial Growth Strategy and Sales Plan to increase sustainable revenue streams
- Ongoing new product development programmes to identify, trial and implement initiatives to increase income generation
- The successful conduct and conclusion of the city centre BID revote
- A comprehensive review of company status to determine the most efficient and appropriate vehicle for CV One to carry out its respective activities
- The provision of an internal quality assurance and support service for grant funding applications to ensure consistency of approach and compliance with business plan priorities