

BLUE SAIL ▶

VISITORS PLACES DESTINATIONS

# FUTURE OF TOURISM ON SCILLY: BLUEPRINT ACTION PLAN

FOR ISLAND MARKETING

APRIL 2011



# 1 THE ACTION PLAN

This Action Plan summarises the main things to be done to implement the recommendations of the Future of Tourism on Scilly Blueprint Report and of the detailed technical papers that support it.

The Action Plan indicates who needs to lead each action, which in most cases is the Scilly Tourism Partnership (STP) – the working title of the proposed tourism organisation that will lead and coordinate the strategic development and marketing of Scilly as a destination. This organisation will aim to include all parts of the tourism sector on Scilly – the businesses, the Council and other public bodies, and the voluntary organisations.

The proposed actions are shown as ‘Early’ (which means as soon as practicable), ‘Medium-term’ or ‘Longer-term’ within an overall timeframe of four years to 2014. This recognises that some things can be achieved quickly, and others will take time to plan and implement. Progress will depend on the resources available – especially the time that STP staff, Board members and others can apply to the tasks. It will take some months to fully establish the STP so some of the early actions may take a little time to be progressed.

The actions are set out in three sections:

- ▶ Product improvement: the actions generated by the analysis of the Visitor Journey, set out in the Product Improvement Plan
- ▶ Marketing actions
- ▶ Actions to set up a new, unified Scilly Tourism Partnership

Blueprint Recommendations	Lead	Delivery timeframe	Indicative resource costs	Next Steps
<b>Product Improvement</b>		E- Early M- Medium Term L- Longer Term		
<b>Booking and Planning</b>				
<ul style="list-style-type: none"> <li>▶ Develop a new destination website with improved functionality to assist would-be visitors with the following:                             <ul style="list-style-type: none"> <li>• Advice on modes and combinations of transport e.g. boat/sleeper train, direct flight/parking, train/helicopter or flight etc.</li> <li>• Integrated ticketing options for customers that link rail travel, boat or flight to the islands, taxi or off-island launch on arrival into one price payable online</li> <li>• Advance booking offers combined with the integrated ticket options</li> <li>• Online real-time accommodation availability service, administered centrally with capacity for customers to book online. The service could be made available as an option to business members of Scilly Tourism Partnership</li> <li>• Lists of recommended accommodation in Penzance and Newquay with web links to their sites</li> <li>• Prominence given to package holiday options</li> <li>• Searchable rich content linked to partner sites AONB/Wildlife Trust etc (also accessed by phone/post)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>STP</li> <li>STP</li> <li>Transport Operators</li> <li>Transport Operators</li> <li>STP</li> <li>STP</li> <li>STP</li> <li>STP</li> </ul>	<ul style="list-style-type: none"> <li>E</li> <li>E</li> <li>E</li> <li>E</li> <li>E</li> <li>M</li> <li>M</li> <li>M</li> </ul>	<ul style="list-style-type: none"> <li>Website development costs</li> <li>Staff time</li> <li>Ticket software systems and staff time</li> <li>Ticket software systems and staff time</li> <li>Software purchase, staff time</li> <li>Staff time</li> <li>Website development costs</li> <li>Website development costs</li> </ul>	<ul style="list-style-type: none"> <li>Review and planning meeting</li> <li>Research best, most popular options</li> <li>Under auspices of Scilly Tourism Partnership bring all transport operators together to discuss, agree and lead on options</li> <li>Operators to review pricing policy in attracting new custom</li> <li>Consult sector on interest and buy-in to service</li> <li>Establish baseline quality criteria and offer site links to appropriate accommodation</li> <li>Research package holiday providers and contact to develop links</li> <li>Map out and source information required, establish links</li> </ul>

<ul style="list-style-type: none"> <li>▶ Develop 'handbook' style advice available for purchase online similar to Rough Guide or Lonely Planet in style, approach and information content</li> </ul>	STP	M	Author and production costs (offset by sales)	Discuss with potential publishers
<ul style="list-style-type: none"> <li>▶ Make arrangement with a major bank to offer STP member businesses a cost-effective deal for use of debit and credit card transactions. As an interim option encourage accommodation businesses resistant to taking cards to create "PayPal" accounts to accept advance payment for deposits or full bookings.</li> </ul>	STP	E	Staff time	Negotiate a deal with banks for service and for training options. Training for businesses in use of Pay Pal
<b>The Journey There</b>				
<ul style="list-style-type: none"> <li>▶ Work closely with ground staff at departure airports to improve customer information for delayed passengers – e.g. training days, fam visits to Scilly for customer facing staff</li> </ul>	Steamship Co/ BIH	E	Staff time/training and travel costs	Discuss options with airport managers
<ul style="list-style-type: none"> <li>▶ Work with the rail company to create anticipation on the journey. Coordinate and promote the sleeper service as exciting and good use of time.</li> </ul>	STP	M	Staff time	Discussions with First Great Western – offer web presence in return for First Great Western promotion
<ul style="list-style-type: none"> <li>▶ Better information at the quay on screens or prominent boards</li> </ul>	STP	L	Equipment costs	Discuss with Duchy short-term low-cost options for new season – explore longer-term solutions
<ul style="list-style-type: none"> <li>▶ Provide more information during the journey e.g. flat screens on boat and at airports with a mix of useful travel information and visual imagery of the islands (including adverts to offset costs)</li> </ul>	STP/Duchy Steamship Co/BIH	M	Equipment costs (offset by advertising revenue)	Explore options and source advertising
<ul style="list-style-type: none"> <li>▶ Organise TIC staff and/or volunteers to meet and greet at Quay to reinforce the welcome on arrival and direct confused visitors</li> </ul>	CIOS/ STP	M	Staff time	Consult community on interest in volunteering for service

The Destination Experience				
<ul style="list-style-type: none"> <li>▶ Improve business networking to develop peer review and mentoring using best practice workshops to identify new market opportunities to meet changing visitor expectations.</li> </ul>	STP	E	Staff time	Set up STP; business meetings to roll out Blueprint Study findings
<ul style="list-style-type: none"> <li>▶ Agree a core “open season” when businesses who are members of the Scilly tourism organisation commit to remaining open for business and encourage others to adopt it too;</li> </ul>	STP	E	Staff time	Decide time frame – consult industry
<ul style="list-style-type: none"> <li>▶ Coordinate staggered opening and closing at the start and end of the season so that there is a guaranteed minimum level of service and facilities in the shoulder periods</li> </ul>	STP	E	Staff time	Decide time frame – consult industry
<ul style="list-style-type: none"> <li>▶ Develop a shared staff recruitment and training programme that establishes core service values</li> </ul>	STP	M	Programme materials	Discuss with Visit Cornwall and Welcome All deliverers to design Scilly-specific course
<ul style="list-style-type: none"> <li>▶ Produce a family of leaflets/downloadable pdfs to provide visitors with basic necessary information on all the islands backed up with more detailed interpretation on web/phone apps on specific areas of interest</li> </ul>	STP/ AONB Office	M	Print/design costs	Consult with each island – agree formats and content
<ul style="list-style-type: none"> <li>▶ Offer print versions through TIC, accommodation, with boat ticket purchase</li> </ul>	CIOS	M	Staff time	Establish distribution networks
<ul style="list-style-type: none"> <li>▶ Discuss with walksaroundbritain.co.uk the option to produce walks showcasing each of the islands</li> </ul>	STP	M	Staff time	Contact walksaroundbritain ltd
<ul style="list-style-type: none"> <li>▶ Encourage greater take up by accommodation and food businesses of the use of local produce and its promotion to visitors through “Meet the Buyer” events, training workshops, and B2B supply chain information in print and web formats</li> </ul>	STP	M	Event planning and promotion materials	Discuss options with local providers, design business workshops
<ul style="list-style-type: none"> <li>▶ Provide better information for visitors on the unique environmental problems facing the islands, and the management processes to mitigate them (a simple handout/online info in interim, then a section on the website and in the Scilly Handbook)</li> </ul>	CIOS	E	Author / production costs	Identify all problems – produce simple information handout for businesses and visitors

<ul style="list-style-type: none"> <li>▶ Support individuals to run new evening events to expand existing offer – might include “Welcome Scilly” introductory evenings for new visitors, presentations on the islands’ social and landscape history, and concerts showcasing their musical tradition</li> <li>▶ Explore new daytime activities to offer to new markets: farm walks, business open days, craft fairs, etc.</li> <li>▶ Through appropriate planning policy support businesses seeking to convert tourism accommodation to reflect the needs of the sector, and to allow adaptations and extensions to existing properties</li> </ul>	<p>CIOS</p> <p>STP</p> <p>CIOS – Econ Dev</p>	<p>M</p> <p>L</p> <p>L</p>	<p>Training and promotion costs</p> <p>Training and promotion costs</p> <p>Staff time</p>	<p>Source interested individuals to deliver events</p> <p>Source interested individuals to deliver events</p> <p>Review objectives and policies in Core Strategy and Development Plans</p>
<ul style="list-style-type: none"> <li>▶ Explore ways of slowing traffic in the town centre and around the quay to reduce traffic/pedestrian conflict</li> <li>▶ Consider the introduction of a “Scilly Service Apprenticeship” that offers seasonal staff the opportunity to work in different establishments throughout the season to support their learning and to encourage staff retention and engagement.</li> <li>▶ Explore the possibility of setting up a local quality assurance scheme, establishing standards that are fully endorsed and supported by businesses and distinctive and appropriate to Scilly’s priority target markets</li> </ul>	<p>CIOS</p> <p>STP</p> <p>STP</p>	<p>L</p> <p>L</p> <p>M</p>	<p>Infrastructure costs – signs, traffic management etc</p> <p>Course development, materials and promotion</p> <p>Staff time, production of materials + promotion</p>	<p>Identify key conflict points</p> <p>Consult industry – design range of learning experiences</p> <p>Identify best practice - review operation of similar schemes elsewhere, such as Dartmoor Partnership; consult business membership</p>
<ul style="list-style-type: none"> <li>▶ Explore the potential for setting up a grant or revolving soft loan service for small businesses seeking to invest in upgrading accommodation.</li> <li>▶ Develop and introduce a “Scilly Standard” sustainable business training support and awareness programme with advice, visits and workshops on green business practice</li> <li>▶ Critically assess where townscape presents poor impressions to visitors and research visitor opinion on priority areas for improvement</li> </ul>	<p>STP</p> <p>STP</p> <p>STP with CIOS</p>	<p>M</p> <p>L</p> <p>M</p>	<p>Staff time</p> <p>Course development, materials, promotion + delivery</p> <p>Survey costs</p>	<p>Draw together potential providers to explore funding and scheme design options</p> <p>Review best practice - design programme</p> <p>Conduct visitor survey; consult planning officers and highways officers. Design most cost-effective schemes.</p>

<ul style="list-style-type: none"> <li>▶ Plan and install discreet pedestrian direction signage on St. Mary's</li> </ul>	CIOS	M	Survey, production, installation and maintenance costs	Conduct survey; coordinate with interpretation proposals
<ul style="list-style-type: none"> <li>▶ Discuss with local providers as well as national operators such as HF, Exodus, etc the opportunities for organised activity holidays e.g. yoga/well being breaks, photography, wild-swimming</li> </ul>	STP	L	Staff time	Research options with providers including transport operators
<b>The Journey Home</b>				
<ul style="list-style-type: none"> <li>▶ Provide on-board information on options for eating or activities for those waiting in Penzance for train.</li> </ul>	Steamship Co	E	Staff time	Research options inc. discount offer for Scillonian passengers
<ul style="list-style-type: none"> <li>▶ Provide adequate cover and luggage reclamation system</li> </ul>	Steamship Co	L	Investment in quay facilities	Requires resolution of investment plans for Penzance quay
<b>Remembering, Reminiscing, Repeating, Recommending</b>				
<ul style="list-style-type: none"> <li>▶ Encourage accommodation providers to use and promote local products E.g. local produce, showcase local artists</li> </ul>	STP	M	Staff time	Set up showcase event for producers to meet accommodation providers
<ul style="list-style-type: none"> <li>▶ Provide access to online shopping offers through on-going CRM programme, e.g. for clothes, flowers etc</li> </ul>	STP	M	Web development costs	Promote opportunity presented by web development
<ul style="list-style-type: none"> <li>▶ Offer sales on the Scillonian and at the airport for last minute purchases. Support development of increased display and range currently available at the airport</li> </ul>	Steamship Co. / CIOS	E	Point of sale material and display	Get involved in showcase event to source product

Blueprint Recommendations	Lead	Delivery timeframe	Indicative cost and source of funding	Next Steps
<b>Marketing</b>				
<b>Foundations</b>				
▶ Develop a single, integrated destination marketing programme	STP	E	Time	Review & planning meeting
▶ Apply Scilly's Shared Story - through industry comms & engagement programme	STP	E	Time + £5k bought-in costs	Plan industry engagement programme
<b>Digital marketing</b>				
▶ Develop a new website	STP	E	£35k-40k Yr 1 £5k-15k p.a. thereafter	Develop brief and commission
▶ Implement specialist SEO (search engine optimisation) and PPC (pay per click) advertising	STP	E	Training + PPC budget (to be determined)	Include keywords in website brief . Skill-up team member
▶ Deliver e-marketing – using CRM principles (see below)	STP	E	CRM £	See CRM section below
▶ Develop social media	STP	E	Time	Call together Scilly social media support group
<b>Print</b>				
▶ Use the Shared Story and storyboard to inform creative for 2012 brochure	STP	E	Incl in brochure £	Brief brochure copywriters & designers
▶ Work with industry to review brochure longer-term	STP	E	Time	Industry marketing discussions



<b>Marketing partners</b>					
▶ Explore and implement joint marketing opportunities with Visit Cornwall	STP	E	To be negotiated	Meet with Visit Cornwall – set up regular comms	
▶ Raise Scilly's profile with national destination marketers at VisitEngland and VisitBritain	STP	E	Time + inkind + £3k	Present to London marketing teams	
▶ Work with Scilly's producers on reciprocal marketing that builds the 'Made in Scilly' brand	STP	L	Time	Meet with producers to explore opportunities	
<b>PR</b>					
▶ Use the Shared Story and more narrowly defined target markets for ongoing PR programme	STP	E	Current PR prog	Current PR prog	
▶ Develop a 'media room' on the new website	STP	E	Incl in new website	Include in new website brief	
▶ Run a session on 'how to make news' for providers on Scilly – to increase PR material	STP	M	Industry prog £	Include in industry stakeholder engagement programme	
▶ Use social media to reach journalists	STP	E	Current PR prog	Current PR prog	
▶ Buy into Visit Cornwall's overseas PR campaign in Germany	STP	E	To be negotiated	Talk to Visit Cornwall	
<b>Day visits sales</b>					
▶ Work with Visit Cornwall, Cornish providers, and travel trade to grow the day visits market	Transport ops	M	Time + campaign costs	Campaign planning in 2011. And cover VC role in upcoming VC meetings.	
▶ Develop sales elements – i.e. sales pitch en route, experience itself, take-home products and publicity, data collection for CRM	Transport ops	L	Time + materials	As above	
<b>Niche marketing</b>					
▶ Develop market-driven, business-led niche campaigns	Businesses	M	Time + business contributions	Identify 'niche champions' among businesses	

Customer Relationship Management				
▶ Develop detailed, accurate and up-to-date data about visitors and enquirers	STP	E	Time	Audit databases and cleanse/merge/update
▶ Develop a system that allows customers to input and update their own information	STP	E	Incl in new website	Include data capture in new website brief
▶ Ensure permission from customers to hold their data and target them with marketing messages	STP	E	Time	STP members to include 'killer questions'
▶ Agree a standardised approach to data capture with marketing partners – and reciprocal agreements to cross-sell	STP	E	Time	Initial meetings with IOS Travel & BIH to agree way forward
▶ Deliver a tightly targeted e-marketing programme	STP	M	Time	Include e-news template in new website brief

Blueprint Recommendations	Lead	Delivery timeframe	Indicative cost and source of funding	Next Steps
<b>Tourism organisation</b>				
▶ Form a new unified Scilly tourism body as a formal partnership of public, private and voluntary sector organisations	Existing tourism organisations	E	Using resources of current organisations	The existing tourism organisations to confirm their agreement in principle to merge into a new partnership. Form a 'task and finish' group drawn from current organisations to oversee the process and to agree the constitution, Board and membership structure
▶ Formulate an initial business plan and staffing structure for the new partnership	Task and Finish Group	E	Existing resources	Confirm resources from existing organisations; draw up job and person descriptions
▶ Undertake a programme of stakeholder communication	Task and Finish Group	E	Existing resources	Communicate objectives and benefits of the new Partnership.
▶ Recruit key staff	Task and Finish Group	E	Existing resources	Agee and implement recruitment process
▶ Establish a Board for the new partnership	Task and Finish Group	E	Existing resources	Agree process and criteria for appointment of Board members and Chairperson
▶ Integrate the management of the TIC service into the new partnership	Council of the Isles of Scilly	M	Existing resources	Consultation with staff; review of job descriptions
▶ Agree an Action Plan and Priorities for the first 12 months of the new Partnership	Board of the new Partnership	E	To allocate existing & formulate plans to increase the Partnership's resources	Review recommendations of the Tourism Blueprint; review and allocate resources and formulate plans to increase resources. Recruit businesses and organisations to membership of the organisation
▶ Build positive relationship and collaboration with Visit Cornwall	Board of the new Partnership	E	Existing resources	Liaison with the Head of Tourism and Marketing Manager of Visit Cornwall

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