

The Yorkshire Moors and Coast Tourism Strategy 2009–2012

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1.0 Introduction.

The visitor economy in the Yorkshire Moors and Coast generates approximately **£650m** each year and employs some **17,500 jobs** equating to over 13% of the workforce, compared with 7.9% regionally and 8.2% nationally (Cambridge 2007). Developing a new strategy for the visitor economy seeks to safeguard this critical economic sector and to grow it in a sustainable and responsible way, whilst acknowledging the need for a diverse and dynamic wider local economy, that both benefits from and contributes to the tourism product.

For this reason a regional target for growth in tourism is described not in terms of jobs or visitor numbers, but in terms of value and visitor spend and this is an important consideration in the process of building a sound economic base within this sector which can withstand the vagaries of the weather, exchange rate fluctuations, the competitiveness of budget airlines and the fads and fashions of the holiday making public.

This strategy identifies opportunities to broaden the appeal of the local visitor economy and support businesses that wish to improve their product and grow their business in a sustainable way that builds capacity and skills within the sector and supports the wider social and economic lives of the residents in, and visitors to, the North Yorkshire Moors and Coast:

The Vision for the tourism economy in the Yorkshire Moors and Coast is one of:

...a culture of continuous improvement in the quality of the tourism product that aims to achieve the highest levels of visitor satisfaction in the region.

.....a product with broad and inclusive market appeal resulting in a more vibrant, economically sustainable and dynamic tourism sector.

..... a genuinely sustainable tourism industry that meets the needs of the present generation without compromising the ability of future generations to meet their needs.

....a visitor economy that supports high quality jobs, encourages inward investment and nurtures a diverse and exciting cultural life for everyone visiting or living in the Yorkshire Moors and Coast.

This vision will be achieved through...

Delivering experiences of exceptional quality

The quality of a visitor's experience directly influences how much they spend, how they rate their experience in relation to other competing products and services (and not just in tourism), the likelihood that they might visit again and perhaps most importantly, how they relate their experience to friends, relatives and colleagues.

Although the Yorkshire Moors and Coast achieves the high scores for visitor satisfaction, there can be no doubt that competitors are continually seeking to improve the quality of their product in order to exceed the expectations of customers and visitors and gain a competitive advantage. To achieve growth in the overall visitor economy the quality of the product should be subject to continual improvement. This applies to all sectors and levels of the market and

will be crucial to ensuring competitiveness in a market place where consumers expectations are likely to be highest. The quality aspiration in the Yorkshire Moors and Coast will be that of excellence.

Support for the development of the highest quality product will be delivered through Product Development Officers offering advice and expertise to all visitor economy businesses throughout the Yorkshire Moors and Coast. The Tourism Partnership will also work closely with public and private sector partners to develop exciting new infrastructure and product aligned to innovative marketing and communications activity.

Building local distinctiveness

This tourism strategy focuses on experiential marketing and the development of brands based on destinations and clusters of related products found within the Yorkshire Moors and Coast. This approach reflects the way that individuals consume products and experiences in today's markets where choice and competition are both greater than ever before and where brand loyalty is extremely hard won but very easily lost.

Destinations still have an important role to play as they provide an identifiable context and a meaningful point of reference for the visitor experience. As a core part of brand identity the destination can provide the cultural authenticity that helps to make the experience both real and unique, so that the visitor feels that this was something that could only be properly experienced in the Yorkshire Moors and Coast making it all the more memorable and special.

The development of destination as a core part of a brand brings distinctiveness to the tourism product being consumed and helps to differentiate one holiday destination from another enabling a competitive edge to be established over ones rivals. This is important in the rural areas where there is a great deal of similar competing product across the country and along the coast where there are highly recognised destination brands which have a particularly strong personality.

Developing destination distinctiveness in the Yorkshire Moors and Coast will focus on four key areas:

1. The seaside holiday product

A key differentiating element of the Moors and Coast area is the variety of the seaside product. This includes historic fishing villages, traditional seaside resorts in Filey and Scarborough, a strong maritime heritage and large open beaches. The quality of the tourism product along the coast has grown considerably in recent years and as a consequence of this, combined with the emergence of Whitby as an internationally recognised destination, the Borough of Scarborough has become the third most visited leisure staying destination in the Country after London and Manchester. The location on the east coast means that there is no comparable product on the east side of the Country and these destinations have developed strong brand personalities and high numbers of loyal repeat visitors.

2. The natural and built heritage

The identity of a destination and its appeal for visitors is largely bound up in its history and the stories associated with this. Telling these stories can serve to enhance a visitor's experience and give them a closer connection to a

destination. The North York Moors (Britain's largest area of heather moorland) and the small towns and settlements that pepper the whole area provide a quality of environment that matches any other UK destination. The opportunity exists to tell the stories of the history of the area in such a way as to enliven the less well known but perhaps more compelling stories of the area which focus on the lives of its more colourful inhabitants and in some cases the fictional lives that the area has inspired.

3. Culture

Local culture gives colour and vibrancy to a destination and allows the destination to express itself in a contemporary and exciting way whilst embracing its historic past. It is often the juxtaposition of a historic market town or heritage setting with a contemporary cultural event that creates a unique and inspiring experience. Local cultural activities can realign an area's brand image presenting a more youthful and even cutting edge persona that serves to oppose any negative preconceptions that might exist. The Yorkshire Moors and Coast has great strength in its festival product and in its mainstream and alternative entertainment product and this is a key area where local cultural activity can be showcased.

4. Food

Local food is a key component of the Yorkshire Moors and Coast tourism offer. Our fish and chips are rightly recognised as being the country's best and there is an increasing interest in the local food produce, farmers markets and seafood in the area. The provision of high quality dining experiences can also become a key part of a destination brand and can serve to reinforce and enhance the brand values that a destination represents.

Developing a sustainable visitor economy

Tourism depends primarily on the quality of the local environment to appeal to visitors. This can be a weakness however when destinations become very popular, as the very thing that makes them attractive in the first place is eroded by the scale of use to which they are subjected. Rural destinations often rely on both their natural environments and their relative isolation and both of these features are at risk of erosion from excessive numbers of visitors. A sustainable visitor economy needs to have diversity and balance in order to reduce the effects of seasonality, appeal to a wide audience that will continue to replenish its lapsed visitors with new ones and weather the fluctuations of the international economy and the trends and fashions that afflict practically every type of consumer activity. The North York Moors and Whitby experience extremely high levels of visitors at certain times of year and this creates significant management issues for these destinations.

The OECD definition of sustainability is...'.to meet the needs of today's generations without compromising the needs of future generations to meet their needs', and this should be an overriding consideration in the work of developing and promoting tourism.

(Organisation for Economic Cooperation and Development)

2.0 The visitor economy in the Yorkshire Moors and Coast

Tourism in the Yorkshire Moors and Coast has a total value of approximately £650m per annum (Cambridge 2007). Of this 57.5% or £393m is spent by staying visitors and 39.6% or £257m by day visitors to the area

The majority of visitors to the Yorkshire Moors and Coast are repeat visitors, some 79%. 18% of visitors surveyed in 2008/09 stated that this was their first visit to the area and 92% said they were likely to return in the next two years. (Welcome to Yorkshire Visitor Survey 2008/09)

96% of visitors to the Yorkshire Moors and Coast are from within the UK. 47% are from within Yorkshire and the Humber (compared with 56% across the region) and 17% from the North East region.

52% of overnight visitors to the Yorkshire Moors and Coast stay in serviced accommodation which is split evenly between hotel and guest accommodation. 24% of visitors stay on campsites and 26% in self catering accommodation.

Visitors to the Yorkshire Moors and Coast describe their main activities as strolling and enjoying the ambience of the area (24%) and visiting natural attractions (17%). 9% of visitors stated that they enjoyed visiting historic houses, gardens and heritage sites.

64% of staying visitors stay for 4 or more nights with 36% taking short breaks of 3 nights or less.

Just 32% of staying visitors to the area book their accommodation over the internet.

Within the Yorkshire Moors and Coast Partnership area 17,500 people are employed in tourism which is equal to 13% of all employee jobs in the area. This can be compared with the regional figure of 7.9%.

The age profile of visitors to the Moors and Coast area roughly corresponds with the regional profile of visitors although there are slightly more older visitors 35% over 55 compared with 30% regionally.

3.0 Key issues for the visitor economy

Key brands and market potential:

The Yorkshire Moors and Coast is a diverse area of natural landscapes, historic rural and coastal settlements and a large urban resort. The area includes some extremely strong brands particularly Scarborough and Whitby as well as Filey, Herriot Country, Captain Cook Country and the North York Moors.

Taking these brands and destinations to market together is a challenging proposition and therefore where possible some differentiation will be required within themed product clusters and within published marketing material and internet content. The Moors and Coast has a strong and loyal core market of visitors who return year on year and who report high levels of visitor satisfaction. Repeat visitors to the Yorkshire Moors and Coast make up 79% of the market and while this is a very positive statistic it can constrain the ability of a destination to exploit wider market opportunities and to attract new audiences.

The Coastal area has sought to change its overall brand image over recent years in order to move away from some of the negative perceptions surrounding traditional seaside resorts and has had some success in this although there is still work to do to encourage new markets to the area. The development of specific activity to target new audiences can help to support this aspiration through the creation of product clustering and packaged activities. In the longer term, new markets are likely to emerge as a core part of the overall visitor marketing (and even inward investment) campaign for the area.

Product development:

To support growth in the visitor economy there is a need to ensure that the product can accommodate new market segments with new needs and aspirations. The emerging outdoor adventure market has requirements that differ from those of traditional visitors and therefore accommodation providers and other service providers need to ensure that they provide the appropriate facilities for this market. Diverse market segments will seek a wider range of products and services and wherever gaps in product provision exist there is a need to seek to address these through support for individual business or by lobbying public and private sector partners to make capital investment in new products.

Support for the development of the tourism product and for businesses wishing to improve the quality of their offer and the efficiency of their business is provided by the partnership through its team of Product Development Officers who provide training opportunities, advice and signposting in respect of nearly every aspect of the local tourism industry.

Growing the value of the visitor economy:

At present ancillary spend by visitors to the region appears low and there is clearly scope to encourage existing visitors to spend more during their visit and perhaps extend their stay. Growing the visitor economy can be achieved in several ways; by encouraging existing visitors to spend more; by seeking to increase the overall number of visitors, by targeting marketing activity at new visitors who are likely to be higher spending. Assessing these options should consider the sustainability implications of each approach. Clearly higher numbers of visitors, particularly at peak times, can put additional strain on existing infrastructure and can have negative environmental consequences.

The Yorkshire Moors and Coast attracts a relatively even split of day and staying visitors and therefore the central aim will be to increase visitor spend by attracting higher spending visitors particularly at quieter times of year. The high quality of the product in the area would suggest that there are opportunities to grow higher spending target markets in quieter parts of the year which offer greater value to the economy at lower environmental cost.

eCommunications;

The Yorkshire Moors and Coast experiences relatively strong levels of online bookings through accommodations providers own websites, public sector web sites and independent collective tourism marketing sites such as iknowyorkshire.com and www.laterooms.com. The use of the internet is unquestionably the largest area of growth in tourism in recent years and is a powerful and versatile marketing tool. Presently a range of public and private sector websites are in use to promote the area and to sell accommodation through online bookings and while private sector activity is inevitable and uncontrollable public sector web site development needs to best reflect the destinations, brands and markets that it seeks to exploit.

The current customer relations management database for the Yorkshire Moors and Coast holds roughly 98,000 records and this needs to be increased and used strategically in order to exploit the potential that this communications medium offers.

Yorkshire Moors and Coast – SWOT analysis

Strengths:

Natural environment including the North York Moors and Heritage Coast
Historic built environment
Iconic heritage, including Whitby Abbey and Fountains Abbey
Maritime Heritage including Captain Cook and John Paul Jones
Cultural Heritage including James Herriot, Tristram Shandy and Heartbeat
Dinosaur Coast Brand
Catering and food product including fish and chips, local restaurants and food producers.
Outdoor adventure product – surfing, walking and cycling
Theatre / entertainment product
Festivals – overall strength of cultural offer
Family attractions
Relative ease of access
Recognition of Scarborough and Whitby
Conference product in Scarborough

Weaknesses:

Legacy of resort brand image
Access to coast by road can be difficult
Disparate nature of the accommodation stock / providers
High numbers of unaccredited accommodation providers
Eating / drinking and shopping offer in Scarborough is weak

Opportunities:

Revise the use of the Yorkshire Moors and Coast brand and continue to strengthen existing destination and heritage brands.

Continue to improve online booking options and overall internet profile of the area

Highlight the food product to build identity

Grow the family market through the outdoor adventure / festivals and attractions offer.

Grow the out of season short breaks market utilising the cultural / festivals offer and alternative and/or quirky breaks.

Ongoing development of Scarborough's renaissance programme

Local development of heritage attractions in rural areas (particularly the Harrison collection in Ryedale)

Threats:

Lack of enthusiasm from local providers for collective marketing opportunities

Continuing down turn of Scarborough's conference market

Return of F&M, flooding or similar natural disaster

Competition from the Lake District and Northumberland rural / costal product.

Failure by local authorities to develop the local infrastructure and deliver capital investment.

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4.0 Strategic Context

Yorkshire and Humber Visitor Economy Strategy 2008-2013

The Yorkshire and Humber Visitor Economy Strategy sets out Yorkshire Forward's aspirations for tourism across the region and highlights the need to improve the quality of jobs and the performance of businesses by growing visitor spend as opposed to the total overall number of visitors. The key messages from this strategy are as follows:

Ambition: Over the next five years Yorkshire and Humber will grow the value of the visitor economy by 5% per annum. Tourism businesses in the region support this goal and strive for high level achievement in satisfying customer needs. The people of Yorkshire and Humber will take pride in sharing their great places and precious landscapes with visitors from all over the world and enjoy the benefits that tourism brings.

Strategic Aim: To increase the value of tourism to the regional economy through quality and sustainable growth based on the assets and opportunities of the region and to use tourism to modernise the regional image of Yorkshire and the Humber.

Headline target: To grow the value of tourism in Yorkshire and Humber by 5% annually to 2013.

Themes:

Strategy: To provide strategic direction for growth of the visitor economy behind which the tourism sector can align and supporting this co-ordinated approach to planning delivery.

- To improve regional understanding of the visitor economy and develop a better evidence base.

Innovation: To develop the regions tourism offer of the future based on identified strengths and opportunities.

- Place – great destinations: To ensure that the development of great places in our region maximises the potential for growth of the visitor economy.
- Product – quality: To raise the quality of the tourism offer in the region
- People – customer service: To bring tourism and skills tourism partners to instil an ambitious, enterprising learning culture in the tourism sector where customer service is a top priority.
- Promotion – image and branding: To promote a positive image of the region in a contemporary way that inspires visitors to experience Yorkshire.

Yorkshire Tourist Board (Welcome to Yorkshire) – Bold Vision, Bright Future

The Tourism Marketing Strategy for Yorkshire and the Humber aims to increase earnings from tourism by 5% per annum across the Region.

Objectives:

1. Attract a greater proportion of business tourism and international visitors, while seeking to grow the return from the core domestic market by focussing on high value visitors.
2. Develop a world class experience for visitors which will consistently exceed all expectations.
3. Position the Yorkshire brand as a destination of choice for priority target markets with respect to key competitors and achieve measurable increases in awareness of key sub-regional destination brands.
4. Implement a customer focussed communications programme to convert awareness and understanding to visits.

The Regional Marketing Strategy identifies target markets of domestic international and business tourists focussing on ABC1 short break takers from London, the South East and the Midlands as well as those from within the Region itself. The strategy acknowledges the importance of day visitors who represent a loyal and lucrative market within the region. Business target markets focus on national associations, the corporate meeting sector, conference and meeting intermediaries and international association conferences.

The following brand and product themes are identified which relate to the Yorkshire Moors and Coast.

Rural Breaks

Sub-theme: Rugged and Wild

Values: rugged and wild, breathtaking, unspoilt, invigorating, natural
e.g. North York Moors

Sub-theme: Gentle Country

Values: relaxing, peaceful, natural, breathtaking, unspoilt

Heritage

Values: comfortable, warm.

Ties closely with the Area's key product strengths of historic environment and heritage attractions.

5.0 Vision, aims and principles

The vision for tourism in the Yorkshire Moors and Coast is that of:

...a culture of continuous improvement in the quality of the tourism product that aims to achieve the highest levels of visitor satisfaction in the region.

.....a product that has broad and inclusive market appeal resulting in a more vibrant, economically sustainable and dynamic tourism sector.

..... a genuinely sustainable tourism industry that meets the needs of the present generation without compromising the ability of future generations to meet their needs.

....a visitor economy that supports high quality jobs, encourages inward investment and nurtures a diverse and exciting cultural life for everyone visiting or living in the Yorkshire Moors and Coast.

Aims

1. Increase the value of the visitor economy in the Yorkshire Moors and Coast by at least 5% per annum - equivalent to roughly £100m over three years.
2. Improve the quality of employment in the Yorkshire Moors and Coast by increasing the number of full time and year round employment opportunities.
3. Increase the proportion of first time visitors to the Yorkshire Moors and Coast from 21% to 35% by 2014
4. Increase the average spend per head of staying and day visitors by more than 5%

Principles

To meet these aims the will adopt the following key principles in its operation:

- Add value to delivery of services through economies of scale in operation, a reduction in duplicated activity and by minimising overheads
- Add value to the activities of other tourism related organisations and operators in the Yorkshire Moors and Coast area.
- Work with brands that will provide the framework for all promotional activity across the area
- Target segments that will balance maximum economic benefit with minimal environmental and community impact
- Ensure the best information provision for visitors both before visiting and during their visit
- Maximise the ease of booking for the potential visitor
- Ensure full engagement with all stakeholders

- Work strategically with other Tourism Partnership's to ensure co-ordination with regional and sub-regional programmes.
- Support innovation and seek new products and opportunities to continue to develop and enhance the tourism product of the Yorkshire Moors and Coast area.

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6.0 Branding and target markets:

Branding the Yorkshire Moors and Coast

The Yorkshire Moors and Coast attracts a loyal core market of repeat visitors who enjoy the traditional nature of the area and its associated values. The branding in the area is somewhat fragmented due to the history of local authority tourism marketing and the strength of coastal destinations particularly Whitby and Scarborough.

In order to deliver the wider aspirations of this strategy however it will be necessary to broaden the market appeal of the area and promote different brands and products to different audiences. The segmentation of the visitor market is described in more detail later in this strategy however the overarching theme of the marketing element of this strategy is that of promoting and delivering a contemporary, lively and authentic visitor experience within the visually attractive landscapes, historic settlements and dramatic coastline in the area.

The overall quality of the visitor product in the Yorkshire Moors and Coast combined with the cultural product, attractions and outdoor adventure product makes this a very tangible proposition that can have wide market appeal with both new and existing audiences.

The market proposition for the Yorkshire Moors and Coast is therefore one of:

- An unrivalled natural environment including the North York Moors National Park and the Dinosaur Coast
- Well known and loved resort destinations of Scarborough Whitby and Filey
- Historic attractions and environments including Captain Cook Country
- A strong local rural heritage based in market towns and natural landscapes, including the James Herriot Brand
- High quality accommodation, dining and cultural propositions, (particularly festivals and theatre).
- Outdoor adventure sports particularly hiking, surfing and mountain biking
- A sociable and vibrant night time economy incorporating traditional pubs and bars, gastro pubs and traditional restaurant style eating opportunities.
- Family based attractions, the seaside product and self catering accommodation offer

The proposed tagline that corresponds to these products and values is:

The Yorkshire Moors and Coast: Always Moor to Sea

This reflects the wide variety of activities and experiences that visitors can enjoy in the Yorkshire Moors and Coast area and seeks to encompass the sub brands found there and provide an umbrella brand for the overall marketing activity. The puns on 'Moor' and 'Sea' make this approach particularly appealing and relevant to the product.

Overarching brand

The Yorkshire Moors and Coast: Always Moor to Sea

Sub brands

Scarborough, Filey, Whitby and Captain Cook, North York Moors (& Wolds)
Herriot Country

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Key markets and campaigns

Domestic leisure staying visitors

The Domestic Staying Leisure market accounts for 58% of all the visitor expenditure in the Yorkshire Moors and Coast and is largely made up of a loyal core market who return regularly to the area. The key opportunity within this sector is to encourage new visitors in high value segments in order to maximise the economic value of each visit and to continually replenish the staying visitor market to ensure that it continues to perform at optimal levels in a sustainable way. In order to address the seasonal nature of tourism in the Moors and Coast area attention will be paid to supporting and developing initiatives that promote tourism in the quieter months. The variety and quality of the product available in the Yorkshire Moors and Coast means that specific products and brands can be assembled to appeal to new and existing market segments that will bring greater diversity and economic sustainability to the visitor market in the area.

Promoting the area will focus on the development of experiential marketing based around related product clusters targeted at specific audiences. Product clusters will be assembled and matched to existing brands so that they can be precisely deployed using the most effective media and communications activity.

Branded product clusters and sub-clusters identified within this market are:

Heritage and Culture

This product identifies the local history found in the Yorkshire Moors and Coast and focuses on the opportunity to experience first hand the local architectural, social and cultural heritage of the area. The depth of the heritage product in this area is great and includes Whitby, the North York Moors, North Yorkshire Moors Railway and the traditional market towns of Thirsk, Pickering and Malton as well as numerous historic houses and sites. The Cultural product complements this providing an exciting mix of traditional and contemporary festivals, performances and shows that litter the calendar each year.

The combination of vibrant cultural life and strong local heritage provides an authenticity of experience that cannot be experienced in destinations where the cultural offer is contrived to generate additional visits and is not closely linked to the heritage of the locality. The tradition of festivals and entertainment through the Moors and Coast creates an inherent vibrancy and inner life that whilst being nostalgic in its origins can also provide an exciting contemporary cultural experience. *Authenticity* is a key concept here.

Sub cluster

Back to Nature

Escape to the countryside and enjoy the natural beauty of the Moors and its historic market towns. Relaxed walking is a key activity here rather than the more strenuous hiking of the outdoor adventure product.

Sub cluster

Get Creative

Participation in arts, crafts and informal learning activities with links to the nature product cluster. These products will provide new educational experiences for lifelong learners seeking to indulge their passion for learning. This is a high value sector becoming increasingly popular and offers the opportunity to provide an individual experience that strongly reflects the local cultural heritage of the area.

For all the family

There are a range of high quality family attractions within the Yorkshire Moors and Coast as well as a shopping product, festivals and outdoor adventure product that can appeal to a very wide range of ages and lifestyles. Family markets include the typical nuclear family unit as well as wider family gatherings which are a growing trend in the tourism market as families typically become more dispersed and diverse.

Outdoor adventure

Including mountain biking, hiking, surfing etc., this product cluster reflects a more active target audience and reflects the strong mountain biking and surfing product as well as more traditional outdoor pursuits such as golf and hiking. The outdoor product will be linked to a livelier evening night time experience and the guest and camping accommodation sectors.

Although elements of this product are by their nature quite niche and small scale, particularly the surfing product, they can have wider brand benefits that reflect a new personality to a new audience and this can go a long way toward diversifying the overall markets.

Sub Cluster

Surfs up (The 'Alternative' Yorkshire Moors and Coast)

This product cluster is primarily aimed at relatively affluent younger people in groups and couples seeking an alternative type of experience which reflects the preferences and values of this demographic. Linked to the surfing product cluster this product will focus on the opportunity to indulge in contemporary cultural and adventure activity linked to cutting edge dining experiences and night life.

Set in the historic backdrop of the Yorkshire Moors and Coast this product cluster provides a great opportunity to develop a new brand image for the area aimed at a specific audience which is likely to become a core market over time. Although this product cluster will broadly reflect the preferences of a younger market the appeal to older demographic segments should not be dismissed as different generations preferences become intermingled and the advent of the 'silver surfer' generates a wider audience for what might previously be perceived as exclusively youth culture.

Luxury indulgence

The Yorkshire Moors and Coast tourism product includes examples of very high quality eating, entertainment and accommodation and this can support campaigns that focus on the highest spending visitor segments. The theme of romance and indulgence supports this product cluster and can be used widely to sell high return tourism products that include weddings, anniversaries or just a long romantic weekend away, this product targets a slightly younger, more affluent audience and can also include more general short break taking in high quality surroundings.

Leisure Day Visitors

Leisure Day visitors represent approximately 40% of total visitor spend to the area. The quality and variety of the day visitor product in the Yorkshire Moors and Coast is extremely high and includes the natural landscapes and historic attractions, family, market towns and the area's outdoor adventure product. Encouraging higher spend among day visitors is a central aim of the strategy

and this is linked to encouraging day visitors to become staying visitors by promoting the areas outstanding outdoor adventure, eating and drinking, festival and night time economy offers.

Groups

Group marketing has established communication mechanisms based around attendance at events and contacts with known group travel agents. Group travel is an important part of the leisure staying market and provides volume tourism at good value rates.

In developing group marketing activity the strategy seeks to ensure that group travel represents good quality business that supports the visitor economy and brings visitors that enjoy the wider tourism product and contribute to the wider local economy.

Educational tourism is an important sub sector of the groups market. Often a person's first experience of an area is as a school pupil or a student and this experience can result in either a positive or negative attitude towards the area and to potential future visits. The educational market itself has significant value and makes a great contribution to the overall visitor economy. Adult learning in both formal and informal settings makes a valuable contribution to the visitor economy and takes many forms from language schools to university visits and school visits.

Business Tourism

Business tourism marketing is being developed in conjunction with Visit York's conference desk. Conference business to the area will focus on Scarborough and Scarborough Spa, although incentives will be developed to encourage business visitors to experience the area's wider leisure product and to host smaller events and meetings throughout the Yorkshire Moors and Coast area. Opportunities to encourage business visitors to return as leisure visitors in the future or to extend their stay for leisure purposes will be developed and implemented as part of this activity.

International visitors

Marketing to international visitors will be undertaken in conjunction with Welcome to Yorkshire Campaigns which are targeting Northern European Countries including Spain Germany and France and with England's North Country targeting long haul countries including Australia, America and emerging markets in India and China. Work will also take place with Visit Britain including attending events such as meet the press and meet the trade. This will also include buy in to marketing campaigns and print and distribution of brochures to key international players.

7.0 Key areas for action.

Marketing campaigns

Domestic Leisure staying visitors

The promotion of domestic leisure campaigns will focus on taking the identified product clusters to market using the following tools:

E-marketing

The use of electronic customer relationship marketing allows for in depth market penetration and very specific targeting of identified audiences. Promoting specific product clusters through targeted e-mails and carefully positioned web advertising is one of the most efficient marketing tools available. It is imperative however that messages are delivered succinctly and with enough impact to cut through the milieu of spam and e-marketing that currently exists in cyberspace.

Guiding potential visitors to specific online content through promotions, competitions and direct mail will also support this area of marketing activity. The nature of electronic marketing means that a range of products can be presented to different markets most efficiently. Building a larger CRM (customer relationship management) database will be a high priority for the partnership and will be developed through on going customer contacts, guide requests, tourism awards and incentives to engage in the area website.

Web site development will continue to take place and will be created to reflect the main product clusters identified here of Outdoor adventure, For all the Family, Boutique Luxury and Tomorrow's Heritage.

Public relations

Developing content for the regional and national media is a particularly cost effective means of marketing. Unusual stories and events that highlight the special qualities of the area and visits by journalists can create media coverage that would be expensive to buy and has the third party credibility associated with a seemingly independent source.

Advertising and print distribution

The publication of a holiday planner provides an opportunity for private sector partners to communicate with their customers and to sell the area to more dependable core markets that provide the bread and butter of the industry. Although more and more marketing activity is taking place through the internet there remains strong support for guide advertising opportunities and this is likely to remain the case in the immediate future. The transition from print to electronic media will need to be carefully managed in order to ensure that the needs of stakeholders and visitors continue to be met.

Leisure Day Visitors

Local promotional activity and on-arrival marketing and information provision, through Tourist Information Centres, other tourism outlets such as pubs and shops and through electronic media including hand held devices, will continue to support both the day and staying visitor markets. Day visitor spend makes up the majority of visitor expenditure in the Yorkshire Moors and Coast and although growing day visitor numbers is not a primary aim increasing spend in this sector of the market is.

Festivals and attractions

Support for festivals and attractions helps to promote local businesses, brings day visitors to the area and helps staying visitors to enjoy their stay. This will be supported by online content that will include information derived from the DMS about eating and drinking, shopping, sporting and outdoor activities including fishing and golf.

Maintaining information on the DMS will also be a crucial part of the work of the Partnership and this is carried out by dedicated data stewards. Maintaining high quality, relevant information is an important part of visitor information provision through both the internet and local tic's and tourism bureaus.

Day visitor e-marketing activity

The customer relationship marketing database can be differentiated between day and staying visitors and different messages targeted at each group. A continual dialogue with day visitors particularly in respect of special events and new activities 'on your doorstep' will aim to increase and diversify day visitor activity and link activities and experiences together using the identified product clusters.

International visitors

Working with Visit Britain, Welcome to Yorkshire and England's North Country to target international visitors from within Europe and major long haul locations we will ensure that information is provided to these partners of the highest quality and in a timely manner in order to ensure the best possible presentation of this area.

Group Travel

Working with the group travel trade will include creating specific group travel guides within the Partnerships web-sites and in a format for distribution at shows and events which will be attended in close co-operation with Welcome to Yorkshire. Group Travel marketing will focus on those operators and markets that offer operators valuable business as opposed to the more budget operators.

Educational Tourism will be developed as part of the groups market and will include schools and universities visits as well as specific educational holidays such as language schools and more informal non-accredited group participation holidays under the get creative cluster.

Business Tourism

Business Tourism marketing will be delivered through Visit York Conference desk. This includes the creation of new posts to promote business tourism in North Yorkshire and the provision of additional marketing budget for the Conference Bureau to develop marketing material to support this work. Attendance at travel shows and the organisation of familiarity visits for conference organisers will be supported through the Tourism Partnership core staff. Incentives packages will seek to promote the leisure product to business visitors and ensure that the benefits of business tourism are felt throughout the area.

Product Development

Place shaping

The partnership will work closely with Local Authorities to help them develop their destination management role to ensure that visitors to the area experience quality in the local surroundings and in the public facilities and amenities they use. The partnership will seek to ensure that Local Authorities make every effort

to effectively carry out this role and help them develop mechanisms for monitoring visitor satisfaction.

The partnership will work with regional and local agencies to lobby for investment in the tourism infrastructure and support new development of festivals and events, public sector owned attractions and private sector investment in tourism. Projects such as geo-caching for orienteering activity, the development of mountain biking, surfing and other cultural facilities will be part of this activity

The Partnership's Product Development Officers will provide support for businesses in order to assist them in improving the quality of their businesses gain quality assurance accreditation, engage with online marketing opportunities and online booking capability and access funding for quality improvements.

PDO's will also seek to roll out the Green Tourism Business scheme to local businesses which includes an environmental audit of the property and proposes activity to implement environmental improvements including energy efficiency and sourcing local produce. The Partnership will also work closely with the North York Moors National Park to develop initiatives to educate visitors about responsible tourism and to look at alternative transport options and measures to support local businesses and local supply chains.

Research and monitoring

The partnership will continue to support the regional research activity being undertaken by Welcome to Yorkshire and this will be used to monitor the following key targets which are derived from the Partnership's aims. Full year results will be reported to the Partnership AGM:

1. Increase the value of the visitor economy in the Yorkshire Moors and Coast by at least 5% per annum.
2. Improve the quality of employment opportunities in the Yorkshire Moors and Coast by increasing the number of full time and year round employment opportunities.
3. Increase the proportion of first time visitors to the Yorkshire Moors and Coast from 14% to 25% by 2012
4. Increase the average spend per head of staying and day visitors by more than 5%

The Partnership will also seek to undertake research appropriate to its own needs and to supplement the work of Welcome to Yorkshire to provide a robust and useful basis for strategic decision making and as a means of supporting investment decisions by both public and private sectors.

Heritage & Culture

Description: Historic homes, gardens and English Heritage sites. Historic Market Towns and countryside. Maritime and Literary Heritage including Captain James Cook and James Herriot. The Heritage product in the Yorkshire Moors and Coast is a core part of the area's attractiveness and brand. It forms an important part of the visitor experience and represents a key visitor product in its own right. The inclusion of contemporary cultural experiences within the heritage setting is a key opportunity for revising the brand of the Moors and Coast and accessing new markets.	
Market segments and size	<p>Arkenford Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 15.2% of UK population.</p> <p>Traditionals, Self reliant, traditional values, value individual attention and service. 12.4% of UK population.</p> <p>Mosaic Suburban Comfort, Established white collar workers approaching retirement. Value independence and self reliance Suburban Comfort, 25.3% of staying visitors, 21% of day visitors</p> <p>Approximate value of market: £204,000,000</p> <p>Target for growth 2011: 214,000,000</p>
Product development initiatives	Develop appropriate packages and information related to historic attractions and landscapes. Support this with an eating and drinking / shopping product and high quality guest and hotel accommodation.
Means of accessing market	<ul style="list-style-type: none"> • Public relations • Advertising in General Publications and Newspapers • Specific publications – Country Living, Home and Antiques both advertising and PR, Country Home and Interiors • CRM – direct marketing
Supporting initiatives	Development of food product to identify destination distinctiveness.
Links to other product clusters	Luxury Short breaks, Romance

Tomorrow's Heritage sub-cluster - **Back to Nature**

Description: The North York Moors National Park, walking product (including Cleveland Way), gastro pubs and country pubs, relevant festivals and events, good quality guest / self catering accommodation.

This product cluster represents a desire to get away from it all enjoy the natural environment without necessarily engaging in strenuous physical activity. The environment itself is the main attractor with associated pubs, easy walks and good quality accommodation all important parts of the product mix.

There are examples of product innovation within this cluster and there are close links with opportunities to develop 'The Pub is the Hub' initiative through tourism.

Market segment and size	<p>Arkenford:</p> <p>Discoverers, Buy on function and value, independent of mind and action, looking for new / educational experiences. 12.8% of UK population.</p> <p>Traditionals, Self reliant, traditional values, value individual attention and service. 12.4% of UK population.</p> <p>Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 15.2% of UK population</p> <p>Mosaic:</p> <p>Suburban Comfort, Established white collar workers approaching retirement. Value independence and self reliance. 25.3% of staying visitors</p> <p>Happy Families, Young couples with school age / preschool children – high value on material possessions, likely to have mortgage and fairly significant borrowing. 11.3% of staying visitors.</p>
Product development initiatives	<ul style="list-style-type: none"> • Enhanced interpretation of the natural product through web/ print/on site interpretation. • Walking packages linking walking, accommodation and sustainable transport options. • Improved facilities in accommodation for walkers, cycling horse riding. • Development of walking and tourism products accessed by a network of pubs.
Means of accessing market	<ul style="list-style-type: none"> • Specialist publications • Appropriate web content • Through individual accommodation providers, • PR related to quirky / unusual product

Tomorrow's Heritage sub-cluster – **Get creative**

<p>Description: Informal educational activities from painting, cookery to dry stone walling and gardening.</p> <p>This type of activity holiday represents a growing market segment seeking to engage with their destination and their holiday as more than just passive observers or consumers of a local culture but as a participant and creator of their own bit of cultural capital. This sort of activity satisfies the desire to have a more 'real' experience with lasting meaning.</p> <p>Often providers of activities and accommodation are one and the same and these are sold as packages.</p>	
Market segment and size	<p>Arkenford:</p> <p>Discoverers, Buy on function and value, independent of mind and action, looking for new / educational experiences. 12.8% of UK population.</p> <p>Traditionals, Self reliant, traditional values, value individual attention and service. 12.4% of UK population.</p> <p>Mosaic:</p> <p>Suburban Comfort, Established white collar workers approaching retirement. Value independence and self reliance. 25.3% of staying visitors</p>
Product development initiatives	<p>Identify totality of product and seek to create packages and appropriate promotional activity.</p> <p>Support the development of the North Yorkshire Open Studios product.</p>
Means of accessing market	<p>CRM and ymc.com</p> <p>Through support for product providers</p> <p>PR opportunities – participation by journalists.</p>
Supporting initiatives	
Links to other product clusters	Nature, Living heritage

Luxury Indulgence

Description: Within the Yorkshire Moors and Coast there is good representation of high quality accommodation, eating and drinking and spa and pampering experiences.

The Yorkshire Moors and Coast has a high proportion of both day and staying visitors in the mosaic segment 'symbols of success' and there is a clear opportunity to exploit and grow probably the most valuable domestic tourism segment in the UK.

Market segment and size	<p>Arkenford</p> <p>Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 69% internet usage. 15.2% of UK population</p> <p>Style Hounds – brand conscious, young free and single looking for enjoyment and fun with friends. 79% internet usage. 10% of UK population.</p> <p>Mosaic</p> <p>Symbols of Success, high earners with busy and complex family and social lives. Considerable disposable income often with fairly independent older children. 15.9% of staying visitors.</p> <p>Approximate value of market: £31,400,000</p> <p>Target for growth 2011: 36,082,400</p>
Product development initiatives	<ul style="list-style-type: none"> • Marketing packages of accommodation • Eating and drinking, shopping and pampering products. • Art galleries, boutiques and other cultural product contribute to the finished product.
Means of accessing market	<ul style="list-style-type: none"> • Public relations • Via General Publications/Mass Media • Specific publications – Country Living, Home and Antiques both advertising and PR, Country Home and Interiors • CRM – direct marketing
Supporting initiatives	<p>Develop 'Top 5' examples of product DMS presentation by quality – restaurants with formal recognition of excellence.</p>

Outdoor Adventure

Description: Mountain biking, Go-Ape, surfing, hiking, gliding. Associated accommodation and catering also specialist equipment retailers and smaller market towns. This cluster includes fishing and golf for more traditional activity.

This product cluster focuses on accessible 'extreme' sports that are challenging but not limited to expert levels of competence. A key aspect of this product cluster is the opportunity it represents to move the image of the area away from it's traditional seaside resort and rural agricultural image to more youthful and exciting brand image that has wider overall appeal than simply to those who might be participants.

Market segment and size	<p>Arkenford: High Street, Main stream early adopters, happy to buy packages. 18% of UK population</p> <p>Discoverers, Buy on function and value, independent of mind and action, looking for new / educational experiences. 12.8% of UK population.</p> <p>Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 15.2% of UK population.</p> <p>Mosaic: Happy Families, Young couples with school age / preschool children – high value on material possessions, likely to have mortgage and fairly significant borrowing.</p> <p>Approximate value of market: £55,000,000</p> <p>Target for growth 2011: £58,200,000</p>
Product development initiatives	<p>Marketing packages of easy access participation, appropriate accommodation (guest / self catering) and family/group friendly activities.</p> <p>Accommodation providers equipped to take mountain bikes etc.</p> <p>Identification of providers and ease of participation.</p>
Means of accessing market	<ul style="list-style-type: none"> • North Yorkshire - A Year of Adventure Website • PR campaigns and press activity – related to special events such as the Mountain Bike World Cup. • PR and advertising with specialist publications • CRM for those who express a specific interest.

Outdoor adventure sub-cluster – **Surfs Up!**

Description: Tourism product with specific appeal to the later teenage and younger adult markets based around the festivals product, outdoor adventure activities and shopping / nightlife products.

YM&C is a great place to visit for young independent adults or families with older children who can take part in mountain biking, surfing and outdoor adventure activities as well as doing some shopping and pubbing / clubbing in the evenings. This segment brings some urban edginess to the traditional rural image of the area and can be developed as much for it's wider image value as for it direct impact on tourism. This is a 'sexy' product cluster and associated brand development will need to reflect this.

Market segments and size	<p>Arkenford - Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 15.2% of UK population.</p> <p>Style Hounds – brand conscious, young free and single looking for enjoyment and fun with friends. 79% internet usage. 10% of UK population.</p> <p>Mosaic – Symbols of Success, High earners with busy and complex family and social lives. Considerable disposable income often with fairly independent older children. 15.9% of staying visitors, 14.9% of day visitors.</p> <p>Suburban Comfort, Established white collar workers approaching retirement. Value independence and self reliance. 25.3% of staying visitors, 21% of day visitors.</p>
Product development initiatives	<p>Marketing for festivals, outdoor adventure activities and nightlife and shopping.</p> <p>'Alternative/Unofficial' Guide To: - culture, pubs, food, shops – highlighting the more youthful but less mainstream activities such as specialist music shops, vintage clothing, bars with live music, comedy nights, local cultural product with specific appeal.</p>
Means of accessing market	Internet, some social networking stuff, specialist / lifestyle publications PR linked to special events concerts etc.
Supporting initiatives	Support for cultural product – stand up comedy and live music as well as specialist retail and adventure sports.

For All The Family

<p>Description:</p> <p>Family based attractions, camping, caravanning and self catering accommodation, outdoor adventure product for older children along with shopping and dining.</p> <p>The family market comprises some 11% of the total visitor market for the area.</p>	
Market segment and size	<p>Arkenford:</p> <p>High Street, Main stream early adopters, happy to buy packages. 21.2% of the population.</p> <p>Followers: less active, risk averse group, 50% with children. 13% of UK population.</p> <p>Functionals: self reliant, not fashion conscious, enjoy a challenge. 9% of UK population.</p> <p>Mosaic:</p> <p>Happy Families, Young couples with school age / preschool children – high value on material possessions, likely to have mortgage and fairly significant borrowing. 11.3% of staying visitors.</p> <p>Approximate value of market: £102,000,000</p> <p>Target for growth 2011: £108,600,000</p>
Product development initiatives	Development of packages and bespoke marketing activity. Focus attractions marketing on family market.
Means of accessing market	<ul style="list-style-type: none"> • YMC.com • CRM • Mainstream press advertising – i.e, Mail, Mirror Group • Digital channels and commercial TV / Radio
Supporting initiatives	Support VAQAS applications and individual product development initiatives.
Links to other product clusters	Outdoor adventure

Day Visitors

<p>Description: Day visitor markets largely aimed at families, participants in outdoor pursuits and more restrained shopping / pottering activity. Day visitors have different purchasing and visiting characteristics to those of staying visitors and therefore are treated as their own segment overall.</p>	
Market segment and size	<p>Arkenford:</p> <p>High Street, Main stream early adopters, happy to buy packages. 21.2% of the population.</p> <p>Followers: less active, risk averse group, 50% with children. 13% of UK population.</p> <p>Functionals: self reliant, not fashion conscious, enjoy a challenge. 9% of UK population.</p> <p>Cosmopolitans, brand conscious and successful individuals. High spenders looking for new experiences and challenges. 15.2% of UK population.</p> <p>Style Hounds – brand conscious, young free and single looking for enjoyment and fun with friends. 79% internet usage. 10% of UK population.</p> <p>Mosaic:</p> <p>Happy Families, Young couples with school age / preschool children – high value on material possessions, likely to have mortgage and fairly significant borrowing. 11.2% day visitors.</p> <p>Symbols of Success, High earners with busy and complex family and social lives. Considerable disposable income often with fairly independent older children. 14.9% of day visitors.</p> <p>Suburban Comfort, Established white collar workers approaching retirement. Value independence and self reliance. 21% of day visitors.</p> <p>Approximate value of market: £309m</p> <p>Target for growth 2011: 5% = £15.5m</p>
Product development initiatives	Develop an ongoing communication mechanism for Day Visitors in the form of an e-newsletter
Means of accessing market	Regional and local media through PR Local/regional distribution of print.
Supporting initiatives	Support VAQAS applications and individual product development initiatives.
Links to other product clusters	<ul style="list-style-type: none"> • Outdoor adventure • Friends & family • Luxury Indulgence • Heritage & Culture

Leisure Marketing**The Yorkshire Moors and Coast Holiday Planner 2010**

The main visitor guide for the Yorkshire Moors and Coast focussing on accommodation provision with information on events, festivals and attractions. Aimed a core markets but will be used across the partnerships marketing campaigns and to service enquiries.

Minimum 150,000 print run

PR activity wrapped around a digital marketing campaign including video, print and press activity.

markets	funding	timescale	pr activity	e-marketing	targets
Core markets; Traditionals Cosmopolitans High street discoverers	£165,000	Launch December 2009	General PR activity including launch release and other PR not directly associated with specific campaigns	Main web pages supported by DMS	40% conversion resulting in 186,000 visitor nights. e-brochure downloads

Attractions, festivals & events marketing

On arrival print for visitors and use by accommodation providers and attractions showing major events key festivals and attractions. Includes Gardens and Sculpture Parks Campaign.

markets	funding	timescale	pr activity	e-marketing	targets
All day and staying visitor markets	20,000 (Funding to be secured for Gardens and Sculpture Parks Campaign)	Commencing 2009	Pr linked to major festivals and events	Ensure data correctly inputted and presented through the DMS system and websites.	Distribute 250,000 leaflets, increase day visitor spend by 5%

Heritage & Culture

Specific promotional activity using the main guide and specific pages in the YM&C website, associated PR activity and electronic direct mail.

Sub-cluster: Get Creative, focussing on participation in cultural activities / crafts, traditional trades etc.

markets	funding	timescale	pr activity	e-marketing	targets
Cosmopolitans Discoverers Traditionals	34000	Spring 2010	specific PR activity linked to some advertising activity targeted e-marketing develop specific web content	Main web pages supported by DMS Direct e-marketing mail out	5% annual increase in visitor spend within the segment

Luxury Indulgence

Targeted campaign focussing on high quality hotels and spa offer including shopping eating out, cultural events and activities. Specific activity includes specific web pages linked to emarketing activity in partnership with private sector advertisers.

Sub cluster: Romance, continuation of the main campaign featuring specific romantic breaks for couples.

markets	funding	timescale	pr activity	e-marketing	targets
Style hounds cosmopolitans	15000	Spring 2010	Targeted advertising and specific e-fulfilment Related PR in appropriate publications	e-brochure featuring specific advertisers. Main web pages supported by DMS	100,000 specific web visits, 20% conversion resulting in up to 40,000 staying visitors

Outdoor adventure

Largely a PR and promotional campaign centred around the North Yorkshire Year of adventure website utilising existing marketing material and providing for additional PR and some advertising opportunities. Cluster includes golf and fishing. Need to ensure appropriate representation on the DMS and identify opportunities to support and promote these activities to day and staying visitors.

markets	funding	timescale	pr activity	e-marketing	targets
High street, discoverers, cosmopolitans	£35,000	Spring 2010	PR linked to special events and unusual activity. Anything related to Craven College climbing wall	Maintenance of the Year of adventure micro site. Development of crm database for this segment.	Hits to NY Year of adventure – 150,000

For all the family

Attractions (including outdoor adventure) and festivals based campaign aimed at family groups with both younger and older children. A key part of the core campaign will feature strongly on the main website and within the Holiday Planner. Includes the development of a family focussed microsite with high levels of interactivity focussing on Mum's booking decision and pester power.

markets	funding	timescale	pr activity	e-marketing	targets
High street Followers functionals	5000	Spring/Summer 2010	Fun things to do in the dales focussing on attractions and the outdoor product	New microsite for kids	5% increase in spend in the family market

YM&C 'Alternative' Website and Digital Campaign

The official / unofficial website for YM&C featuring a generous amount of user generated content and focussing strongly on the younger markets and alternative cultural activity – stand up comedy, pop/rock music, pubs and clubs, some outdoor adventure opportunities. Also featuring 'alternative' tales of the macabre and unusual events that surround the areas historic sites.

markets	funding	timescale	pr activity	e-marketing	targets
Style hounds cosmopolitans	10000	Spring 2010	Opportunities to promote extreme sports and link with cultural activity – fat face night time downhill, mountain bike world cup, surfing etc focussing on specific publications	Ongoing dialogue with web-users	Develop alternative website and associated PR focussing on mainstream / youth culture. 100,000 web visits pa.

Day visitor campaign

e-newsletter campaign for day visitors utilising the core web site and CRM systems. Festivals and events– outdoor adventure – links to websites.

Specific initiatives include:

Attractions and events leaflet – to be distributed through TIC's, accommodation providers and other partners.

markets	funding	timescale	pr activity	e-marketing	targets
High street Cosmopolitans Traditionals Functionals Followers	20,000	ongoing	Local and regional press. Focussed on special events and news items with local interest.	Develop arts and cultural marketing campaign based on existing CRM database. Develop regular updates and local visitor engagement through website	Increase out of season day visitors and visitor spend by day visitors by 5%

North Yorkshire Forces Pass

Discount and incentive scheme for North Yorkshire army graduates and their families visiting passing out parades in North Yorkshire – possible link to Heroes Welcome.

markets	funding	timescale	pr activity	e-marketing	targets
Military graduates and families of.	Self funded	Spring 2010	Links with Army internal communications activity	Links to other e-marketing activity and web site development	5,000 graduate passes used in 2010

North Yorkshire Golf pass and booking scheme

Packaged breaks for golfers featuring multi ticketing for green fees and links to appropriate accommodation providers.

markets	funding	timescale	pr activity	e-marketing	targets
Specialist golfing market	Self funded	Commence Spring/Summer 2010	Links to local clubs and specialist press	On-line green fee system	5,000 golf passes used in 2010

The Yorkshire Moors and Coast e-marketing

New website development utilising marketing themes and linking to the development of new micro-sites for Generation 2.0, family micro site and the existing outdoor adventure site.

Development of CRM database through the capture of e-mail and personal details at all points of contact with customers.

markets	funding	timescale	pr activity	e-marketing	targets
All	55,000	Commence Spring 2010	Spring 2010	Web development CRM development – seen as an urgent action	Develop 1 new YM&C website and 2 new microsites. Additional web visits and online bookings.

Groups and Travel Trade Marketing Activity

Groups & travel trade guide					
Dedicated travel trade and groups, clubs and societies publication/CD with 5000 print run. Including attractions accommodation, itineraries and events local group contacts and group rates.					
markets	funding	timescale	pr activity	e-marketing	targets
UK tour and coach operators and GTO's.	4,000	Spring/Summer 2010	Monthly news releases and quarterly travel trade update including focussing on developments in the private sector	Develop electronic format group travel information. Specific web pages in new website.	Increase expenditure in business tourism in YM&C by 10% pa.
Travel trade & carrier familiarisation trips					
Support for approximately 20 trade and carrier familiarisation visits per year. Supply full itineraries, passes, accommodation and meals. Look into carriers coming into Leeds Bradford and Teeside Airports.					
markets	funding	timescale	pr activity	e-marketing	targets
International and UK tour and coach operators and GTO's.		Throughout 09/10/11	Corporate news releases and photo calls targeting regional and national travel trade	Develop electronic format group travel information. Specific web pages in new website.	20 carrier and trade visits per annum
Group accommodation booking service.					
Provision of one stop shop for group booking service matching organiser requirements to suppliers.					
markets	funding	timescale	pr activity	e-marketing	targets
International and UK tour and coach operators and GTO's.		Throughout 09/10/11	Included in all corporate and travel trade PR to grow awareness in group organisers and GTO's.	Develop online group booking services.	

www.grouptheyorkshiremoorsandcoast.com

Dedicated groups and travel trade website. To provide organisers with specific group related information and prices and offer online bookability. Promote special offers and members news.

markets	funding	timescale	pr activity	e-marketing	targets
UK tour and coach operators and GTO's.	Within the overall web contract	Commencing Spring 2010	Online PR activity linked to e-marketing activity	e-shot marketing linked to new web development	20,000 web visits per annum 10% conversion rate

Group desk e-news campaigns

Quarterly e-news for groups including member offers and news.

Maximise other trade e-news opportunities such as Visit Britain Global Travel Trade newsletter and W2Y e-news for groups.

markets	funding	timescale	pr activity	e-marketing	targets
UK tour and coach operators and GTO's.	Self funded	Spring 2010	Quarterly news update to travel trade media,	Linked to website development	Produce 4 newsletters per annum

Travel trade and group travel exhibitions

Stand at key travel trade exhibitions in the UK including BOB, Great Days out, working with W2Y where appropriate

markets	funding	timescale	pr activity	e-marketing	targets
International and UK tour and coach operators and GTO's.	£5k YF funding	Through 2009/10/11	Supporting PR activity in support of W2Y marketing	Through microsite	Attend 3 travel and group exhibitions per annum. Distribute 5000 info packs

Education & school visits

Production of annual schools pack with participating venues to showcase the Moors and Coast educational product. Include a dedicated page within

www.groupyorkshiremoorsandcoast.com

markets	funding	timescale	pr activity	e-marketing	targets
Schools and higher educational institutions throughout the region and adjoining regions		Commencing Spring/Summer 2009	Pr aimed at specific educational publications and teaching / lecturing unions / publications	Dedicated web page and group travel information	Identify opportunities to promote educational visits and target 50 educational establishments per year.

Business Tourism marketing campaign

Business tourism marketing in conjunction with Visit York Tourism Partnership.

markets	funding	timescale	pr activity	e-marketing	targets
Business visitors	15,000	Through 09/10	Familiarisation visits and press releases developed with VY.	Specific web pages developed on visit York business site	Increase business tourism by 5% per annum

Joint W2Y marketing activity.

Engage with W2Y to support regional campaigns and to ensure maximum coverage for the YD&H.

markets	funding	timescale	pr activity	e-marketing	targets
Domestic leisure segments	Through W2Y	Ongoing	Participation in regional PR activity including support for visiting journalists.	Links to Yorkshire.com	Engagement with W2Y campaigns.

International marketing activity with Visit Britain & England's North Country.

Marketing to international visitors in conjunction with Welcome to Yorkshire Campaigns and England's North Country. Work will also take place with Visit Britain including attending events such as meet the press and meet the trade including buy in to marketing campaigns and print and distribution to key international players.

markets	funding	timescale	pr activity	e-marketing	targets
International leisure market segments	Through W2Y	ongoing	Joint working with ENC and Visit Britain to support journalist visits and develop web activity.	In conjunction with national campaigns	Increase overseas visits by 10%

Product Development & Business Support

Product Development

Support for local businesses through product development officers providing training and guidance in order to assist businesses that wish to improve the quality of their offer or the efficiency of their business.

Support for product development initiatives by providing guidance and support for local authorities and other stakeholders engaging in large scale infrastructure development.

Development of initiatives aimed at improving the overall quality and accessibility of the tourism product including the 'Pub is the Hub' initiative.

markets	funding	timescale	pr activity	e-marketing	targets
Tourism Businesses and Stakeholders Local Authorities Regional agencies	41,500 39,500 salaries	On-going	Trade PR activity through e-newsletters and PR support for significant investments and developments in the tourism product	Trade website and business to business newsletters	Achieve 150 new partnership scheme members per annum Support for 100 businesses per annum Provide skills training for 100 participants per annum 25 Businesses adopting 'green' tourism scheme. 80% of businesses quality assured 50% of all quality assured businesses trading online

The Pub is the Hub – information provision and marketing.					
Utilising pubs to provide information					
markets	funding	timescale	pr activity	e-marketing	targets
Walking, outdoor markets	Through national Pub is the Hub campaign	Commence Spring/Summer 2010	Launch of specific initiatives, wider PR to promote the scheme	Utilising internet access and handheld technology centred in rural public houses	12 pubs acting as hubs across through the YM&C

draft

Research Programme

Regional Visitor survey , participation and support for the regional visitor survey.			
funding	timescale	pr activity	targets
Through W2Y	ongoing	Press releases in relation to positive outcomes for North Yorkshire Partnerships – in conjunction with W2Y	2800 surveys conducted in North Yorkshire
Regional volume and value modelling , participation in and support for volume and value modelling.			
funding	timescale	pr activity	targets
Through W2Y	ongoing	Press releases in relation to positive outcomes for North Yorkshire Partnerships – in conjunction with W2Y	Completed qtrly returns for volume and value of tourism in North Yorkshire
North Yorkshire satisfaction survey – in house survey work through tic's			
funding	timescale	pr activity	targets
2000	Beginning October 2009 – then ongoing	Business to business PR to gain support for this activity	250 participants in accommodation survey
Economic Impact of business tourism			
Work commencing with consultants Team, Tribal and W2Y to establish value of business tourism throughout the region			
funding	timescale	pr activity	targets
W2Y	Through 2009/10	Led by W2Y	Completed analysis of the value and volume of business tourism

Economic Impact of Group trips

Work underway to measure overall volume and value with consultant Tribal and W2Y

funding	timescale	pr activity	targets
W2Y	Through 2009/10	Led by W2Y	Completed analysis of the value and volume of group/coach tourism

Big attraction visitor numbers

Measured through W2Y attractions monitor

funding	timescale	pr activity	targets
W2Y	Through 2009/10	Led by W2Y	Completed attraction monitor

Accommodation occupancy data

W2Y occupancy survey supported by additional Tic accommodation survey in conjunction with local accommodation associations.

funding	timescale	pr activity	targets
W2Y	Through 2009/10	Led by W2Y	Improved occupancy figures

Brand and Theme Campaigns Mapping

This table identifies which of the partnerships key brands will feature most strongly within the thematic campaigns. This should be taken as a guide primarily as there is significant overlap between the different destinations in the Borough and the identification of a destination brand does not preclude other brands participating in campaigns.

Products / destinations	Scarborough	Whitby	Filey	Herriot Country	North York Moors	Market towns	Family attractions	Festivals	Heritage attractions	Outdoor adventure
Themes / markets										
Heritage and Culture	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	White	Dark Blue	Dark Blue	White
Back to Nature	White	Blue	Blue	Dark Blue	Dark Blue	Blue	White	White	Dark Blue	White
Get Creative	White	Dark Blue	White	Blue	Dark Blue	Blue	White	Blue	Dark Blue	White
For all the family	Dark Blue	Dark Blue	Dark Blue	Light Blue	Blue	Light Blue	Dark Blue	Dark Blue	Light Blue	Blue
Outdoor adventure	Dark Blue	Dark Blue	Blue	White	Dark Blue	Blue	Light Blue	Blue	White	Dark Blue
Surfs Up	Dark Blue	Dark Blue	Dark Blue	White	Light Blue	Light Blue	White	Dark Blue	White	Dark Blue
Romantic indulgence	Dark Blue	Dark Blue	White	Blue	Blue	Dark Blue	White	White	Dark Blue	White
Leisure Day visitors	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Groups	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Blue	Light Blue	Dark Blue	Light Blue

Yorkshire Moors and Coast						
Targets for growth by product theme						
		estimated value	% increase	increase	total resultant value	total % growth
2010/11	Luxury	31,376,000	15	4,706,400		
	Heritage	203,944,000	5	10,197,200		
	Outdoor Adventure	54,908,000	6	3,294,480		
	For all the family	101,972,000	7	6,628,180		
	Day visitors	257,000,000	5	12,850,000		
		649,200,000		37,676,260	686,876,260	5.80
			%			
2011/12	Luxury	36,082,400	10	3,608,240		
	Heritage	214,141,200	5	10,707,060		
	Outdoor Adventure	58,202,480	6	3,492,149		
	For all the family	108,600,180	7	7,059,012		
	Day visitors	269,850,000	5	13,492,500		
		686,876,260		38,358,961	725,235,221	5.58
			%			
2012/13	Luxury	39,690,640	10	3,969,064	43,659,704	
	Heritage	224,848,260	5	11,242,413	236,090,673	
	Outdoor Adventure	61,694,629	6	3,701,678	65,396,307	
	For all the family	115,659,192	7	7,517,847	123,177,039	
	Day visitors	283,342,500	5	14,167,125	297,509,625	
		725,235,221		40,598,127	765,833,348	5.60
				total growth	target value £	
				116,633,348	765,833,348	17.97

Total Tourism Expenditure Targets by District 2010 - 2012							
		baseline			2010/11		
		day visitor £	staying £	total £	day visitor £	staying £	total £
Scarborough		112,000,000	256,000,000	368,000,000	117,600,000	272,640,000	390,240,000
Ryedale		61,000,000	82,900,000	143,900,000	64,050,000	88,288,500	152,338,500
Hambleton		84,000,000	53,300,000	137,300,000	88,200,000	56,764,500	144,964,500
Total		257,000,000	392,200,000	649,200,000	269,850,000	417,693,000	687,543,000
		2011/12			2011/12		
		day visitor £	staying £	total £	day visitor £	staying £	total £
Scarborough		123,480,000	289,420,992	412,900,992	129,654,000	307,234,854	436,888,854
Ryedale		67,252,500	93,722,657	160,975,157	70,615,125	99,491,287	170,106,412
Hambleton		92,610,000	60,258,355	152,868,355	97,240,500	63,967,257	161,207,757
Total		283,342,500	443,402,004	726,744,504	297,509,625	470,693,398	768,203,023