

STRATEGIC DESTINATION PLAN

TO INCREASE THE ECONOMIC BENEFITS

OF TOURISM IN THE

YORKSHIRE DALES

VERY DRAFT

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INTRODUCTION: A STRATEGIC DESTINATION PLAN FOR THE YORKSHIRE DALES

This Destination Plan is intended as a strategic blueprint for tourism in the Yorkshire Dales over the next three years. The industry-led, action-oriented plan builds on earlier work such as the Yorkshire Dales Destination Roadmap, and industry collaboration through the Dales Tourism Network, working with around 450 businesses.

The overarching strategy is to increase the number of visitors in appropriate locations, extend the length of stay, encourage out of season visits and increase visitor spend.

The Yorkshire Dales National Park has a specific objective for tourism in its National Park Management Plan: Improve the quality, variety and marketing of the tourism 'offer' based on the local distinctiveness within the National Park to increase the number of overnight visitors and increase the value of tourism by 20% in real terms by 2020 (compared to 2012).

The strategic aims will be achieved by:

- Increasing awareness of the National Park (NP) and its special qualities;
- Developing and enhancing the National Park's product strengths;
- Showcasing the quality and depth of the product offering;
- Supporting the tourism industry to do all the above;
- Acting as a catalyst & offering information and inspiration about the Yorkshire Dales through all forms of digital marketing, PR, print and word of mouth for onward promotion by other partners and passionate persuaders.

Area covered by this Plan

This plan covers the Yorkshire Dales in its entirety. This means the Yorkshire Dales National Park (including the new extension area), the Nidderdale Area of Outstanding Natural Beauty and the towns and attractions on the fringes of the Dales.

Who this Plan is for

This Plan is intended as a blueprint for the Yorkshire Dales National Park Authority, Nidderdale Area of Outstanding Natural Beauty, the Dales Tourism Network, the local authorities and all the tourism businesses in the area, working together over the next three years.

Who will undertake the work in this Plan?

This plan was developed by Susan Briggs at The Tourism Network Ltd for use by all the following:

- Yorkshire Dales National Park Authority and Nidderdale Area of Outstanding Natural Beauty
- All local authorities in the area
- Dales Tourism Network
- All tourism-related businesses in the area

Some of the work described in this Plan is already in progress. Some activities, such as those which develop and promote the special qualities of the Yorkshire are a natural fit with the remit of Yorkshire Dales National Park and Nidderdale Area of Outstanding Natural Beauty.

The local authorities will have an interest in undertaking work particularly to enhance the market towns and villages. The Dales Tourism Network works directly with businesses to help them improve their marketing, undertake product development and increase their profitability. It has taken on responsibility for the overall marketing of all the Yorkshire Dales, particularly through digital channels.

Timescale

It is intended that most of the activities within this Plan should be completed within 3 years.

Current visitor numbers

The charts below show the visitor figures for the Yorkshire Dales National Park.



Key activities

Most of the activities within the Plan fall within these four categories:

- Product audits, information gathering and collating to present key themes and selling points for the Yorkshire Dales;
- Provision of information, key messages, and content for use by third parties. These will largely be partners such as Welcome to Yorkshire, VisitBritain and local authorities, local businesses, and passionate persuaders.
- Acting as a catalyst to stimulate more product development, partnerships and collaborative promotional activities within the Yorkshire Dales;
- Providing appropriate, specialist and targeted business support to enable local businesses to take advantages of opportunities, to develop more collaborations and enhance their businesses. Businesses will be able to undertake more successful, time and cost-effective marketing, benefitting from their location in and around the Yorkshire Dales.

Consultation

The recommendations in this Plan draw on previous experience and consultation including:

- Location-specific focus
- Online business survey (July 2016)
- Feedback from previous activities
- Ongoing direct consultation with members of the Dales Tourism Network
- Visitor research undertaken by the Yorkshire Dales National Park
- Trajectory & VisitEngland: “Domestic Leisure Tourism Trends for the Next Decade”
- Bauer Media’s Millennial Generation research
- Digital Tourism Think Tank: DMO blogs & videos
- BDRC: Holiday Trends 2016
- Peak + Skift’s report “The Rise of Experiential Travel”

Abbreviations:

YDNPA - Yorkshire Dales National Park Authority

DTN – Dales Tourism Network

KEY MARKETS

The Yorkshire Dales benefits from a high proportion of repeat visitors. The challenge is now to attract more first time visitors and those who have not visited for some time, and to target more aspirational, higher spending, longer staying visitors.

Previous work identified three key markets, and several important niches all of which are still valid:

Primary markets		
Market: Feel Good	Market: Treat Yourself	Market: Exploring Together
<p>Busy professionals from urban areas who want to briefly escape to feel refreshed, relaxed, and healthier. They want to make the most of life, to escape from the daily grind. They enjoy learning new skills and gaining a new perspective so they can squeeze more out of their break, with a sense of achievement and stories to tell when they get home. In some markets this is known as "wellness" tourism.</p> <p>They are likely to have a broad circle of friends and work colleagues, who they will tell about their trip so the propensity to recommend through word of mouth and social media is strong. This can also lead to repeat visits with other people, and for celebrations and larger gatherings.</p>	<p>Celebrations and group gatherings: celebrating special birthday, anniversary, weddings. Important growth market, and higher spenders on attractions, food, activities & accommodation</p> <p>A second part of this market is "treat yourself" where the focus of is not on expensive indulgence, but on smaller treats and living in the moment, creating memories together. They could be couples, small groups of friends or families (often grandparents + children) who are enjoying time together.</p> <p>They may be day visitors but can also be encouraged to spend more on small treats such as ice cream on a farm or a pub lunch, perhaps as a 'reward' after a walk.</p>	<p>This segment looks for places they can go to enjoy time together. More likely to be retired couples or couples with pre-school children, often grandparents on child care duty during school holidays, and want children to learn. They revel in the sense of timelessness of the Yorkshire Dales. They like to learn about the countryside or places they are visiting so there is a sense of exploration but they are not particularly adventurous. They seek some guidance on what to see and do, but enjoy the feeling of discovery and making memories. Enjoy simple pleasures like paddling in a stream before enjoying treats together in a tea room.</p>
Product match	Product match	Product match
<ul style="list-style-type: none"> high quality bed and breakfasts and holiday cottages, often with additional or quirky features premium products, including country house hotels and boutique properties with spas or fine 	<ul style="list-style-type: none"> tea rooms, cafes, ice cream parlours good quality accommodation of all types pub lunches and dinners visitor attractions including historic houses and gardens Group accommodation (all levels) 	<ul style="list-style-type: none"> places to stay with a traditional feel, and sense of history pubs, cafes, tea rooms historic houses and gardens nature and wildlife - with guidance on what to see/do

<ul style="list-style-type: none"> dining • outdoor activities, from walking to new challenges such as a guided caving experience • chances to shop for local produce, enjoy fresh food with clear provenance • insights into a different way of living • visitor attractions that give an insight into a different life or offer chances to try a new skill • art and craft workshops • artwork or locally distinctive souvenirs they can take home as a reminder to live well 	<ul style="list-style-type: none"> • Activity providers • Venues • Pubs, restaurants • Associated services 	<ul style="list-style-type: none"> • country shows and events
Additional niches:		
Nature tourism, birdwatchers and wildlife spotters: market will range from those with general to special interest, novice spotters to experienced visitors to lesser known wildlife watching sites		
Outdoor activities & challenges: small groups of active visitors, coming to enjoy a range of outdoor activities and challenges, as part of overall social activity including lunch together and possibly accommodation. Includes walkers, cyclists and other activities		
Purpose-driven: small groups of people, anything from 20-80 who want a challenge, to learn something, have a different experience that gives them bragging rights. Trips with a sense of purpose – arts, food, adventure. Could be affinity groups with special interest. Craft, cultural & faith tourism included		

Domestic markets

The key geographic markets for the Yorkshire Dales are currently:

- North East
- Yorkshire and Humber
- Midlands

A high proportion of visitors are drawn from urban areas. It is likely that visitors will continue to be drawn largely from these areas, although social media, PR and web marketing will also target visitors from Southern England and elsewhere.

Overseas markets

EAFRD funding means there is an opportunity to develop the near Northern European markets. Activity will align with VisitEngland's Northern Tourism Growth Fund's key target markets to attract more international visitors.

KEY MESSAGES

We need to ensure these primary messages run through all marketing activities:

- The Yorkshire Dales has beautiful scenery, AND plenty of indoor attractions, excellent pubs, cafes, tea rooms and excellent accommodation
- More directional and action-oriented suggestions and ideas for things to do, which are more spend driven than the traditional approach of "look at this lovely view"

These messages should be conveyed through strong imagery, appropriate information and tourism industry collaborations. They will underpin all promotional activities.

Once visitors have started to think about coming to the Yorkshire Dales, we need to offer a secondary message of *reassurance*. In an increasingly competitive market, visitors want to feel reassured that they are making the right decision and are going to get both value for money and value for time.

We need to convince visitors that the Yorkshire Dales has:

- Very varied activities and numerous attractions to visit - probably more to do than most visitors expect
- Plenty of high quality products such as great accommodation, fine dining etc. Visitors can enjoy treats and comfort, as well as beautiful scenery
- Physical challenges for those who want them, with a sense of freedom, space, chance to get away from the bustle of daily life (need to combine with information about spending opportunities)

Messages to appeal to specific markets

The primary and secondary marketing messages will act as the foundation for all promotional activity and information.

In addition, we need to convey marketing messages that appeal to the mindsets of each of our target markets, presenting them with appropriate products.

It is useful to look inside the minds of our target markets to ensure we offer appropriate information:

- They want to know their time will be well spent and need to know what they can do, with more "evidence" of what is on offer
- Many visitors are attracted by the countryside, without really knowing much about it. They have & limited place knowledge
- They are charmed/bemused by our sense of community, local personalities and quirks. They don't necessarily want this in their day-day lives but love to see it when they come here and appreciate help to find it

- Many visitors come because our life is different to their everyday reality. They want to create a bank of memories and have a stress-free, easy time together
- They are looking for small treats together, enjoyable pub meal, cake in a cosy cafe, to find different attractions or marvel at views
- They may yearn for a sense of escape, and crave time away from daily pressures

Ongoing marketing messages

We need to maintain interest in the Yorkshire Dales through the media, directly with businesses and through social media and word of mouth.

A good way to do this is to use the primary and secondary messages as the foundation for all activity, but to focus on specific markets and products as particular times, as part of a planned programme of promotional activity so it has more impact.

We need to create seasonal features on key websites, for media use and to offer seasonal promotional ideas for businesses to use. Seasonal messages can also be used in visitor database mailings.

Key messages	Who
Ensure all businesses understand the primary and secondary messages and how to convey them	Via DTN
Provide tangible "evidence" of just how much there is to do and build on the Distinctly Dales project by creating a series of pdf/web versions of Insider Guides to... each dale, village or market town, working with accommodation providers to highlight staying options, add in recommended activities and places to eat etc. Encourage tourism businesses to use them	In progress - DTN
Encourage tourism businesses to offer more reassurance through links to recommendation websites, endorsements, and "evidence" such as tangible examples and images	DTN
Update the 100 Rain-can't-Ruin Things to Do list and distribute as widely as possible, making it available to tourism businesses	DTN
Find ways to offer more "interpretation" of the countryside, helping visitors to get closer. This could be displays in pubs, or field barns or demonstrations of skills such as dry stone walling	YDNPA
Highlight opportunities to find out more about the countryside in a fun way e.g. country shows, sheep dog demonstrations, wildlife watching events, visits to Dales Countryside Museum, farm shops	YDNPA

CHALLENGES AND SOLUTIONS

Challenges and solutions	
<i>The following challenges have been raised during consultation with businesses. Some solutions are recommended, with further consideration of these challenges necessary</i>	
Challenge:	Solution:
Need to attract more off-peak business	Target markets (e.g. celebrations and younger families) who are willing to visit out of season, themed activities and events which give specific reasons to visit, support for businesses to demonstrate ways of attracting off-peak business
Availability of public transport	Provide as much information as possible to show available transport options
Need to attract overseas visitors	Specific activity to achieve this
Accommodation providers want to encourage more direct bookings	More promotional activity and business support to help them achieve this
Need more cycling and walking trails and varied product	Highlight what is available, support to develop, signpost to funding options
Information for businesses to encourage collaboration	Creation of clusters focusing on specific interests & themes to aid this
Perceptions of weather, and need for indoor attractions and wet weather options	PR, social media, images and make wet weather options more apparent

SPECIAL QUALITIES

Special qualities	Who
<i>It is important to raise the profile of the Yorkshire Dales special qualities to differentiate from other areas, attract visitors, develop local pride and provide specific reasons to visit the area. There is a need to make the special qualities more evident, by highlighting ways to enjoy them, and by ensuring local businesses are aware and using them.</i>	
1. Create Top Ten style features and information for the website featuring accessible ways to enjoy the Park's special qualities, showing some of the most iconic ways to experience the Park.	YDNPA
2. Ensure imagery is available to the media and businesses to support promotional of these iconic experiences.	YDNPA
3. Encourage use of the YDNPA logo, with options such as "designed in", "made in".	YDNPA
4. Encourage the development and promotion of sustainable souvenirs	YDNAP
Consider:	
1. Workshops and information to convey the special qualities to businesses in the network and how to use this to attract more business, or refresh the toolkits developed as part of the previous LEADER project.	YDNPA/DTN

THEMED ACTIVITIES

Feel Good and Exploring Together	Who
1. Audit and map all the products within the Yorkshire Dales that can help busy professionals and others feel refreshed, relaxed, and healthier, and those that appeal to the Exploring Together market	YDNPA/DTN
2. Ensure appropriate images are available to target these two market	Tourism businesses, YDNPA
3. Continue to promote the Yorkshire Dales Guide to Health & Happiness	YDNPA/DTN
4. Work with attractions, accommodation providers to create and share related marketing ideas	DTN
5. Share suitable ideas via social media	YDNPA/DTN
6. Identify PR opportunities to promote the Yorkshire Dales as a place to feel good and refreshed, and to spend time together	YDNPA
7. Identify specialist media, bloggers, website and social media influencers	YDNPA/DTN

Gatherings and Celebrations	Who
<i>This is a fast-growing market that has three key advantages: it can help attract first time visitors who by the nature of the event tend to have a very positive experience; these events usually take place out of season; these groups tend to have a higher spend on accommodation, food and drink, activities and local products. They are likely to be attracted by direct promotion as well as through other themes.</i>	
Bring together ideas for activities that appeal to this group, encouraging groups of families and friends to mark life events in accommodation and venues, helping them to arrange activities, food and drink, art and craft gifts	In progress – DTN
Develop specific information about capacities of places available for large gatherings of friends and family for use on websites/social media etc	In progress – DTN
Develop a library of appropriate images that reflect these target markets	Businesses, YDNPA, DTN
Equip businesses to use appropriate language and sales messages to appeal to them	DTN
Support through information and training, the development of products, experiences and packages which appeal to these markets	DTN

Outdoor activities and challenges	Who
<i>Walkers are already attracted to the Yorkshire Dales. This activity focuses on attracting higher spending walkers, with a propensity to eat in a pub or restaurant, and stay longer as they also socialise with friends, and those who want to participate in active challenges such as endurance running.</i>	
1. Explore opportunities to work with other partners to promote social walks and active challenges preferably for staying visitors.	YDNPA
2. Highlight longer walks and trails which necessitate staying visits - these could be trails or shorter round walks, signposting and showcasing settlements and places to eat and stay	YDNPA & businesses
3. Highlight appropriate providers and support services such as luggage transfer, bike hire etc.	YDNPA & businesses

4. Map routes and outdoor activities with accommodation, food and drink etc to make it easier for visitors to stay longer and enjoy other activities	YDNPA
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Nature and wildlife	Who
<i>Nature and wildlife tourism are growth areas, with an opportunity to capitalise on interest generated through television programmes. It's a useful theme to help develop an appreciation of the National Park's special qualities and to attract higher spending visitors with time-specific nature-spotting activities.</i>	
1. Continue to highlight the nature calendar and encourage businesses to link to it in their marketing activities to encourage all-year-round visits.	YDNPA
2. Develop ways to help visitors enjoy nature and wildlife-spotting, for example by showcasing safari and photographic tour opportunities.	YDNPA/businesses/DTN
3. Develop a cluster of businesses who are interested in wildlife and nature tourism, putting accommodation providers in touch with specialists, and highlighting those accommodation businesses that provide spotting info, support and equipment such as binoculars and guides, picnics & flasks for dawn-chorus forays etc on the Yorkshiredales.org.uk website. Include farm tours and other related experiences.	YDNPA
4. Use PR to give more prominence to nature tourism experiences.	YDNPA
Consider:	
1. Educational programmes for accommodation providers to increase awareness	YDNPA
2. Attending events such as British Bird Watching Fair (with partners to reduce costs)	YDNPA
3. How to offer different "entry points" and experiences for each level of interest/knowledge	YDNPA
4. Using an individual animal or bird as a type of mascot to raise the profile of the Park's nature e.g. Puffins are associated with Lundy Island	YDNPA

Food and drink tourism	Who
<i>Food and drink can be used to increase visitor spend, as well as a magnet to draw in new visitors.</i>	
1. Audit and map all food and drink producers in the area to ascertain feasibility of a food trail.	YDNPA
2. Develop a new festival, potentially themed around cheese	YDNPA
3. Promote the quality of food and drink in the Yorkshire Dales through the website, social media and PR, working with established reviewers, showcasing food and drink festivals and events.	YDNPA/DTN
4. Encourage food producers to really "tell their story" with enhanced information in their promotional activities and use some of their stories	DTN/YDNPA
5. Work with accommodation providers, particularly cottages and campsites to promote local food and drink, and places to eat.	YDNPA/DTN
6. Create digital food and drink trails, linking producers and outlets to other routes for cyclists, walkers etc	YDNPA
7. Encourage food producers to develop visitor-facing services, possibly creating visitor attractions	YDNPA/LEADER

8. Consider development of more practical and hands-on food experiences. These could be at two levels: gastro-experiences such as those offered by Yorkshire Food Finder and nibblers who want to simply sample.	YDNPA
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Arts and crafts	Who
<i>The promotion of locally inspired and made arts and crafts will help to increase visitor spend, and deepen recognition and appreciation of the NP's special qualities.</i>	
1. Highlight galleries, events and places to buy high quality local art and craft.	YDNPA/DTN
2. Highlight participative arts and crafts activity. Encourage creative entrepreneurs to offer more workshops and learning opportunities, collaborating with accommodation providers where possible.	YDNPA/DTN
3. Ask artists and craftspeople to highlight their sources of inspiration for use in web features linking landscapes to creative activity	YDNPA/DTN
4. Make it easier for accommodation providers to showcase and recommend local artists. Education and information is necessary	YDNPA
Consider:	
1. Development of a new off-peak event: a festival of making to include food, drink, arts, crafts with demonstrations, sampling sessions and creative workshops. This would be used to bring the area to life, and raise the profile of the many different activity and participation options.	

Dark Skies	Who
<i>The first two Dark Skies festivals have been very popular, providing a firm foundation for future activity.</i>	
1. Continue to develop and run the Dark Skies Festival.	YDNPA
2. Undertake more activities to promote the dark skies during the rest of the year	YDNPA
3. Link with other activities such as food and drink, accommodation providers.	YDNPA
4. Run workshops to help businesses take advantage of their location in a dark skies area and include tips on what to buy in terms of equipment to make businesses 'dark sky' ready.	YDNPA
5. Work with partners to consider the development of Dark Skies Reserve Status, and demonstrate that the NYM has amazing night skies, to encourage more overnight stays.	YDNPA
6. Introduce new elements to promote the dark skies to extend the season, such as bug and bat hunts, night vision wildlife walks, night time runs/walks and train rides.	YDNPA
7. Create library of images and videos to promote the dark skies.	YDNPA

ATTRACTING OVERSEAS VISITORS

The YDNPA has an opportunity to attract overseas visitors using the gateways of Newcastle and Leeds-Bradford Airport, and the P&O ferry terminal in Hull. Some overseas activities can be undertaken directly, with others undertaken in partnership with Make it York (as York is a known and attractive brand for heritage-seeking overseas visitors) and VisitBritain. There may be further opportunities if there is a successful outcome to the current bid by England’s National Parks to the Discover England Fund which the Yorkshire Dales is supporting.

Key target markets will be Germany and the Netherlands. They are near markets, and accessible, and interested in countryside experiences, heritage, food and drink, participative activities such as art and craft, outdoor activities and characterful accommodation so there is a good product match. Both markets are looking for authentic experiences that give them an insight into real English life.

Overseas visitors	Who
<i>There is an opportunity to attract more overseas visitors, particularly with the availability of EAFRD funding. Overseas visitors are an attractive market because they tend to be higher spending and longer staying than domestic visitors. The following are additional activities designed to specifically appeal to them.</i>	
1. Identify iconic and actionable experiences to appeal to overseas markets	YDNPA
2. Translate key sections of the YorkshireDales.org.uk website to appeal to overseas visitors	YDNPA
3. Using VisitBritain’s industry insights make sure we understand the needs and interests of key target markets: Netherlands, Germany,	YDNPA
4. Match market segments with products e.g. Devoted Discoverers in Germany and the Energetic Matured in the Netherlands love wildlife and nature	YDNPA
5. Develop relationships with tour and coach operators in Germany and the Netherlands as a more sustainable way of attracting overseas visitors.	?

SUPPORTING NORTH YORK MOORS' MARKET TOWNS AND VILLAGES

Market towns and villages	Who
<p><i>The market towns and villages have retained their own identities and have a strong sense of community, but it is not always obvious to outsiders exactly what they offer. Each location is different but has similar issues, wanting to increase spend and maintain its identity. Instead of each one constantly "reinventing the wheel", it would be better to present them with options and ideas which are already known to work, and ideas on how to adapt them for each location.</i></p>	
<p>1. Identify local champions and influencers who can pass on appropriate information to others in their area</p>	<p>LA, DTN, YDNPA</p>
<p>2. Develop examples and ideas that can be adapted for each market town and village including how to describe the place, and what <i>not</i> to say, ways to enthuse locals and enlist them as champions and ambassadors, how to make selling points for each destination as apparent and distinctive as possible, examples of actionable experiences to focus on spend opportunities</p>	<p>DTN, LA</p>
<p>Consider:</p>	
<p>1. Run destination marketing workshops in each location covering collaboration opportunities, their own existing activities, images, what makes each one special/different, specific and newsworthy reasons to visit, recommendations for places to eat, anything different that visitors can do in that location? create statements, information, make it easier for accommodation providers to pass on information to visitors. Consider what might be missing from that location. How could gaps be filled – refer them to sources of funding</p>	<p>DTN/LA</p>
<p>2. What might be missing in each market town and village? How could those gaps be filled – referring to sources of funding for appropriate product development</p>	<p>DTN/LA</p>

TACKLING SEASONALITY

Tackling seasonality	Who
<i>Numerous activities described in earlier sections will help to increase off-peak business, in addition to the following activities.</i>	
1. Identify reasons to visit in every month of the year to create a calendar of promotional angles	YDNPA/DTN
2. Ensure the above reasons are reflected through the Yorkshire Dales website	YDNPA
3. Provide appropriate copy and imagery to tourism providers, for example attractive and enticing indoor images showing indoor attractions, pubs and places to shelter from bad weather	YDNPA
4. Develop and deliver workshops to guide tourism providers through the process of marketing their off-season helping them to identify key points at which visitors can be influenced	DTN in progress
5. Support product development that appeals in all-weathers e.g. a company making chocolate could offer workshops and have-a-go sessions.	YDNPA, LEADER, DTN

VISITOR MANAGEMENT

There is a need to balance the needs of residents with those of visitors and ensure that the visitor economy does not have an adverse effect on the special qualities of the National Park. Tourism development activities will aim to support independent businesses, avoid damage to the National Park's biodiversity, and avoid honeypots and sensitive locations. Activities within this Plan are aimed at increasing visitor spend and length of stay to ensure a greater economic contribution to the local economy and reduce travel into and out of the National Park.

Appreciation of the National Park's special qualities

Many of the activities within this plan are aimed at enhancing visitors' appreciation and enjoyment of the Yorkshire Dales' special qualities, such as the nature calendar. This is something we need to continue to develop.

Accessibility

The Yorkshire Dales recognizes its duty to make the National Park as accessible as possible to as many people as possible. There is a need to ensure businesses are aware of their responsibilities, and the business opportunities in this area (for example, there is high demand for accessible, ground-floor bedrooms). Signposting to the National Accessible Scheme and work done on Access for All at VisitEngland would be helpful.

PROMOTIONAL ACTIVITIES

PR & social media	Who
1. Create an annual programme of social media and PR activity, using the themes within this plan.	DTN in progress
2. Obtain destination marketing and PR plans from Welcome to Yorkshire, Make it York and other partners to look at how destination PR for the Yorkshire Dales can be strengthened.	YDNPA
3. Ensure VisitBritain, VisitEngland and Welcome to Yorkshire are all aware that Yorkshire Dales welcomes visits from journalists and is ready to help host visits.	YDNPA
4. Make the media plan available to members of the DTN so they can piggyback where appropriate. Ensure tourism businesses understand how they can participate in media activities, and undertake their own, to strengthen the common message.	DTN
5. Consider attendance at a VisitBritain North Europe Meet the Media event.	YDNPA
Web marketing	
1. Check key messages outlined above are reflected within all appropriate websites	All
2. Add sections, content and promotional messages from each theme described below to the website	All
Direct mail	
1. Develop the visitor mailing list according to key markets and themes.	DTN in progress
2. Develop a monthly mailing programme, taking on board marketing messages identified in this Plan	DTN in progress
3. Make businesses aware of the mailing list so they can suggest information for inclusion (they may pay to be a special feature within the newsletter)	DTN
4. Encourage businesses to link to the mailing list and encourage their visitors to sign up	DTN
Visitor information centres, hubs and points	
1. As part of the overall promotional calendar (above) identify promotional angles for the visitor centres,	YDNPA, LA

BUSINESS SUPPORT AND TRAINING

Business support	Who
<i>There is now a need for differentiated business support i.e. recognising the varied needs of different sectors, the different needs of new, developing, and enhanced businesses. Previous business support has been relatively ad hoc. There is now a need for a more planned programme of support which selected businesses can follow step-by-step from start to finish.</i>	
Continue to build the Dales Tourism Network	
Proactive industry engagement and outreach particularly: <ul style="list-style-type: none"> • around the fringes of the NP • premium products • tourism providers within the key themes • new businesses 	DTN
Help businesses to collaborate by making direct connections between them	DTN
Developed improved business communications	
Develop a timetable of planned mailings and support activities for DTN, encouraging the use of key messages, resources and participation in business support activities.	DTN
Share details of target markets and the Destination Plan with all DTN members – with advice on how they can benefit. Outline the key messages and what information we all need to convey	DTN
Create more tailored online resources and encourage businesses to access them.	DTN
Provide targeted and specialist information	
Provide trends information and guidance to enable businesses to develop and take advantage of market opportunities: how the market is developing and how visitors' needs are changing; how consumer behaviour is changing and the likely trends - technology, social, economic - that will affect the tourism industry; what to actually <i>do</i> ; product development opportunities and activities; where to go for additional support.	DTN
Develop a programme to improve and promote accommodation to increase the length of stay.	DTN
Training and support for businesses	
<i>Training and business support can be broken down into five categories:</i> <ul style="list-style-type: none"> • <i>Marketing and business planning – getting the foundations right</i> • <i>Development of specific skills e.g. social media</i> • <i>Problem-solving e.g. attracting off-peak and direct booking, avoiding discounts</i> • <i>Tools and tactics to increase collaboration, promote of the NP's special qualities</i> • <i>One-one mentoring to help individual business solve specific issues</i> 	DTN
Develop a planned programme of business support by email, in person, and online.	DTN
Create an annual programme of messages and sales stories for businesses to follow	DTN
Consider:	
Creation of a new "Know Your Place" programme of familiarisation visits, tips, and training for accommodation providers, so they can pass on key messages about the areas, enthuse about what it has to offer and be even stronger advocates	YDNPA

PRODUCT DEVELOPMENT

We need to continue to develop and improve the Yorkshire Dales product to ensure it matches market demands. Some product development angles are included within the themes above. There is a need for more product development and industry guidance to make this happen.

Local businesses need guidance to enable them to make the right investments. There are a growing number of individuals and companies wishing to invest in the area. In many cases they choose to develop tried and tested formulas such as forest lodges and glamping but these markets will soon be saturated, to the detriment of other options.

There is a need for a visionary Plan that identifies:

- a) what tomorrow's visitors are likely to be looking for;
- b) what are the gaps in the current Yorkshire Dales tourism product range;
- c) what are the opportunities for the future and what products and services should be created?

Product Development	Who
<i>There is a need for a practical vision to take account of market demand and trend-setting developments from elsewhere, audit of current gaps and identification of new opportunities.</i>	
1. Consider the creation of a "Portfolio of Possibility", with examples of product development opportunities including physical new product ideas; talks & walks; products to appeal to specific niches.	YDNPA
2. Publicise the Portfolio of Possibility and make it widely available, to encourage businesses and entrepreneurs to pick up a "possibility" and explore and develop it.	YDNPA

FUNDING

The YDNPA will continue to bid for funding where appropriate and to signpost businesses to relevant sources of funding to support product development, for example through the YDNPA's Local Distinctiveness Fund, LEADER or funding opportunities through the York, North Yorkshire and East Riding LEP.

MONITORING AND EVALUATION

Continue to monitor and evaluate progress using appropriate research. There is an ongoing need to make businesses aware of existing research findings and what they need to do as a result.

Note: The Tourism Network Ltd is a marketing, training and business support consultancy with private sector tourism clients. Susan also runs the [Dales Tourism Network](#) providing support to around 450 Yorkshire Dales tourism businesses and promotes the Dales through the [Dales Discoveries website](#), social media and related activities on a purely voluntary basis. Other voluntary projects in progress include developing the celebrations and family gathering market, work to attract more people to live in the Dales and establish businesses here, a programme of training and business support, and other promotional activities. Funding is needed to increase the impact of this activity.



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