

S.T.R.E.E.T London Multiplier Event

Innovation in the travel and transport industry as a result of improved data sources

Giles K Bailey
Director
Stratageeb Limited
London, UK

June 25 2018



Today's Schedule

- Tourism in London Today
- Innovation Case Study
- The Story of Innovation
- London's Visitor Experience
- London's Transport Experience
- Open Data
- Finally...



Giles Bailey

- Director at *Stratageeb Limited* – London based consultancy. Assist businesses in **strategic vision** and **innovation** over last 5 years.
- 18 years at Transport for London
- 8 years as *Head of Marketing Strategy & Integration*
- Worked in: digital start-ups, industry commentating, digital strategy & delivery, smartcards, partnership development, marketing strategies, database development, scheme appraisal, tourism strategy....
- Prior to coming to London, worked in consulting in Canada
- Graduated with Bachelor of Applied Science in Civil Engineering, Masters of Transport from University of Toronto and later Post Graduate degree in Marketing



1. The Story of Innovation

An Exercise

What do you know about your city's tourists?

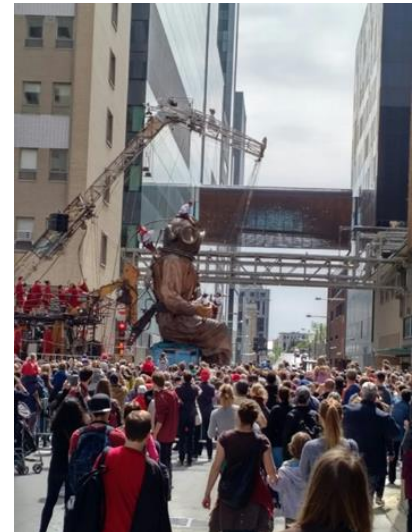
.....Your business tourists?

What would you like to know?

Consider re your home country / city?

Discuss amongst your neighbours for 5 mins

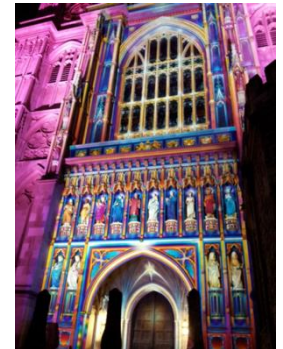
Report back in a 2 mins summary per group



2. Tourism in London today

A Success Story

- London was a major visitor destination for decades. However, this success is greatly increasing
- 30m visitor arrivals (overseas and domestic)
- 17m overseas visitors (who tend to be the higher spending)
- 40% increase in visitors in decade to mid 2010's
- Top markets for overseas visitors are: USA; France; Germany; Italy, Spain
- The visitor sector contributes £36bn to the London economy and 700 000 jobs



3. An Innovation Case Study

Smart Ticketing

- What is this?
- What is its role in Innovation?
- How has it changed the visitor economy in London?



3. An Innovation Case Study

Smart Ticketing

Smartcards have/ are revolutionising transport ticketing across the world

Issues:

- customer benefit; business benefit; benefits capture; operator risk - technological, revenue, fraud, costs - operating, marketing, training; multi-industry partnership,....



3. An Innovation Case Study

Smart Ticketing

Innovation across:

- banking, payments, mobile devices, transport, retailers, regulators, sensing technology as well as required changes in customer behaviour.



3. An Innovation Case Study

Smart Ticketing

Examples of Smart ticketing include:

- *Oyster* – London/ Contactless bankcards
- *Octopus* – Hong Kong
- *Swift* – West Midlands
- *Navigo* – RATP in Paris
- Bank card rollout in New York City
-



4. The Story of Innovation

An Exercise

*So, can data or broadly tech innovation
reinvent the visitor proposition in your city?*

*Consider its application in your home country /
city?*

Discuss amongst your neighbours for 5 mins

Report back in a 2 mins summary per group



5. The Story of Innovation

5.1 Context

- Change is **constant**
- The **Rate of Change** is increasing
- Competition can be **intense** from your known business rivals and **unpredictable** new market entrants
- Customers are becoming **more demanding**, and **more powerful**
- Government services are not immune, but at the centre of **need to change**



5. The Story of Innovation

5.2 Definition

“Innovation is the search for and implementation of realistic and deliverable improvements to business processes in an organisation that enhance measured outcomes.”

Innovation should be driven by clear, strategic business goals!



5. The Story of Innovation

5.3 Is Innovation New?

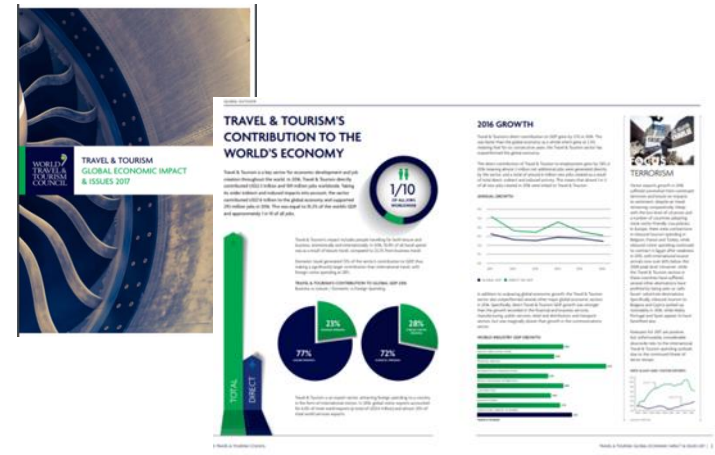
- Innovation is **not new**, but has always been a constant of business. It has been occurring in many ways over the years across organisations
- What is new is a convergence of business and societal pressures across a **globalising economy forcing business to consider how they maintain relevance**
- An increasing number of businesses are facing irrelevance as a result of failing to adapt to these **disruptive pressures**



5. The Story of Innovation

5.4 The Visitor Industry

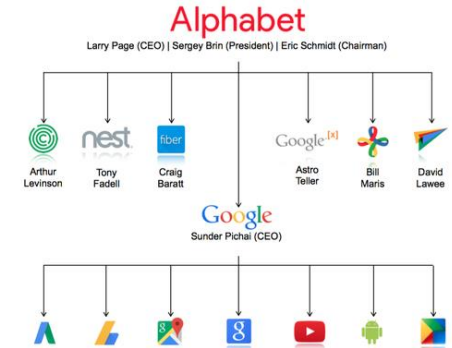
- The visitor industry, like most, faces enormous challenges
- It's growing strongly
- But, what are contemporary visitor expectations and experiences?
- The market is globalising and competition is intense – for both leisure and business visitors



5. The Story of Innovation

5.5 Large Organisations

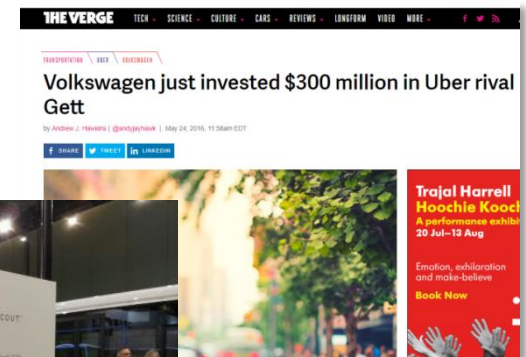
- Large organisations are inherently challenging to manage and change.
- They contain the resources and reach to create and deliver numerous innovations. But, identifying, harnessing and delivering them remains a challenge.
- There are several models that businesses have used to harness innovation – internal / external



5. The Story of Innovation

5.5 Large Organisations

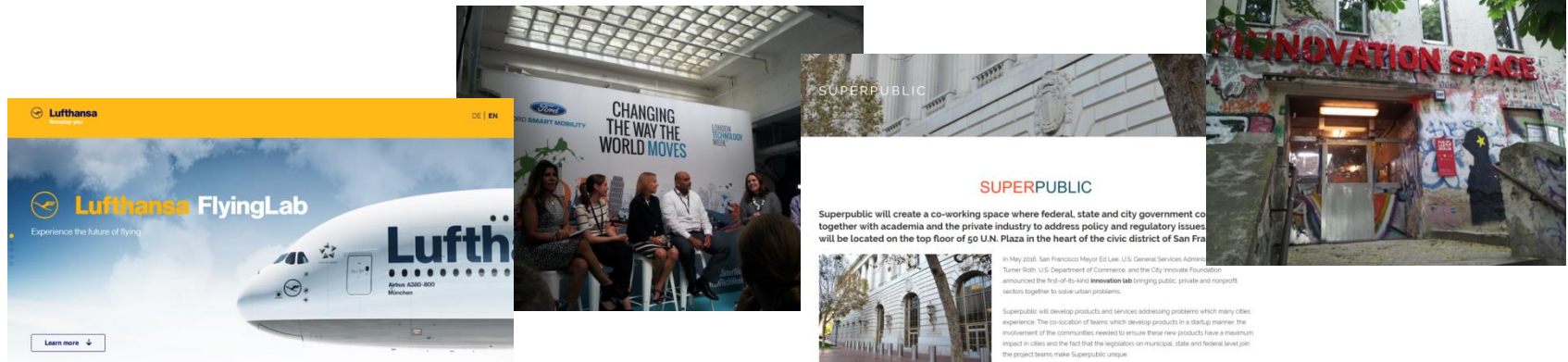
Larger organisations have always absorbed competitors or innovative partners. The current trend is to absorb smaller start-ups to energise innovation



5. The Story of Innovation

5.5 Large Organisations

“Entrepreneurship” believes that innovation starts small and nimble and then grows. The current “*Innovation Culture*” cherishes the power of start-up to operate without the “baggage” – real or perceived of big organisations.



5. The Story of Innovation

5.5 Large Organisations

We are also now experiencing the concept of “*Open/ Collaborative Innovation*”. Rather than seek innovation from within your organisation or even your direct control, open your data, processes, teams, facilities, customer experiences and seek new ideas from a wider crowd. Hundreds of businesses now adopting the model for – disruption of markets, research & development, new markets development. This is a very new and still messy concept.



5. The Story of Innovation








5.5 Large Organisations

- The growth of the “*Innovation Incubator*” is a means of understanding innovation, changing corporate culture, or sourcing good new ideas.
- Nevertheless, the digital age is generating very large companies with new, innovative business models.



Welcome to the Health Developer Network
Information and tools to help developers create software for health and social care.

[Start here](#) or select one of the sections below.

 Library Browse and search developer information	 Downloads & Data Download tools and source code; access data sources and services	 API Hub Explore and Make use of Nationally Defined Messaging APIs	 Apps Access developer information on Apps here
 Test Centre Find testing tools, data and	 Learn Explore development tutorials.	 Community Read blogs, news and events.	Recently added content CPES DMS 10 May 2018 - by Sufyan Patel General Practice Extraction Service

Welcome to Wayra UK



5. The Story of Innovation

5.6 Innovation Options

What would be useful for your large organisation?
What would be best for your SME business?

- **An innovation space**



100x spaces

Fixed + Flexi

spaces from **£75 per month**

- Awesome SW19 location - 5 mins to station / underground
- Cool / hot desk areas • chill space
- Dedicated kitchen, microwave • fridge
- Unlimited tea / coffee, soft drinks • biscuits
- High speed WiFi, power points throughout space
- Partner facilities - presentation / meeting rooms • more
- Hour of POCOR group sessions - solve your startup challenge!

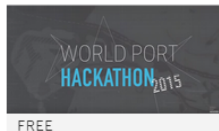
www.l39.co.uk



We have gathered a whole startup ecosystem under one roof.
[Want a tour? Reserve your visit](#)



- **A hackspace/athon**

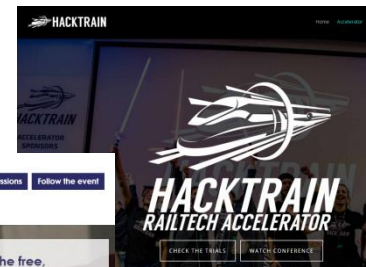


TUE, SEP 22 4:00 PM
World Port Hackathon 2015 - pitches in het HavenLab



2015 News Sponsors Discussions Follow the event

UKGovcamp is the free, annual 'unconference' for people interested in how the public sector does digital stuff.



Gatwick taking part in weekend-long airport 'hackathon'

22 23 mins ago by Mark Coates



Gatwick airport is taking part in a 48-hour 'hackathon' this weekend, aimed at encouraging programmers and computer coders to develop ideas for new travel apps.
Organisers Amsterdam Schiphol will be joined by Gatwick, Stockholm, Frankfurt, Geneva, Munich and Copenhagen airports at the event in Berlin.
The airports will share flight and waiting time data with developers, who will be challenged to develop ideas for new apps that could improve passengers' travel experiences.
The (re)coding event will be divided into four main themes covering different aspects of the airport travel experience - Life before the airport, Life at the airport, Life in between airports and Life after the airport.
Developers will be split into teams, with ideas being presented before a judging panel and prizes being awarded to

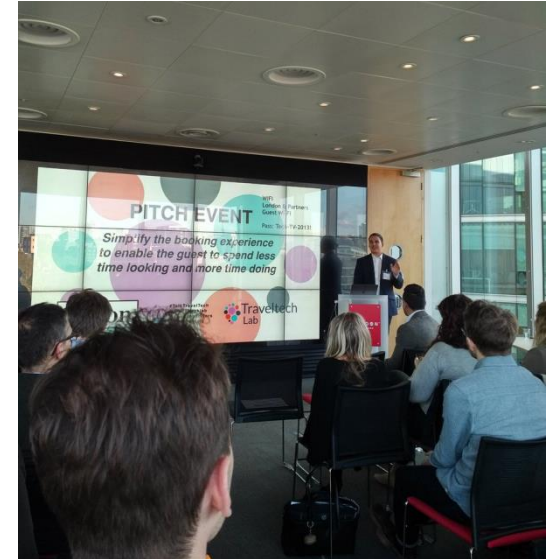


5. The Story of Innovation

5.6 Innovation Options

The Visitor Industry is adopting many of these tactics and as, often, large global businesses trying to embrace innovation

But the visitor industry is also formed of countless, small businesses....



6. The Story of Innovation

An Exercise

Does the visitor industry have inherent advantages / disadvantages in managing innovation and change versus other industries?



7. London's Visitor Experience

20+ Years Ago

- London was “expensive” for the visitor – transport, accommodation, attractions
- The experience was often deemed “poor” – food, weather, transport, accommodation, exhibition space, public spaces...
- Attractions were too concentrated in the central area
- Competition was increasing for other European and global cities for the visitor market – Paris, Barcelona, Vienna, Gulf cities, East Asia.



7. London's Visitor Experience

20+ Years Ago



7. London's Visitor Experience

An Dedicated London Champion – London Tourist Board

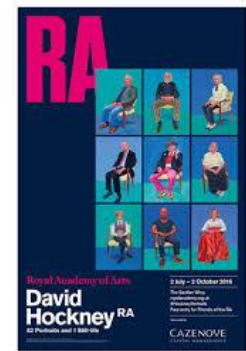
- The *London Tourism Board* had been in place since 1963. It had done much in a fractured landscape.
- The Tourism Board was reviewed and then replaced in 2003.
- The new *Visit London* was a much more focussed, targeted and aggressive in its ambitions organisation. It was also located adjacent to City Hall.
- Visit London, eventually subsumed in 2011 into *London & Partners*, operated explicitly in partnership with industry.



7. London's Visitor Experience

Increasing the Quality of the Offer

- Transport – public transport as well as gateway airports
- Accommodation – upgrading 4 / 5*, many more 3* particularly in Southbank, Canary Wharf, East End, Stratford
- Attractions – free admission to national museums, blockbuster exhibitions at museums, improving West End theatres, new visitor quarters – Shoreditch, Southbank...



7. London's Visitor Experience

Increasing the Quality of the Offer

- **Events** — RideLondon, Thames Festival, Summer Streets in West End, NFL in London, Pride Festival in West End, Football including new stadia and of course the 2012 Games
- **Conferences** — establishing a world class exhibition centre for London at ExCeL – at the expense of the tired Ear's Court and Olympia, as well as upgrading a range of other large hotels and event locations
- **Promotion** — very active international promotion by Visit London and Visit Britain abroad in key markets and focussed on extensive in market research



8. London's Transport Experience

The 1980's and 90's

- The transport system in the 1980's and 1990's was particularly chaotic, while the airports were becoming congested and tired.
- A transformation was desperately required. Not just for visitors, but for residents as well.



8. London's Transport Experience

The 1980's and 90's

- One of the outcomes was that the visitor experience on London's public transport system was deemed very expensive, dirty and unreliable
- Public transport was something for the visitor to try, but not relied upon
- This, in turn, tended to concentrate visitor activity in the West End



8. London's Transport Experience

The Year 2000

The establishment of the Mayor of London, Visit London and Transport for London created pressure to do better



8. London's Transport Experience

A Renewed Start

- Products like online journey planners were being built that could make transport easier
- “National” Government funding to the public transport system has over 30 years increased and then decreased in every annual budget cycle
- Long term system maintenance, let alone investment, wasn't occurring
- The future of central London as a business destination was unclear
- The new Mayor focussed on a long term funding solution for rebuilding the Tube



8. London's Transport Experience

An Renewed Start

- After a number of years, this was agreed with National Government. The transformation of the Underground began. £ Billions spent on trains, stations, new lines, etc
- This was reinforced by funding for the 2012 Games
- The system and use of the system is now hardly recognizable from 20 years ago. Demand has soared!



8. London's Transport Experience

Public Transport Ticketing

- As Oyster cards were rolled out from the early 2000's they became a way of offering lower prices to Londoners
- But, the Oyster card was not designed for visitors
- Visitors were paying much more for travel than "locals"
- London was deemed to losing business to other cities due to transport



8. London's Transport Experience

An Engagement Strategy for the Visitor Industry

- After a very difficult period with the visitor industry
 - A multi-year Visitor Strategy was agreed. This included:
 - Better explanation of TfL's plans and policies;
 - Explicit recognition of the needs of the visitor industry and engagement with the industry;
 - Promotion of solutions to improve pre-planning of journeys, particularly for major visitor events and engineering works;



8. London's Transport Experience

An Engagement Strategy for the Visitor Industry

- Improved and dedicated visitor information (leaflets, online and via staff);
- Dedicated Oyster card products and a particular push to encourage pre-purchase of Oyster cards before arrival in London. (nationally and internationally);
- Deployment of contactless bank cards which would do away with much of the need to have Oyster cards;



8. London's Transport Experience

An Engagement Strategy for the Visitor Industry

- Close working relationship with London & Partners, TfL, Mayor's Office and visitor industry on London's future events.
- Directly embracing the innovation community in looking for new transport products – including through use of open data.



8. London's Transport Experience

Comparing Experiences

How does this story compare to your city or country?

Why do these differences exist?



8. London's Transport Experience

Summary

- London is a very successful as a global visitor destination. The visitor market is, however, very competitive globally.
- London had historically allowed it's visitor and transport offer to become very poor and uncompetitive
- A renewed focus since 2000 has revolutionised the London visitor economy.
- A wide ranging strategy is in place with close working across a range of agencies
- But, the future is about even more innovation and what is the next opportunity?



9. Public Sector Innovation

9.1 Open Data in Public Services

The Public Sector holds vast quantities of data about:

- Individuals
- Public processes – transport, tax, security
- Events – weather, public events
- Statistics
- Public procurement



What else is there?.....

9. Public Sector Innovation

9.1 Open Data in Public Services

Public Data could include:

- **Doctors/ Hospitals** – staff numbers, treatment rates, health outcomes, patients nos, visitor nos, drug use, travel times to appointments, emergency calls, public health records, mental health outcomes, ...
- **Transport Authorities** – staff numbers, station locations, timetables, ticket purchases, concessionary ticket rates, real time service information, road traffic speeds / flows, on vehicle video images, routes, delays, cost of operations, types of vehicles in service,...;
- **Public Security** – crime reports, police numbers/deployment, convictions, accident reports, prisoner numbers, reoffending rates, convictions, court times, sentencing, judge details, trial length,...;
- **Employment Services** – unemployment records, job listings, wage rates, on-job accidents,...;
- **Environment** – weather records, water /air pollution, currents, water temperatures, tides,...;
- **Education** – teacher nos, testing outcomes, course choices, student nos, tertiary student age, overseas students origin, tuition fees, tuition support, school meal take up, student health,...;
- **Planning** – application nos, development values, new building characteristics, environmental efficiency;
- **Public Spending/ Tax, Defence, Licensing records, Public Sport Funding, Culture/ Heritage, Business Investment/ Support**,...

9. Public Sector Innovation

9.1 Open Data in Public Services

A Few Key themes are intersecting on the role of Data

- Public Sector policy makers no longer see themselves as the source of solutions to all of their challenges. In fact, some see solutions only outside the public sector! Therefore, the need to open up government processes.
- The power of data and its ability to deliver innovation is growing rapidly in the information age.



9. Public Sector Innovation

9.2 Open Data Example

Some Examples of Data in Use



9. Public Sector Innovation

9.3 Open Data in Public (Private) Services

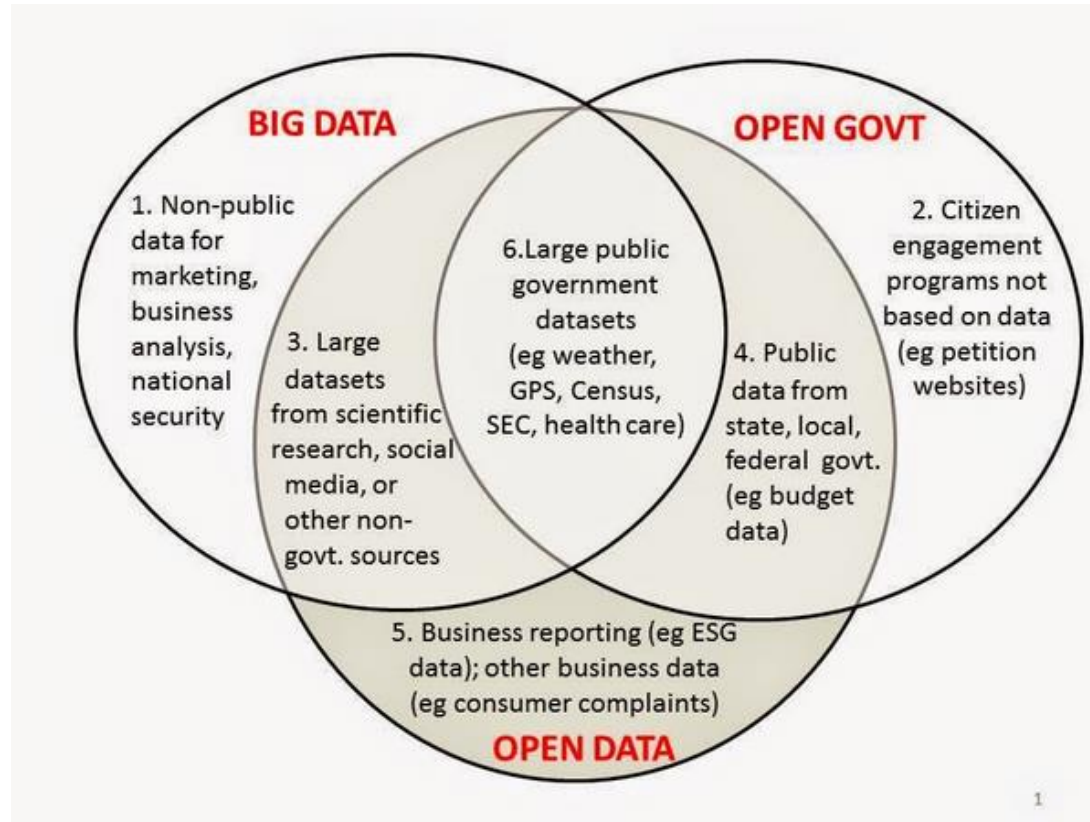
Private Data sets are independently used to drive the development of private businesses – but, private data could also be used to drive better public policy.



9. Public Sector Innovation

9.3 Open Data in Public (Private) Services

Another summary of “Data”:



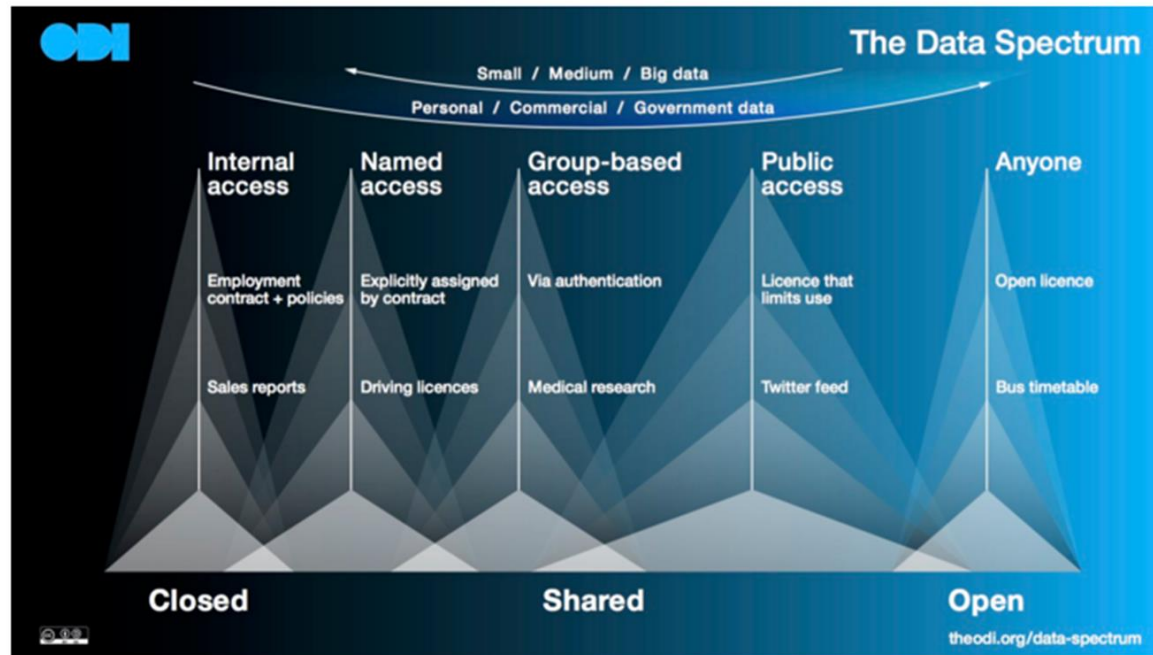
<http://intedanddevelopment.blogspot.co.uk/>

9. Public Sector Innovation

9.3 Open Data in Public (Private) Services

Another summary of “Data”:

The Data Spectrum helps you understand the language of data

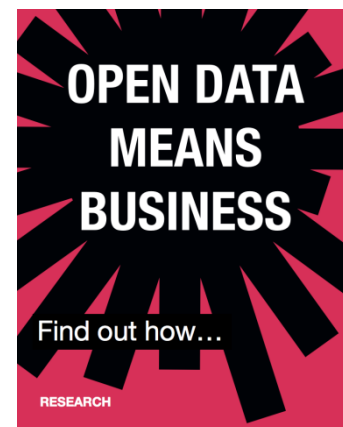


9. Public Sector Innovation

9.3 Open Data Summary

Open Data – In Summary

- Open data is usable electronic information that is publically available to anyone for any purpose at no cost and on simple terms and conditions.
- Typically, the data is provided by a public body based on existing data collection processes, but then made publically available via a web interface.
- The data may be very voluminous (*Big Data!*) or very valuable (*Relevant Data!*)



10. Comparing Experiences

An Exercise

So, can Open Data reinvent the visitor proposition in your city or country?

*Discuss amongst your neighbours for
5 mins*

*Report back in a 2 mins summary
per group*



11. Finally

All businesses are facing an increasingly global and competitive landscape. There are a range of tactics that large organisations are adopting.

This is the era of disruption, including in the visitor industry

London has, so far, been very successful in the visitor market, but will this continue?

Can open data assist in these innovations?



Thank You!



gilesbailey@stratageeb.co.uk



[@stratageeb1](https://twitter.com/stratageeb1)



Contact me via LinkedIn