



Visit Wales
Croeso Cymru

Marketingtoolkit



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It All Starts Here

How to use the Visit Wales Marketing Toolkit

Marketing. It's one of the most misunderstood aspects of running a business. Yet without it, the business may never reach its full potential – if it survives at all.

This Toolkit aims to take some of the mystery out of marketing, and provide practical advice and suggestions to help you plan and execute your own marketing campaign. It includes information, exercises, and examples of how other Welsh tourism businesses have made marketing work for them. If you don't have a big budget, lots of time or much previous experience, don't worry – virtually every idea in here can be adapted to suit your individual circumstances. And if you feel you could use some specialist expertise, or need more information, there's a comprehensive list of resources you can call on to lend a hand.

The Marketing Toolkit is divided into four main sections:

It All Starts Here – this introduction, plus some background on the Visit Wales national strategy for promoting Wales as a tourist destination

Doing The Groundwork – defining and understanding your market, developing an identity for your business, and creating a marketing strategy

Making It Happen – practical marketing for small to medium-sized tourism businesses, including advertising, PR, direct mail and the internet

Take It Further – a wealth of extra resources, many of them available **FREE** through Visit Wales and other organisations

The content in each section is broken down into individual topics. Depending on your needs and prior knowledge, you can pick and choose specific topics that interest you, or work through them all in sequence. Remember, this isn't an academic course: it's practical, hands-on stuff, designed to help you achieve maximum results at minimum cost.

Finding Your Way Around



Throughout the Toolkit, we've used icons to highlight key points and help you find the information you really want. Here's what they all mean:



Extra resources available – go to the ‘Take It Further’ section for more detailed information on this topic



Over To You – an exercise for you to complete, designed to spark ideas and get you thinking about your own business needs



Lifeline – a practical tip to help you get – or stay – out of trouble



Case study – real-life examples of how to do it from other Welsh tourism businesses

As far as possible, the Toolkit steers clear of technical marketing terms. Where they’re unavoidable, you’ll find straightforward definitions in the **Jargon-buster** included in this section.

The toolkit contains the following sections:

It All Starts Here

The background to your marketing campaign

Your Country, Your Brand

It is Visit Wales’ job to promote Wales as a tourist destination for visitors from within the country, throughout the UK and overseas. Find out more about its strategy, and how your business is a part of it.

Say It Like It Is: A Marketing Jargon-Buster

Doing the Groundwork

A step-by-step guide to developing your marketing plan

Know Your Customers : Defining and Understanding Your Market

The more you know about your potential customers, the easier it is to give them what they really want. So where do you start?

A Sense of Identity – Creating and Developing Your Brand

In a crowded and competitive market, a strong brand helps you stand out. And the good news is, you don't need to be a multinational to build one!

The Grand Design – Putting Together Your Marketing Strategy

You know what you're selling, and who you're selling it to. Now you have to bring the two together – and for that, you need a plan...

Making It Happen

You've got your plan – time for action

Net Benefits – Taking Your Business Online

Everyone has a website these days. Which means you should, too - or does it? And what other ways can you put the internet to work for your business?

Staying Close – How To Attract And Retain Customers

Like any successful relationship, it's all a question of communication...

Getting The Word Out – Making Advertising Work for You

You don't need a seven-figure budget, or a glitzy agency, to run an effective ad campaign. You do need clear objectives, basic information, and a cool head...

Hit The Headlines – Using Your Local Media

Be your own spin doctor, and get the local media promoting your business for you. What's more, if you have a few tricks up your sleeve, it shouldn't cost you a bean.

Joining Forces – The Power Of Partnerships

Teaming up with other providers opens up huge new opportunities for promoting yourself, your region - and your country.

Take It Further

Additional Resources

Signposting to more detailed help with topics covered in the Toolkit.

Your Country, Your Brand: Marketing Wales

This section will help you to:

- Gain insights into how Wales is being promoted as a brand
- Understand Visit Wales' strategy for promoting Wales as a destination
- Identify ways in which you can tap into and benefit from regional and national-level promotions

Visit Wales marketing goals

Visit Wales has the following marketing aims:

- To raise **positive awareness** of Wales as a **tourism** destination.
- To provide a means for customers to **purchase a visit**
- To stimulate visits that will **benefit** individual businesses and the **economy** of Wales as a whole

To achieve these aims, Visit Wales has created an 'umbrella' brand for Wales as a tourism destination. It's then up to private-sector businesses (that's you) to provide visitors with an experience that lives up to the brand image, and meets their needs and expectations.

Why brand Wales?

Creating a brand for an individual product or business is hard enough: branding an entire country is something else altogether. Because of the sheer diversity of Wales, and the people who come to visit it, it's impossible to take a 'one-size-fits-all' approach. So, drawing on extensive research, Visit Wales has put together a brand that gives visitors an overall picture of what Wales has to offer, but is flexible enough to cater for a wide range of target markets and special interest groups.



What are the main things you feel Wales has to offer visitors?

What is 'the Wales brand'?

The Wales brand gives the country a strong, distinctive identity as a tourism destination. A development of the highly successful 'Big Country' promotional campaign, it presents the places, people and culture of 'the real Wales', giving potential visitors a true sense of what's on offer here. It has a broad reach and appeal, but there's a particular focus on the 'Independent Explorer' seeking an authentic holiday experience.

How does this apply to my tourism business?

Having an umbrella brand doesn't mean following Visit Wales corporate style. It's there to help tourism businesses across Wales work together, get the most out of the support programmes available, and offer consumers an experience that lives up to what they've been promised. All you have to do is understand the brand's messages, and make sure your business reflects them. In return, you can benefit from

- being part of £6 million media, TV and press advertising campaign with an international reach
- a sustained market research programme
- working with similar businesses to beat the competition (which is anywhere outside Wales that the target consumer may visit instead!)

Visit Wales is continuously involved in consumer research, and the brand has been carefully designed to appeal to all potential target markets. And while all tourism businesses are unique, there's a good chance yours can benefit from aligning itself with the Wales brand.

And if not?

It's possible that your business serves a very specialised niche market that the brand doesn't directly account for. Obviously, you know your business and customers better than anyone, and adopting a different strategy may be right for you. Even so, you may want to consider broadening your market to include some of Visit Wales' target consumer groups, to give your business extra growth potential.

Visit Wales target groups

Visit Wales has identified the places and people that offer the best potential for developing tourism in Wales.

Geographical targets

- **Priority areas**

Those within a two-hour drive: the M4 corridor, the Midlands, north-west England, Hampshire and the West Country. These areas get the heaviest spending on TV and press advertising and direct marketing

- **Secondary areas**

The rest of the UK. Ads on satellite and digital TV networks, and in national newspapers and magazines, give nationwide coverage

Consumer targets

Visit Wales identifies its target consumer groups according to their behaviour, attitudes and motivations, rather than simple demographic factors (age, occupation, income etc). Detailed research has shown that the single most important consumer group are the so-called 'Independent Explorers'. These people are

- in search of new places and experiences
- affluent/ slightly upmarket
- mainly adults, aged 30 and over
- keen to avoid over-commercialised tourist traps
- independent in their thinking and actions
- looking for places that inspire and challenge them
- interested in understanding the local culture and meeting local people
- wanting to return home refreshed and enriched

That's still a fairly broad group, so to enable more precise targeting, it's been broken down into:

- Active Explorers
- Family Explorers
- Personal Explorers

Altogether, this group represents 7 million potential visitors to Wales from within the UK alone. The challenge to businesses like yours is to offer these Independent Explorers the experience they're looking for.



Re-read the Independent Explorer profile above. Do you recognise your customers in any of these groups? If so, which one(s)?

Who would be your target consumers during your high and low seasons? Are they the same?



More detailed information on each target consumer group is available on www.wales.gov.uk/tourism

International Visitors

Visitors from outside the UK are vital to the Welsh tourism economy. Working in partnership with VisitBritain, Visit Wales has developed specific media campaigns to raise awareness of Wales among potential visitors in the following target regions:

Category A

- USA
- Germany
- The Netherlands

Category B

- Belgium
- Japan
- Australasia
- Ireland
- France

Being part of it

Visit Wales and its partner organisations run numerous support programmes for Welsh tourism businesses like yours. You'll find a full list in the 'Take It Further' section, but to start with, you might want to consider:

- Contacting Visit Wales' specialist Marketing Advisory Service
- Enlisting the help of Visit Wales' Public Relations Support
- Getting yourself listed on www.visitwales.com website, the first information point for consumers
- Developing an authentic 'Welsh' package based around one of Visit Wales' key strands (walking, cycling and so on).

Say It Like It Is: A Marketing Jargon-buster

As far as possible, the Toolkit avoids using marketing jargon. However, there are certain technical words and phrases you're bound to come across when you're thinking, reading or talking about marketing – here are some of the most common.

Above-the-line

Conventional promotions using the mass media (TV, radio, cinema, newspapers, magazines, outdoor, internet) to promote products, services and brands. Basically, advertising.

Ad

The accepted industry term, and always preferable to 'advert' or, worse, 'advertisement', when talking to anyone in the trade.

Advertising

Advertising is a promotion that appears in the print media (newspapers and magazines), broadcast media (radio and TV), outdoor (posters, billboards, bus-backs) or online that you **pay** for. Print advertising is divided into **classified** and **display**. If you take out a classified ad, it will be grouped together with all the others in the same category and you'll be charged by the word. A display ad appears by itself and you'll pay for the space, which is sold in fractions of a page (whole page, half page, quarter page etc): bear in mind you'll also have to pay the production costs on top.

Advertorial

A type of display advertising where instead of placing a conventional ad, you fill the space with copy – adver(tising) + (edi)torial. In order to show readers that it isn't editorial, the publication will insist you use a different typeface, and you'll usually have to head it up 'Advertising Feature' or similar.

Below-the-line (BTL)

Direct communication with customers, using any and all means, and often requiring a response. Usually this means direct mail (including e-shots), but BTL also encompasses the full gamut of PR, sponsorship, price promotions, special offers etc etc.

Brief

Background information, guidance and instructions for a piece of design or creative work.

Comms

Short for communications. If you're really unlucky, you may also come across its near relative, marcoms (marketing communications).

Copy

General term for words in advertising, journalism and PR.

CRM

Customer Relationship Management – in the corporate world, the use of IT to manage processes where the business and its customers come into contact.

Die Cut-out

Any (deliberate) hole or other odd shape in a piece of printed material.

Database

A piece of software for storing, searching, organising and retrieving information on a computer. Also refers to the body of data itself.

Direct mail

A promotional item posted to a named individual. Known to the rest of society, not always fairly, as junk mail.

Domain

The 'name' of a website. Every website has a numerical IP, or internet protocol, address, but these are extremely hard for people to remember. Instead, we use text-based names: when you type in a web address, the internet's Domain Name Servers (DNS) look up the site's IP address and make the connection for you.

Editorial

Everything in a publication that isn't advertising.

E-newsletter

A newsletter that's emailed to recipients, rather than printed and posted.

E-shot

An electronic mailshot, using email instead of printed material through the post.

Feature

Also known as an article – a longer piece in a magazine or newspaper, usually accompanied by pix.

Features list

A magazine or other periodical's planned features for the coming year.

Full bleed

An ad that runs right to the edge of the page. An ad with a white border round it is called a gutter ad.

Google

The world's pre-eminent search engine. It's now entered the language as a verb – 'to Google' - meaning 'to look something up on the internet' ("When I'm going somewhere new, I always Google it first" etc).

Home page

The 'front door' of a website – generally the first page to open when you type in a website address or URL.

HTML

Hypertext Markup Language. A computer language that tells a web browser how to format a web page or email. HTML commands, or tags, are used to determine fonts, point sizes, colours, text positions and so on.

ISP

Internet Service Provider – the people who connect you to the internet and, usually, also provide your email service.

Lower case

Printers' term for small (as opposed to capital) letters. A mix of both, like this sentence, is called 'upper and lower'.

Mac

Industry term for the Apple Macintosh computer, weapon of choice for designers everywhere. Although most software is available for both Mac and PC, there can still be compatibility problems between the two systems, a situation not helped by the enduring tribal warfare between Mac and PC users!

Mailshot

Industry term for sending out a piece of direct mail.

Medium

A means of communicating with your target audience.

Message

What you want to say to your target audience.

Metatags

Keywords embedded in your website content to make it easier for search engines to find it.

Mono

Printing term for black-and-white (from 'monochrome').

Pix

Industry-speak for pictures (also referred to as images).

PR

Public relations – umbrella term for a wide range of activities designed to present your business in a positive light and develop closer relationships with customers.

Rate card

A publication's list of standard advertising charges. It will usually be sent out with lots of other information (readership statistics, features list and so on) in a media pack.

Search engine

A specialised website that helps you look for information on the internet using keywords. Google, Yahoo! and MSN, of which Google is by far and away the biggest, are the most popular search engines worldwide.

Segment

A 'slice' of the market, based on age, sex, occupation and so on.

Segmentation

Dividing a market according to precisely-defined social, economic and other criteria.

Stock

What printers call paper.

Target audience

Who your product or promotion is aimed at.

Upper case

Printing term for capital letters (also known simply as 'caps').

URL

Uniform Resource Locator – the proper name for a website address.

Doing The Ground Work

A step-by-step guide to developing your marketing plan

Contents in this section:

1. Know Your Customers: Defining and Understanding Your Market

2. A Sense of Identity – Creating and Developing Your Brand

3. The Grand Design – Putting Together Your Marketing Strategy

Know Your Customers: Defining and Understanding Your Market

To most of us, marketing research (MR) is being approached in the street by an interviewer, or a chirpy phone call at 8 pm asking if we can spare 'just a few minutes' to answer some questions, or the purchase of costly statistics.

So not surprisingly, it's something we tend to shy away from: having been on the receiving end, we don't fancy dishing it out. But unless you have a good understanding of the type of business you're trying to attract, you can't even begin to put together a marketing strategy. As the old adage goes: if you aim at nothing, that's exactly what you'll hit.

Ultimately, the purpose of MR is to **understand your customers**. The more you know about them - their age, gender, social status, where they live, what they do for a living, their needs, wants, habits, likes, dislikes, interests, income, influences and instincts - the better your chances of developing a product or service they're going to be willing to pay for. Which is what business is all about.

The author Rudyard Kipling, who started out as a journalist, wrote:

*"I keep six honest serving-men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who."*

Marketing research basically means keeping your eyes and ears open, and constantly questioning your customers, your competitors, and yourself. The good news is it doesn't have to involve the kind of in-your-face approach that has so often given it a bad name. Neither does it have to cost a lot of money – often it's entirely free!

And to prove it, you can start right now.



What kind of product or service are you offering, or planning to offer?

Why would anyone pay for it?

When will they be able to buy it?

How will they hear about it?

Where will they come from to buy it?

Who do you think will want to buy it?

The Low Down: Basic MR on a Budget

There are two main types of MR:

Desk research – gathering information from *existing sources*, such as

- the internet
- directories
- reports
- books
- magazines
- newspapers
- your own records

Field research – collecting *original data* directly from people, using

- questionnaires
- interviews
- surveys
- visitor/customer feedback forms

These may be conducted

- in person
- by phone
- by post
- online

By its very nature, field research tends to be more expensive and complicated than desk research. If you're limited by time and budget, it's best to start with desk research, then use highly targeted field research to fill in specific gaps in the data.

Suggestions to help make your MR more effective:

- Know exactly what it is you're trying to find out. This will ensure you ask the right people the right questions, and avoid wasting their time and yours (**your visitors are on holiday so avoid intrusive and lengthy research**).
- Choose your research method according to what you want to know. Finding out how many walkers visit Wales each year is a desk research job; learning what walkers look for when choosing a B&B will probably involve field research.
- If you're using a questionnaire or survey, keep it simple and focused: people are more likely to fill it in, and you can get straight to the information you want.
- **Don't forget to include a tick box for inclusion.**
- Make any questionnaire or survey easy to return – pay the postage, do it online: easiest of all is asking customers to fill in a card there and then.
- Use reliable, up-to-date sources.
- Get enough data before you decide anything. Using a number of different sources will help you get an overall 'feel' for trends, the state of the market and so on. A little knowledge can be a dangerous thing.
- Don't get too much data. It's easy to get bogged down, and find the picture is becoming foggier, not clearer.
- Be objective. A very common mistake is to see what you want to see, not what's actually there. If the data supports your plan, you're probably onto something. If all the available evidence seems stacked against it, it's not necessarily a bad idea; just think very carefully before proceeding. And if there's no data at all, ask yourself why. Is it simply because nobody has ever thought of this before? Or have they, and decided it's not worth pursuing?



- Don't buy data you can get free. Visit Wales and other organisations generally have lots of material available at no or nominal cost.
- If you choose to buy data, make sure you know exactly what data you're getting for your money, that it really will tell you what you want to know, and whether there are any restrictions on how you can use it.
- Never miss an opportunity to learn more about your customers, whether through a formal piece of research, or a quick chat in the car park. The more you know about them, the more likely you are to come up with a product or service offering that meets their requirements.



- 1. What market research methods have you used in the past six months?**
- 2. Which ones work best, and why?**
- 3. What TWO things would be MOST useful to know about you customers right now?**
- 4. How could you go about finding this information?**

Know your Competition

Competition is healthy. It's good for customers, because it creates greater choice and, in theory at least, keeps prices realistic. And it's good for businesses, because it makes them try that bit harder, and actively look for new ideas.

It almost goes with saying that it's vital to know who your competitors are, and what they're up to. If they're doing something you could do differently - or better – it can inspire you to overcome barriers within your own business. And if there's no way you can ever compete on equal terms, maybe it's time to look for a new direction. **The other important benefit to knowing the competition is so that you can work in partnership, for example to help manage overcapacity. (More of this is included in the section on Partnership).**



The rivals you consider the competition may not be those closest to you. In fact, they could be outside of Wales. The section on Partnership later will explore this idea further.

By analysing your competitors, you'll not only get a better idea of what you're up against, you'll also turn a critical eye on your own business. So here goes.



Make a list of your main competitors on the basis of

- 1. Location (break it down into those in the immediate area, within an hour's drive, and elsewhere in Wales, outside Wales)**
- 2. Type of business**
- 3. Size of business**
- 4 Type of customer you and they are trying to attract**

Next, identify the one or two most serious competitors in each category. For each, list TWO reasons why you've chosen them.

Now consider your own business. If these major competitors were analysing *you*, what would they see as the main threats to *them*? (Think about your Unique Selling Points-what makes your business different to the customer)

Filling The Off-Peak

One of the biggest challenges facing every tourism business, in Wales or anywhere else, is **seasonality**: there are times of the year when people just don't want whatever it is you're selling.

One of Visit Wales' aims is to help businesses extend their operations outside the traditional tourist season. It really comes down to some creative thinking on the part of business owners.



The key to solving any problem is defining it. Start by identifying your existing market:

- **Who are they?**
- **When do they come?**
- **What activities, events, sights or other attractions bring them in? (consider also the benefits you offer- meals, drinks, pamper services etc)**

Next, think about the people you would *like* to attract in addition:

- **Who are they?**
- **When would you like them to come?**
- **What do you think is stopping them from coming? Be specific: is yours a highly weather-dependent attraction? Is there a shortage of suitable accommodation? Do you have staffing issues, or other business or personal commitments that restrict the service you can offer?**

For each factor you've identified, think of ONE possible solution, and how much your season could be extended if you put it into practice. Don't let money or other considerations get in the way of a good idea at this stage.

Now bring things back down to earth a bit. If your ideal solution costs a million pounds, is there anything you could do for a thousand? Or even a hundred?

Below are some of the factors that may bring people to Wales for days, short breaks or longer stays. For each, try to find as many links as possible with your own business. For example: is there a castle nearby? Do red kites nest on the neighbouring farm? Is one of Wales' top restaurants five minutes' walk from your front door?

- **Activity?**
Walking, Cycling, Mountain Biking, Golf, Fishing or Niche Activity Attractions
- **Chill Out?**
Natural environment, landscape, wildlife
Regional food and drink specialities
- **Culture and Heritage?**
Castles and other historic monuments
Local crafts and other traditions
Museums, galleries and other cultural and heritage attractions
- **Seasonal Events?**
Sporting events, Festivals, Golf

What off-season packages could you put together that would take advantage of these factors? Would you need to work with others to make it possible? If so, who?



A small independent tour operator in South Wales found that attracting visitors off season was difficult. Rather than creating a special promotion for this season they simply decided to target a slightly different market. They communicated to potential customers the benefits of visiting Wales off season. They put together a package centred around the Autumn and Winter season featuring a Winter Nature Walks, seasonal produce feature on the menu and a local festival. By targeting customers who preferred to visit when children were back in school, attractions were quieter, the restaurants were more available and there was less traffic on the road, allowed them to be busy in the typically quiet times.

and link to resources section TAKE IT FURTHER



More information on market research can be found on Visit Wales' website www.wales.gov.uk/tourism

A Sense of Identity: Creating and Developing Your Brand

The section will help you to:

- Understand what a brand is, and why it's important
- Develop a brand for your tourism business
- Identify ways to 'build' your brand and communicate it to existing and potential customers

What is a brand?

Way back when, millions of cattle roamed free over the limitless plains of the American West. To prevent disputes about whose was whose, each rancher applied their own unique, permanent mark to their animals with a red-hot iron. This mark was known as a **brand**. The same idea was adopted in industry: manufacturers burned their logo into the barrels they used to ship soap, for example.

This gives branding a crucial **psychological** dimension, as well as purely practical one. Your brand brings together everything about your business, and its products or services. As well as the name and logo (plus other design elements like fonts, colours, images and symbols) it includes people's expectations, perceptions and associations – less tangible, but just as important. Essentially, a brand aims to 'burn' an image into the customer's mind, just as the old-time ranchers burned their marks of ownership onto their animals' hides.

Developing a brand begins with a clear message of what you have to offer the consumer. That means getting to the heart of what your service or product represents, what you promise and deliver to the consumer, your values and ethics, and how you differ from the competition. This message is then often presented in all aspects of a brand including the logo and corporate strap-line.



What do you associate with the following well-known brands?

Skoda Mini Volkswagen Mercedes

These companies spend millions promoting their brand image, so that even if you've never bought any of their products, you still have a firm idea in your own mind of what they stand for, who their target customers are, and whether you'd buy from them.

You need to invest in your brand, so that customers perceive you and your business as you want them to. These are subtle activities that, on their own, probably won't make a big difference to your profits in the short-term. Long-term, however, they'll give customers a stronger sense of who you are, and what you have to offer. In brand building, you must always be looking at the big picture.

Why develop a brand?

It sounds complicated, but in fact, developing a brand needn't take long, and is always times well spent. Having a strong brand

- Ensures you and your team are clear on what you have to offer and how it meets the consumer's needs
- Helps the business focus on what it has to deliver to its customers
- Gives all your future marketing activities a firm foundation and clear direction
- Gives customers something they can understand, believe in and 'buy into' beyond the physical product or service itself

Guide to Developing Your Brand

Developing a brand is a four-stage process:

Stage 1	Know your product or service	Be absolutely clear on what your service or product does, and who it benefits
Stage 2	Develop a clear consumer proposition	What exactly are you offering your customers? What's your unique selling point, and what makes you different from the competition?
Stage 3	Develop brand guidelines and a visual identity	Based on the consumer proposition, develop a logo, other design elements, and the tone of voice you'll use to promote your brand message
Stage 4	Use marketing activities to present and build awareness of your brand	Plan and run marketing activities that will get your proposition and brand messages across to your target markets within your budget and timescales

It's tempting to skip straight to Stage 3, and many businesses do: after all, you know what you're selling and who your customers are. You'll find, however, that developing your visual identity and planning promotional activities is much easier if you've put some time and thought into Stages 1 and 2 first. Be prepared to surprise yourself with what you discover!

Knowing your product or service

Before you can develop a brand, you have to be clear on what you stand for, the image you want customers to have of you and your business, and who you want to communicate with. In many ways, this is the easy part: you already know more about your business than anyone else, so you can get cracking without needing any specialist help. If you do intend to use a marketing agency, having these basic facts straight will help you provide a more detailed brief, so you're more likely to get the result you want.



Take some time to think about your business and target consumers. If you have a team, you might want to do this with them. Don't spend too much time thinking about the answers: just note down your immediate ideas. Once you've finished, you can go back to see if certain areas need more thought or detail.

- What are the major strengths or advantages your business, service or product has in the eyes of your target customers?
- What potential weaknesses might your business service or product have in the eyes of your target customers?
- From the customer's point of view, how does your product or service differ from the competition?
- Complete this sentence: My product or service is as good as the competition because.....
- Now this one: My service or product is better than the competition because...
- What do you see as the most important potential threats to your business:
 - In the short term
 - In the longer term
- Where do you see the biggest opportunities for your business
 - In the short term
 - In the longer term
- How could you enhance or alter your product or service to make it more unique and appealing to your target market?



A coastal activities centre in North Wales is attracting new business through the creation of themed events. One particularly successful theme has been that of pirates and the creation of a game around it for children, including a treasure trail of events that builds in local history and myth. This has given them a point of difference from competitors and also allowed them to adjust it for adult visitors on team building events

Developing your proposition

Every business needs a **unique selling proposition** (USP) – something it offers that customers can't get anywhere else. Here's an example of the thought process from the Little Wales Spa Hotel:

Question	Answer
Who is my target audience? (not necessarily your existing customers but who you want to attract)	<i>Affluent professionals age 30+ who want an indulgent short break without children. Mainly female but also couples.</i>
What do I know about my target consumers and their needs?	<i>My target consumers lead busy lifestyles and like to get away from it all and treat themselves.</i>
What aspects of my product or service will meet these needs? (based on material facts about your business)	<i>Luxury accommodation in a secluded setting, quality food and privacy. Beauty treatments and leisure facilities on site. Close to rail and motorway but still in the country.</i>
What emotional benefits does my product or service offer? How does the experience make them feel?	<i>Chance to reward themselves and relax. They feel pampered and indulgent. It helps them forget work.</i>
If your brand were a person how would you describe them? (this will help you identify more closely with your customers)	<i>Hard working, busy achiever with plenty of cash but little free time. Too tired to party these days but still relish the chance to spoil themselves and enjoy free time away from their job/family.</i>
What is your key offering to customers? (This is the crux of what you have to offer and how it matches their needs. If you can describe it as a "Strapline - a "back up" to your brand message.)"	<i>Little Wales Spa Hotel - Indulgent and relaxing breaks for busy people.</i>



You guessed it...

Question	Answer
Who is my target audience? (not necessarily your existing customers but who you want to attract)	
What do I know about my target consumers and their needs?	
What aspects of my product or service will meet these needs? (based on material facts about your business)	
What emotional benefits does my product or service offer? How does the experience make them feel?	
If your brand were a person how would you describe them? (this will help you identify more closely with your customers)	
What is your key offering to customers? (A one-line summary of what you have to offer and how it matches their needs)	



Now try formulating your consumer proposition – if you could be there in person and say one thing to your target audience about what your business has to offer them, what would it be?

It needs to be specific enough to be meaningful, but broad enough to include all your target customers.

Try the exercise again, but this time, base your answers on the low season. Can you create a different offer to generate more business at quiet times of the year?

How could you build the Visit Wales ‘Sense of Place’ concept - including Welsh culture, history and language – into your proposition?



A self-catering accommodation business in a rural coastal area decided to put together a walking holiday package. To achieve this they offered a “boots room” to wash down and change their footwear, packed lunches and walking guides. In doing so, it widened its offer to more target consumers, and also benefited from Visit Wales’ promotion of walking holidays both in brochures and through the www.visitwales.com website.

Could your business benefit from including one of the Visit Wales activity strands as part of the core consumer proposition? As a reminder, these are

- Walking
- Golf
- Special Interest
- Cycling
- Fishing
- Equestrian
- Watersports



A bed and breakfast in a rural area of South East Wales created a promotional package on the theme of “Walk Wales in Autumn”. In addition to just the walks which were available all year round, they gave consumers a reason to visit. They considered all the events and attractions in the area including: an historic abbey holding a festival, food festival, arts centre exhibitions, walks and wildlife, seasonal produce served in particular restaurants and developed a special interest break to attract walkers. By offering their visitors more than just a night away, they found they attracted more business.

What next?

Getting your consumer proposition nailed down takes time, but it’s absolutely essential. Every aspect of your branding – your logo, colour scheme, tone of voice, advertising, emails, even your stationery – should be based on it, driven by it, and measured against it. That way, you’ll present a cohesive, consistent image to customers, and ensure everything you do has a strong consumer message that will help generate the type of business you’re looking for.

Remember, your brand is much more than just logos, images, design and packaging. It’s a complete set of messages to the consumer about the experience you can offer them. In time, brands can take on a life of their own: most of the biggest brands don’t even feature the name of the company any more, yet they’re recognised worldwide. Think Nike, Apple, McDonalds. That kind of recognition has been achieved over many years at a cost running into billions. But on a much more modest scale, there’s no reason why your brand shouldn’t become well recognised and respected, and a valuable business asset in its own right.



How you go about creating your brand identity comes down to personal choice. It's perfectly possible to do it yourself, or you may call in professional help. You don't need to go to a big agency, many of whom will decide your account isn't big or lucrative enough for them anyway. A local freelance designer is probably your best bet: you can work closely with them, ensuring you get what you really want, and they'll be much more affordable. You can also get support from Design Wales (listed in the resources section), to help develop a visual identity for your brand, service or product.

The Grand Design - Putting Together Your Marketing Strategy

This section will help you to:

- Set out your business and marketing objectives
- Understand the differences between increasing sales volume and building your brand
- Prepare a simple marketing plan

Where do I find the time?

Small businesses aren't like corporations. You don't have the luxury of entire departments with their own staff and separate budgets to look after things like finance, purchasing and personnel: you have to do it all yourself. And that doesn't leave much time for activities that don't contribute directly to making sales, serving customers or getting products out the door. Like marketing.

Trouble is, without marketing, the business is never going to reach its full potential – if it survives at all. Put simply, marketing is as important as finance, staffing or ordering supplies. And just like these other business activities, you need to give time to it.

Unfortunately, no one's come up with a way to make the day last 25 hours, or add an eighth day to the week. So you have to make sure you use the time you allocate to marketing to maximum effect. And the only way to do that is by having a plan.

The benefits of a marketing plan

By taking the same strategic view of your marketing that you'd take for any other aspect of your business, you will:

- Encourage everyone in the business to make marketing a priority – remember, the best ideas often come from those nearest the sharp end
- Free up time later
- Make your business more active, and less reactive. When you get that call offering you a killer deal on an ad, you'll be able to make an informed decision based on your business' needs, making you less vulnerable to sales pressure
- Plan marketing activities to help maintain your business in the low season
- Plan marketing activities ahead to capitalise on busy periods
- Help all members of your team understand your goals, and their part in achieving them
- Find it easier to make plans for future years, as you'll have existing information to evaluate and build on

If I really must have one, how long will it take?

Like any task you've been putting off, writing a marketing plan can seem a daunting prospect. The good news is, it isn't actually that difficult: you just have to be willing to sit down and think about things you'd probably prefer not to.

It is a creative process so be prepared for some fairly profound thinking and emotions to surface. If you're starting with a blank piece of paper, your 'To Do' list can quickly become depressingly long, and you may start to wonder if any of it will ever get done. But part of the reason for doing a plan is to break everything down into easily-manageable tasks, and identify which ones need doing now, which can wait, and which would just be nice to do one day. And the best part is, if you work through the exercises in this section, your plan will pretty much write itself!

Things to bear in mind...

- You're not aiming to produce a textbook corporate marketing plan with everything in minute detail
- Simply writing down what you think you might do in the future – that's a marketing plan. Or at least the start of one...
- You're writing about your business, which you already know better than anyone else alive
- You don't have to write your plan all in one go. In fact, it can often be better to rough it out, put it to one side, and come back to it a week later
- This is your plan. No one's going to mark it, grade it, or award points or prizes. So don't write what you think you should write, but what you need to
- There is no right or wrong way to put your plan together. Do what works for you, whether it's scribbled on the back of an envelope or leather-bound in three volumes
- Be nice to yourself. Most of your competitors probably haven't even attempted this
- Involve other people - you don't have to do all the heavy lifting yourself. But only consult those whose advice and opinions you really trust
- Any time spent on your marketing plan is better than no time
- Any plan is better than no plan

The planning process

There are four basic steps in marketing planning:

1. Decide on your **objectives** (what you're trying to achieve)
2. Develop a clear **brand** (a distinctive identity for your business and its products that consumers will recognise and help it stand out from the competition) and **proposition** (what exactly you're offering to your prospective customers)
3. Work out the best way to reach your target customers
4. Put it into action

Setting objectives

Objectives are things you have to do on the way to achieving an aim. So for example, the Welsh rugby team will have beating England at Twickenham as an objective, in order to achieve its aim of winning the Six Nations.

You have to set objectives for your marketing. Big ideas are very appealing, but also very difficult to work with. You might decide you want to be the most profitable tourism business in Wales. A very laudable aim. But you don't achieve something like that at a single stroke: you have to break it down into lots of small, specific tasks, each of which contributes to the overall outcome. These are your objectives.

Some of your objectives may themselves be flashes of genius. But to be proper business objectives, rather than just fantastically good ideas, they should meet five criteria. They must be

Specific	Clearly spelled out, and building on what you're doing now.
Measurable	How will you know when you've achieved it?
Attainable	It should stretch you, but be possible given the right planning and resources
Realistic	Is it something you and the business are truly capable of, and really want to do?
Time-limited	When is this going to happen? How long will it take? When does it have to be achieved by?

Which, as luck would have it, you can neatly sum up as **SMART**.

SMART objectives

So, examples of objectives that pass the **SMART** test might include:

- To attract 50 new visitors to our restaurant by 1 October
- To increase off peak occupancy to 65% by the end of the financial year
- To get 90% "good" or "very good" ratings on our customer satisfaction cards in the next month.



- Set out three objectives for your business – you can be fairly general at this stage
- Now review them against the **SMART** criteria. If they fail any of the tests, what details do you need to change?
- Once you have your **SMART** objectives, identify the consumers you need to reach in order to achieve them
- Which marketing methods – advertising, PR, website, direct mail, email etc – could you use?
- How much money, time and other resources would you need to achieve this?
- When would you need to run the campaign in order to meet your deadline?

What else is in the toolbox?

In addition to marketing activities such as direct mail, advertising and PR covered in more detail in the next chapter, brand building sometimes comes down to the little things. Don't forget to plan in the details such as

- Giving a complimentary Welsh chocolate with every hot drink sold
- Providing music entertainment for residents
- Using luxury toiletries in the bedrooms

On their own, these are unlikely to give your business a significant boost in the short-term. What they will do, though, is give customers a stronger sense of who you are, and what you have to offer.



To create a real *sense of place* and to reinforce its Welsh Theme brand, a city hotel decided to replace the pictures of Mediterranean resorts decorating its walls with works by local artists. This reinforced its brand message of quality and heritage, and gave it a real point of difference from other chain hotels. It also named its premium rooms after places in Wales, and added bilingual greetings to the backs of its menus so guests could understand more about the area. Although not contributing directly to increased sales, it does add to the overall experience offered to visitors.



In South Wales a town centre hotel restaurant was struggling to create a point of difference. There was much competition in the area yet they knew that food was an important profit driver for them and wanted to create a homely feel, unlike many other bland corporate hotel dining areas. To achieve this they looked to their region for inspiration. They named their restaurant after a character from local history and developed a menu that included several local dishes. Although the menu needed to be broad enough to appeal to diverse visitors there was room for an element of theme and this allowed them to include alongside each signature dish a story about where it came from. A launch of these signature dishes to coincide with a book launch about Welsh food allowed the restaurant to gain media interest and publicity.

Driving more custom to your business

At the other end of the scale from brand building, volume driving is all about growing your business and increasing profits. The effects of these activities are generally much more obvious, and can usually be measured directly. Examples include:

- A price promotion on sightseeing trips
- A direct mail campaign to encourage bookings for your off-season breaks
- Advertising an 'early bird' meal special on a board outside the restaurant

While these activities are designed primarily to generate more business, they should ideally support the brand message – offering cut-price deals could undermine your attempts to present a 'quality' image.

Putting The Plan Together

Below is a template for a marketing plan which can be adapted to suit your business and edited over time. The trick is to keep it simple and resist the urge to attempt to do everything! The plan fits into the context of an overall business plan. More information on preparing a plan is available from Business Eye.

Whilst drafting your plan keep in mind your smart objectives and the bigger picture of what you wish to achieve. Avoid selecting random marketing activities and really think about which areas of the marketing mix will help you deliver your goals. Its helpful to try a few different elements of marketing but do not feel obligated to do them all! It's about what works best for your business.

Measuring our marketing performance and spend

NOTE: EXAMPLE FOR ILLUSTRATION PURPOSES ONLY

When do we do it? January, June?...

Activity	Cost of Marketing	Return On Investment	Jan	Feb	Mar	April	May	June
Web Site	£	£						
EG: News stories, special offers etc								
Cost of hosting								
Web company updates?								
E Marketing								
EG: Getting a good position on Google								
Web site links								
EG: Your local attraction or town site								
Web listings								
EG: www.visitwales.co.uk								
Memberships								
EG: Tourist Associations								
Advertising								
EG: Where have we booked?								
Press Releases/Stories								
EG: What good news can we spread and when?								
Events								
EG: Can we link to local events or do our own?								
Seasonal offers								
Winter: Special offer for off peak?								
Spring: Special offer for off peak?								
Summer: Added value for longer stays?								
Autumn: Special offer for off peak?								
Christmas: Offer to encourage group or longer stays?								

Measuring our marketing performance and spend

NOTE; EXAMPLE FOR ILLUSTRATION PURPOSES ONLY

When do we do it? January, June?...

Activity	Cost of Marketing	Return On Investment	Jan	Feb	Mar	April	May	June
Web Site	£	£						
Off line marketing								
Leaflets								
Postage								
Distribution								
Questionnaire: Customer feedback								
Direct seasonal mailouts								
Database								
Updating contacts								
Sending e-mail newsletter, seasonal offers								
Total Marketing Budget for the year								
Are you getting a return and what are the trends?								
Measurement/Performance targets								
Number of enquiries received per month								
Number of bookings received per month								
Number of visits to our Web Sites per month								
Number of seasonal offers booked								
Where are we getting our enquiries from?								
Enquiry tracking								
From our Web Site via e-mail								
From our Web Site via phone calls								
From phone calls direct								
Via advertising								
Via word of mouth								

Evaluation

Once you've developed your plan, you need to manage and evaluate it to make sure you're staying on track. This means:

- Setting a budget for the plan, and doing your best to stick to it
- Devoting regular time to marketing activities, so it becomes a habit for you and your team. You might consider having an hour a week, say 10-11 on Thursday mornings, when everyone works solely on marketing-related activities
- Set aside a regular day each month, programmed right through the year, for evaluating and refining the plan. This is an opportunity to ask yourself tough questions like: Does this activity work? How do I know that? Do I need to change anything? If we repeat this next year how could it be made more beneficial to the business?



If you haven't already, start drawing up your own marketing plan. You can use the template suggested above, or devise your own. Remember to set SMART objectives, then consider who your target market is, how you'll reach them, and what resources – time, financial and human - you'll need to achieve this.

Making It Happen

You've got your plan – time for action

Contents in this section:

1. Net Benefits – Taking Your Business Online
2. Staying Close – How To Attract And Retain Customers
3. Getting The Word Out – Making Advertising Work for You
4. Hit The Headlines – Using Your Local Media
5. Joining Forces – The Power Of Partnerships

Net Benefits – Taking Your Business Online

What this section covers:

1. Website production
2. Website promotion
3. Customer Retention including newsletters
4. Monitoring

Is e-commerce for you?

E-commerce – trading over the internet – has changed the way people choose and buy almost everything. Online stores like Amazon, and the auction site eBay, are global businesses, with products and customers numbered in the hundreds of millions. But the great thing about the internet is its accessibility, and e-commerce can be just as effective for small enterprises, too.

Some aspects of e-commerce are relatively simple:

- Building a web site
- Generating Enquiries
- Accepting payment

Others are much more difficult:

- Attracting visitors (or traffic) to your website
- Getting them to visit more than once
- Standing out from the competition
- Developing an online reservation facility

1. Website production

For small tourism businesses, the main reason for having a presence on the web is to reach a wider audience. The website is effectively an online brochure, helping to drive direct enquiries and sales.

You (the business) will be responsible for the most important part of the website – the content and copy.

When designing and writing a website, forget you are the owner and think like you are a potential visitor – what would you want to know (e.g. where the business is located, price and availability, how to contact you)

- Describe what your business is and where its located
- Avoid flowery superlatives - tell people as clearly and concisely what you offer
- Use headings and sub headings for copy
- Use bullet points and short sentences
- Emphasise important information using colour and formatting (bold for important info)
- Keep the design simple. Animations, video and sound will add to the cost, but not necessarily to the site's effectiveness. Ask yourself if you really need them (if you're honest, you probably don't)
- Include material that visitors can print off or download – most people still like to read hard copy
- Keep your site up to date
- Check your spelling and grammar thoroughly before the site goes live
- TEST IT. Make sure it works the way you want it to
- Don't make your pages too long or so wide that they fall off the screen. People quickly get tired of scrolling up and down and side to side to read what's on the page
- Have a 'Home' and 'Contact Us' button on each page to aid navigation and responses

Planning a new website?

If you are at the early stages of designing and developing a website, be absolutely clear on what you want, and follow the advice above.



Take a critical look at THREE of your favourite websites (they can be anyone's, not just tourism-based). Analyse what works, and what doesn't, in terms of

- Layout and design
- Navigation
- Content
- Images
- Ease of use
- Speed (how quickly do images download, for example)

- Branding (how well does it fit with the organisation's look, feel and values)
- URL (is it easy to remember, relevant etc)

Repeat the exercise for your own website, if you have one. What areas could use some extra work?



Opportunity Wales www.opportunitywales.co.uk offers eCommerce support to small and medium sized businesses across Wales.

2. Website promotion

Do not neglect promotion - without promotion nobody will see your site. Building a pretty site is not enough. In the initial stages spend more on promotion than on production – traffic means business.

Unless people already have the address or URL for your website, they're going to have to find using a search engine. There are lots of them, and they all work in slightly different ways, but essentially, all search engines look for key words they've been given by the user.

The three biggest search engines – Google, Yahoo! and MSN – trawl through literally billions of websites. So to make sure your site gets noticed, it needs to be optimised.



Can you find your site?

Again, forget you are the owner and think like you are a potential visitor – use all the major search engines and try to find your business.

- How would you search for it?
- How do you describe it? (see above)
- Which directories are consistently coming top for your searches?
- Are you listed within any of the directories?

The Information on your home page

When visitors reach your site they want to know two basic facts: what it is and where it is.

So rather than calling the home page by the business name and village location describe it as “Bed & Breakfast in Cardigan Bay” or something that the reader may search for.



Thinking about your business

- a) Describe what you do
- b) Describe where it is

Review your answers. Do you need to make them broader in order to benefit from internet searches?

Here are some other ways to make your site more easily spotted by the search engines:

- Give each page a title
- Include informative text organised into different web pages about different topics.
- Ensure that links are correctly formatted
- Include metatags - selected keywords that the search engines will look for - on each page
- Make your site one that others want to link to: the more sites that link to yours, the better your search engine ranking will be
- Monitor the keywords visitors are using to find your site
- Consider using a “Web-stats” tool to measure the effectiveness of the site.
- Include a site-map on your website.

For case studies and best practice visit www.opportunitywales.co.uk

Using Links to drive traffic

Without enough links going into your site you will never truly build an effective online strategy. You need links into your website.

Ask for, get and buy them from

- directories,
- non competitive businesses,
- related businesses,
- forums,
- blogs

Submit your site to relevant free directories.

Other ways to drive traffic:

Paid Placement

You can use paid placement on search engines to promote your site e.g. Adwords, Yahoo Search Marketing, eSpotting etc



Are there any websites you'd like to advertise on? If so, why? How would they fit in with your business objectives and image?



A surfing business has worked to create a "Surf Experience" for beginners. They have packaged this in a way that is attractive for gifting and have worked together with providers such as "Last Minute.Com" and "Red Letter Days" to reach their target consumers. Although they do offer direct sales their most profitable avenue was to become associated with larger web retailers as a major route to market.

Auctions

Depending on your market position - auction sites such as eBay and QXL attract millions of visitors a day

3. Customer Retention & E-Newsletters

Retaining customers is good for business and profitability. The major tool used to keep customers coming back is email marketing.

Just as internet advertising has emerged as a serious challenger to the print and broadcast media, mail-shots are increasingly being sent out electronically, rather than through the post.

E-marketing is very similar to conventional direct mail. You need

- A clean database
- Clear objectives
- A strong message
- A response mechanism

Most e-shots are also sent out for the same reasons as postal ones:

- To raise awareness of the company, or a specific product or service
- To promote a special offer
- To obtain information for and/or clean a customer database
- To support promotional activity in other media

The main advantages of an e-shot are that you don't incur any print or postage costs, and it goes to your chosen recipients pretty well instantly. It's also very easy for people to respond to an email: you don't have to bother with return postage, tear-off coupons and so on.



Review your current marketing materials.

Are you giving people the option of receiving information by email? And if not, how could you add this facility?

To begin to use email effectively for direct marketing -

3.1 First you need the customers email address

Encourage people to leave an email address with you – (e.g. make it your policy to confirm everything by email, use a guestbook with a space for email address)

3.2 Building your customer database

E-marketing depends on your having a good database: the best e-shot in the world is useless if you haven't got anyone to send it to, or it never arrives because your information is out-of-date.

All your marketing materials should give people a chance to 'opt in' to receive information by email. This can be a simple tick-box on flyers and feedback cards, or a link in brochures and ads to your website, where people can register online. All you need initially is their name, email address and phone number: once you've established regular communication, you can start to gather more detailed data.

(more information on building a database is included in the chapter on Customer relationship management)



Keep It Legal-Data Protection and you

Stay within the law

- Data protection law states that people should always be given the option to opt out of a distribution list. So do please remember to include a tick box option and get familiar with the law in this area.
- Try to reassure people that you are not going to sell their data on and let them know how often you are likely to contact them.
- You are also subject to the full weight of the Electronic Commerce Regulations – and, if you're selling online, the Consumer Protection (Distance Selling) Regulations as well.



DPA - Information Commissioner's Office (ICO) www.ico.gov.uk

e-MPS – Direct Marketing Association www.the-dma.org

Distance Selling Regulations – Office of Fair Trading www.oft.gov.uk

Electronic Commerce Regulations – Department of Trade & Industry
www.dti.gov.uk

3.3. Segmentation: You need to know the differences between people on your list.

Segmentation allows you to present the right type of information to the right people at the right time. For example if you are a bed and breakfast your chances of success are hugely improved if your Outlook distribution list folder reads

retired
families
walkers
overseas

3.4 Planning your e-marketing content

Any online marketing you undertake should always fit in with your other marketing activities. So when you're planning to send out an e-mail to customers identify clearly

- Your target audience
- Your objectives – raising awareness of your business, products or services, increasing sales, reducing marketing costs, improving customer retention etc
- The medium and message
- The budget
- How you're going to implement the plan
- How you'll monitor it and measure your success

Include the right information

Informing those on your walking list of a walking festival or sponsored walk is likely to improve the possibility of them visiting and reduce the possibility of them getting fed up with your email newsletters.

Like any newsletter, it has to be relevant, and grab the recipient's interest so they'll open and read it. But there are specific things you can do to make it more effective:

- **Choose your subject line carefully.** This is the first thing people will see when it drops into their inbox, and will often determine whether they open it or simply Recycle it. Also, blatantly 'sales-y' lines are more likely to get tagged as spam, so avoid anything like 'This month's fantastic offers' in the subject line
- **Keep it concise.** People generally don't like reading great slabs of text on-screen. If you can't say all you want to in a couple of paragraphs, add a 'Read More' link so that people can go to the full story if they want to
- **Cut to the chase.** An e-newsletter is intended to be read and digested quickly. Don't use 20 words where three will do.
- **Keep it real.** The internet is an informal place – use everyday language.
- **Choose your format.** HTML and text-only each have their pros and cons. There's no right or wrong: think about what your target audience wants, and go from there
- **Add value.** Offer your recipients something they can only get by subscribing to your e-newsletter
- **Make it sustainable.** It's all too easy to be over-ambitious with the first edition, then struggle to find enough for the next one. Think about what you can realistically sustain – have you really got enough to fill six pages every month? Better to start out with two pages once a quarter and find you need to increase the size and/or frequency. A fancy e-newsletter that dies after two or three issues is a waste of time: a more modest affair that runs and runs is a real business asset
- **Involve your audience.** Invite customers to send in their own stories and contributions – people love to see themselves in print
- **Make it easy for them to get in touch.** Always include your phone number and a 'Contact Us' link that automatically takes them to your website, or opens a blank email addressed to you
- **Insert links to your website.** If you're running a story about your new mountain-bike trail, for example, put a link at the end that lets readers click through to the relevant page on your website



A family-run hotel in a rural area of North Wales attracted lots of customers in the high season, many staying for four days or more, but did very little short-break business in the low season. Rather than trying to attract new customers, the hotel decided to target existing customers through a regular e-newsletter.



Working with other local attractions, the hotel collects news articles covering local history, culture and promotional offers. The newsletter is emailed six times a year to coincide with themed occasions such as Father's Day and Halloween. Weaving in Welsh stories and history helps create a "sense of place", and reminds customers of what makes Wales unique, as well as the experience of staying the hotel and the local area. The newsletter contains links to the hotel's website, which helps its rating with search engines by driving additional traffic to it.



Take five minutes to jot down some possible items for an e-newsletter.

Can you identify any 'regular features' that you could run over a period of time?

What kind of size and frequency do you feel your business could sustain?

Who would you send it to?

3.5. Give them a reason to respond

When people receive any marketing material, electronic or otherwise, the first question in their mind is 'what's in this for me?' A decent incentive can really help persuade people to opt in to your e-shot programme: special services or discounts in exchange for their details, or exclusive online offers are classic devices that can still work well. Incentives can be tailored to target certain groups of consumers. For example, a regular customer is likely to respond to a loyalty discount, while someone who last visited you three years ago will find an update on your latest products and services more useful.



What incentives could you offer people to opt into, or remain on, your emailing list?



A travel operator in South Wales sends customers a greetings e-shot every January. Under the guise of wishing them a Happy New Year, this allows him to stay in touch with his customers, inform them of forthcoming offers and services, and encourages dialogue.



- a) Review your customer database and break it down different target groups – regular customers, one-off visitors, ‘lapsed’ customers, enquirers who’ve never followed through, and so on.
- b) Next, decide on an objective for each group: retention, increased frequency, conversion from enquiry to purchase, etc
- c) Then, identify the specific, relevant messages you could send to each group – a special offer, loyalty discount, news update.
- d) Finally, draw up a timing plan for an email campaign to reach your various target audiences

3.6. Choose an Email format

Plain Text – maybe boring - but

- *it is quick to download*
- *always renders across all clients*
- *is unlikely to contain any viruses*
- *can always include links to more graphical content (your website for instance)*
- *can be easily produced in-house*

HTML – can be visually more appealing - but

- *takes longer to create*
- *takes longer to download*
- *may not display correctly in all e-mail clients*

Concentrate on the content of the email rather than its graphics, this can only be truly achieved through effective segmentation.

Always include a personalised signature which lists your contact details including your website!

3.7 Timing

The internet may be available around the clock, but your recipients aren't. When you send your email is quite important, and again, the more you know about your target audience, the more likely you are to get your timing right.

Fairly obviously, you want your email to hit their inbox when they're most likely to have the time and inclination to read it. As a general rule this means evenings and weekends if you're emailing them at home, and weekdays (excluding Friday afternoons) for a business audience.

3.8 Review

The purpose of any direct communication is to elicit a response from the recipient, whether it's an email, phone call, or a visit. It's important to track responses to e-shots, and keep careful records of

- How many responses you're getting
- Who you're getting responses from
- Whether your emails are being opened (most email software can send you a notification when the recipient opens your email)

This information will help you plan future campaigns. If you're getting very few responses, is it because you're targeting the wrong audience? Are your emails simply not being opened, and if not, why not? Is your message irrelevant, unclear, or just plain wrong? Or maybe you're getting a good number of responses, but not from the people you really want.

What's a good response rate?

Response rates to direct marketing are notoriously difficult to measure, but a conventional mailshot is usually judged a success if it achieves a 2% response. The evidence suggests that emails are slightly more effective, generating an average 3-4%.

4. Monitoring your website performance

Having spent some money on acquiring links and adverts online be sure to monitor the results. By using web stats you will see

- which of your advertisers are sending you traffic
- how your customers are finding you (which words they are using to find you)
- the amount of visits your website is receiving
- which pages are more popular
- which page people are entering your site on

- Measure your traffic, either with a separate piece of tracker software, or ask whoever's hosting your site to give you regular traffic stats

*During the production phase make sure that you have thought about web stats.

Site Updates and Maintenance

You will want to give people a reason to revisit your site - make sure your site changes and reflects what is going on in your area and your business.

Tweak your site - You may notice (through your stats) that people are finding your web site by searching for a local landmark or pastime or looking at a page longer than others on your site – try to build extra content along with these trends highlighted in your stats.

Staying Close - How to Attract and Retain Customers

In this section:

- Building a Database of Customers
- Planning a Newsletter
- Building Promotional Incentives to Attract business

Introduction

In big-business circles, **customer relationship management (CRM)** is all the rage, with entire departments and telephone-number budgets devoted to it. But what exactly is it? And is it relevant for the small enterprise?

What is CRM?

To hear people in major companies talk about it, you'd think CRM is in the same intellectual and technological league as manned space flight. Wrong. Without knowing it, you're already well on the way to your own CRM programme. Try this:

Building a Database of Customers



Make a list of all the contacts you have with your customers, either directly or indirectly:

What this exercise should tell you is that you already have relationships with your customers on a number of different levels. In other words, you're already doing the 'CR' bit. This section looks at the 'M' bit, where you start to **manage** these relationships in ways that help you identify, anticipate and meet your customer's needs. And that's where **technology** – especially a **database** – comes in.

Beyond 'friendly and welcoming'

Good relationships bring customers back again, and repeat business is the lifeblood of any enterprise, regardless of size. But in business terms, there's more to customer relationships than a warm smile and a cosy chat.

- The only way to know what your customers really think is to **ask them**. Even an informal survey or questionnaire will provide plenty of ideas for expansion or improvement
- **Feedback**, whether positive or negative, is crucial. Praise encourages you to make the things you do well even better: complaints show you exactly where you need to raise your game
- The most powerful form of advertising is **word-of-mouth**. If you have a particularly good relationship with an existing customer, they may be happy for you to use their name as an introduction, or refer others to you themselves

Keep a sense of proportion

For small businesses the personal relationship you have with many of them is perhaps your business' greatest strength. Introducing a basic IT based form of CRM doesn't replace this personal approach: it helps you build relationships with new and existing customers that enable you to serve them better.

CRM and your Business

Managing your customer information more effectively will help you

- Retain existing customers – all too often, marketing focuses on attracting new customers, at the expense of keeping the ones you've already got
- Identify new opportunities
- Ensure promotions are properly targeted, and go out at the right time
- Try direct mail and email campaigns
- Build up a better picture of your customer profile
- Track trends
- Spot potential problems and opportunities earlier, and do something about them!

Do you need a database?



Ideally yes, but there's no point reinventing a system that already works perfectly well for you. So write down the types of information you currently have about your customers (numbers, date of last visit, and so on):

Next, list the ways in which you collect, store and analyse this information (booking forms, feedback cards, through your website, on excel or even if it's just in your head, or on the back of an envelope):

Now divide your list into 'Electronic' (i.e. stored on a computer or personal organiser), 'Paper-based' and 'Other'. Are there any duplications? Any gaps?

If you have a lot of paper-based information, transferring it onto a database will make it much easier to do all your mailing, as you'll be able to mail-merge address labels and so on. By the same token, if all your information is stored electronically, make sure it's backed-up regularly, and you might consider having some of it as hard copy just in case.

Of course, if you don't have any customer information, you're starting a step back from here. And even if you do, here are some ideas for making sure you have data that will be useful for marketing purposes.

- Record all new contacts. Whenever you get an enquiry, make a note of the person's name, address, email, phone number, and any comments they make
- Make it a policy to always confirm bookings by email- giving you an opportunity to gather the customer's contact details.
- Extend the scope of the information you gather to create a true customer database. Record things like people's occupations, likes and dislikes, favourite products and so on: this will help you produce mailing lists targeting particular groups of existing and potential customers
- Use a questionnaire to get direct customer feedback. Writing questionnaires is a book in itself, but the basic rules are
 - keep the questions as clear and neutral as possible (no leading or loaded questions)
 - start with 'closed' questions (can be answered with a simple 'yes' or 'no') and 'how would you rate our service on a scale of one to five?
 - towards the end, introduce 'open' questions (those requiring more than just a yes/no answer) so people can give more detailed comments
 - response rates are generally low so be careful how you apply the findings
 - an incentive, such as a free prize draw, can help to boost response rates

Stay legal



As soon as you start holding information about people on a database, you're subject to the controls of the Data Protection Act. Please refer to the information listed in the resources section and obtain more information to ensure you are compliant with the Law.

Building your database



It's worth spending time on the basic structure of your database: if you can't easily extract the right data, in the right form, it'll be worse than useless. If you're a whiz with Microsoft Access, or know someone who is, then go that route. If not, you can build a perfectly good database using the spreadsheet Excel, which has a number of data-sorting functions built in. Ideally try and develop a system that links to your web for easy email to all your potential customers.

Break the information down into as much detail as you can. When you mail-merge addresses, for example, you can ask the system to search for addresses based on the person's age, gender, county, whether or not they've visited before, hobbies and interests and so on. If you simply enter all the information in one field, this won't be possible, and you'll lose most, if not all, the benefits of having a database!

Putting Your CRM to work

Once you've got your database, what can you do with it?

Planning a Newsletter

The main use of a database is for **mailing**, as it allows you to extract very precise lists of customers who meet particular criteria. For example, you could search for all the previous visitors, without children, who live outside Wales, and enjoy walking, then contact them about walking breaks during term-time. Or, you could send out information about your latest special offer to all those who've made an enquiry but never actually visited.



Try this exercise yourself. Look at the customer information you already have, and see how many targeted mailing lists you could produce from it.

What extra information would be useful? And how could you go about obtaining it?

Mailings are not the only way you can communicate with your customers. What other promotional and communication activities could you consider based on your customer information?

Again, are there any gaps in your information? And how could you fill them?

It worked for us...



A family run hotel in a rural area of North Wales attracted lots of customers in the high season, when they tended to stay for 4 days or more, but little short break business in the low season. Rather than trying to attract lots of new customers they decided to target their existing customers to holiday with them more than once a year. To do this they developed a E-newsletter in which they speak to their clients through the year. They collected the email details of all their customers and compiled a mailing list. They work together with other local attractions to create “news articles” including local history, culture and promotional offers. Their newsletter gets sent out 6 times a year to tie in with themed occasions such as Father’s Day, Halloween and they weave in Welsh stories and history to create a “sense of place” and to remind them of what is different in Wales. The benefit of this is to remind customers of the experience the business offers them, and what else is available in the area, on a regular basis. Should the customer be considering a short break, the hotel will be front of mind, along with its latest promotional package. The newsletter contained links to their website so this benefited their rating in search engines as additional traffic was driven to them.

The direct approach

The fact that most people call it 'junk mail' tells you all you need to know about the public appetite for direct mail (DM). The fact remains, however, that DM is a much better way of reaching a specific group of consumers than advertising, PR or most other forms of marketing communications.

Why? The clue's in the title. Instead of placing your ad or editorial in a publication and hoping people see it, you send it directly to them. They may not always like it, but they can't ignore it.

The line between your direct mail being read and responded to, and unceremoniously binned, is a fine and not always obvious one. One of the keys is **cleaning your database** regularly.

Cleaning means

- Correcting any misspelled names and addresses, typos, inaccurate contact details and other errors – a customer is unlikely to feel especially valued if you can't even get their name right!
- Eliminating any duplicate entries – people hate receiving multiple mailings, and it's a waste of your print and postage costs
- Deleting anyone who's asked for their name to be removed from the list
- Adding new or updated customer information, such as a change of address or title

To help this process, always give your DM recipients an opportunity to change their details, or ask to be taken off the mailing list.

You also need to think about the mechanics of the DM piece itself. Like an ad, it needs to have

- An eye-catching headline that draws the recipient in
- Engaging, informative body copy explaining the features and benefits
- A 'call to action' (what you want them to do next) and your contact details

Other things you might want to include:

- a **response mechanism** – tear-off reply-paid coupons are the most common, although this will add to the print cost (perforations cost money!) and you'll be picking up the tab for the return postage
- an **incentive** – free prize draws are often used to encourage responses
- a **sample** or other **gift**, such as a two-for-one voucher
- if your DM piece is going out in an envelope, use it to carry part of the message

(Almost) free and easy

If you type 'CRM' into a search engine, you'll see that, in the corporate world at least, it's an extremely high-tech field, dominated by big IT companies. But the good news is you don't need them, or the kind of money they charge, to make CRM work for you...

- **Newsletters** are a great way to keep your customers up to date with your activities and make them feel valued.
 - It doesn't need to be anything elaborate: just a single side of A4, once a quarter, will be fine. Better to start small and expand it later than be over-ambitious and find you can't sustain it
 - Include pictures of yourself, the venue – anything that gives new customers an impression of your business, and reminds your existing customers of what they liked so much, and what they're missing
 - People love to see themselves in print, even it's just a newsletter, so once it's established, ask customers to submit their own stories/pix/comments/jokes and so on



- Consider producing an **e-newsletter** you can email to all your customers – you'll need someone who knows about HTML to put it together
- If you go for the online version, bear in mind that not everyone has broadband. Avoid very large image files, and keep the whole thing as small as possible, otherwise your dial-up recipients will have their phone line tied up for hours – and if it's too large (say, three meg plus) the ISP may bounce it anyway

Developing Promotional Incentives to Attract Business

- Reward **loyalty**. The big retailers have 'points' schemes and 'clubs', and the airlines have special deals for their 'frequent flyers' - there's no reason why you can't do something similar, albeit on a smaller scale. As well as helping with customer retention, these techniques, if used carefully, can also help extend your season
 - Give customers a card, which they can have stamped each time they visit. Once they've collected, say, three stamps, their next visit is free.
 - Offer special loyalty rates for your return visitors – but note that research suggests a discount needs to be 20% or more to be attractive.
 - Start a customer 'club', with special member-only rates, events or packages – a good season-extender
 - Add value to your repeat customers' experience – 'kids go free', two-for-the-price-of-one, BOGOF etc
- Make your website and other online communications as **interactive** as possible. Could you have a special 'existing customers' area? Discounts for online bookings?
- Develop **promotional offers or packages** to help drive business.

Here are some real life examples of how businesses tailored their offer to encourage more visitors:



A hotel in West Wales extended their season by capitalising on St Dwynwen's Day. This is the Welsh equivalent of a Valentine's day but it falls earlier in the year. They created a Dinner Bed and Breakfast package including gifts of local hand made chocolates, and flowers on arrival. They marketed this as a break for consumers that like to do things slightly differently. It benefited the consumers who wanted to avoid the traditional busy valentine weekend and who wanted to show they had put some more thought into a romantic break. It benefited the business by developing a value added weekend package and by gaining more business earlier on in the year.



A city centre hotel found that developing a special interest theatre break was successful for them. They worked together with a theatre to provide guests with tickets for a show and developed a pre-theatre supper menu to fit in with the times. Other ideas to package are: sporting event tickets, golf, wine tasting, fishing, entry to attractions, craft fairs, festivals, family fun days, bridge events, murder mystery dinners, lectures, walks.



A self-catering accommodation business in North Wales found that many of their customers were ordering food online at a National Supermarket before they checked in. To create a greater sense of place and point of difference they decided to offer customers "barbeque packs". They worked with a local butcher to include a variety of products catering for different numbers and also sold the necessary barbeque items. This helped give the consumer an experience that would be different from that at home and allowed the business to profit whilst adding value. The same business also gave customers an order form so that local products they had enjoyed could be purchased for their return trip home along with a cool bag.



What low-cost or free activities could you consider to build relationships or visits from

- Existing customers
- New customers

Getting the Word Out – Making Advertising Work For You

What this section covers:

1. Decide if advertising is right for your business goals
2. Defining your target audience and advertising objectives
3. Understanding Features and Benefits of your product or service
4. Where to advertise
5. Preparing a Creative Brief
6. Keeping control of costs

1. Decide if advertising is right for your business goals

What is advertising? And do you need it?

Here's how two of the world's top ad-people defined their business:

Advertising says to people, 'Here's what we've got. Here's what it will do for you. Here's how to get it.'

Advertising is what you do when you can't go see somebody. That's all it is.

So the lesson is: advertising is simply a way of talking to your customers. And as with most aspects of marketing, an ounce of planning is worth a ton of purchasing power.

What's the point of advertising?

Every ad must take the consumer on a journey from ignorance of the product's existence to parting with their hard-earned money for it. Depending on the product, and the consumer, this can be virtually instantaneous or a long, slow burn. Either way, the purpose of advertising can be summed up with the neat little acronym:

- | | | |
|----------|------------------|--|
| A | Attention | It must be seen by the customer |
| I | Interest | It must grab and hold their interest |
| D | Desire | It has to make them want it, or to take things further |
| A | Action | It must prompt them to do something about it |

Every ad – in fact, every piece of promotion you do - has to pass all four parts of the AIDA test. If the process breaks down at any point, you're extremely unlikely to get a sale. And on that basis, the ad has failed.



Try this **exercise**. Take a look at the ads in a tourism brochure. For TWO examples, identify how the advertiser has gone about fulfilling the AIDA requirements. At what point does the process break down for you – and why?

One of the things this exercise should prove is that advertising has limitations.

What advertising can do

- Tell consumers about a new product or service
- Persuade them to buy or use a product or service more often
- Remind customers that the product exists
- Present special offers
- Educate or inform
- Build up an image for a product or company
- Help develop customer loyalty

What advertising can't do

- Fix a bad product or service. As legendary adman Bill Bernbach said: “Advertising doesn't *create* a product advantage. It can only *convey* it.”
- Guarantee results. Even with databases, narrow-casting and a gazillion specialist magazines, you can't be sure the right people will see your ad. That's why in most big companies, the advertising budget is the last to be set and the first to be cut!

Do you need to advertise?

Remember, advertising is a blunt instrument: it allows you to reach a lot of people very quickly and easily, but if they're not potential customers, you really are wasting your money.

For example, a local printer may offer you 5,000 flyers for £100. Sounds like a bargain, but if - as often happens - you get no responses, or 4,872 of them end up in the recycling bin, you might as well take your £100 and set fire to it.

So before you commit to any form of paid-for advertising, ask yourself if it's the best or only way to get your message across – chances are it may not be!



Review ALL your advertising over the past 12 months, with details of

- What you advertised
- Where you advertised it
- How much it cost – include design and insertion/space costs
- How many responses you got

If you didn't do any advertising, complete the same exercise for the promotional activities you did undertake:

Which worked best? And how do you measure its success – extra sales, increased enquiries etc

Developing an ad campaign

Wasting money on advertising is easy. Fortunately, so is *not* wasting money – all you need is a strategy

2. Defining your target audience and advertising objectives



First, you need to decide on your **positioning** – how you want your target customer to see or feel about your product or service. Try this exercise:

What words do you associate with

- Porsche
- Volvo

Like tourism, the car market is crowded with companies all offering what is essentially the same product. These manufacturers are successful because they've positioned themselves very precisely. They know exactly who their target customers are, and formulate their advertising **messages** accordingly. And your advertising strategy should do the same for you, by setting out **what** you're going to say and **how** you're going to say it in order to **persuade** your target customers to choose you, not the guy down the road.



Every advertising strategy, even when you're as big as Porsche or Volvo, starts with these basic questions. For your product or service, work through them, making your answers as precise and comprehensive as you can:

- Who is the target customer you want to reach?
- Where are they?
- What do they want?
- What 'tone' will work best?
- What's the best way to reach them?
- How much will it cost?

Every campaign also need an **objective** – to attract new customers, retain existing ones, launch a new product or service, increase sales, bring sales forward etc

To be a proper business objective, rather than just a good idea, it should meet five criteria. It must be

Specific

How much do you want to raise sales by? How many new customers do you want?

Measurable

How will you know when you've achieved it?

Attainable
Realistic
Time-limited

Is it something that can actually be achieved?
Is it really something you can do?
When do you want this to happen?

You need to apply this logic-check to every aspect of your business, not just advertising. And in the best traditions of marketing, you even get a snappy acronym to remember it by: **SMART**.



Using the **SMART** criteria above, how would you define your main objective(s) for your business?

Now apply this logic to a potential ad campaign for your product or service.

Your target audience

You're going to have a tough time selling anything if you don't know exactly who you're trying to sell to. You must define your **target audience** before you commit a second of your time or a penny of your budget to any kind of promotion – especially buying advertising.

Precision and detail are vital. The looser and more general your definition, the harder it's going to be for your advertising to make any impact – and the faster your budget's going to disappear. Bear in mind you may have more than one target audience, particularly if your business is seasonal, or you have a range of activities and facilities. If so, you'll need to do this exercise for each one.

Obviously, you're having to make some assumptions here, which is where having plenty of data to back them up (see Section 1 – Know Your Market) comes in.



Start to define your target market, beginning with the basics:

- How old are they?
- Are they predominantly men, women, or evenly split?
- Where do they live?
- What jobs do they do?
- How much do they earn?
- Do they have children?

Then move on to less tangible but equally important factors:

- What are their hobbies and interests?
- What books do they read?
- What films do they watch?
- What newspapers and magazines do they read?
- What do they spend their money on?
- What issues, causes or charities do they support?



If in doubt...

Even the most educated assumptions aren't as good as hard facts. One hotel in North West Wales evaluates its advertising by asking all its existing customers and customers where they heard about the hotel, and why they decided to book or enquire. As well as giving you valuable data about your target audience, this will help you measure the effectiveness of your advertising.

3. Understanding features and benefits of your product or service.

The features of your product and the benefit of them to your customers.

Every product or service has two sets of characteristics:

- **Features** – what it is
- **Benefits** – what it **does** for the customer

This is a distinction that lies at the very heart of marketing. People don't actually buy products or services: they buy benefits, solutions to particular needs or problems.

For example, if you're putting up a shelf, you need holes in the wall for the screws. You can't buy holes. But you can buy the means to produce them - an electric drill. Similarly, people don't buy a flat-screen TV: they buy more enjoyable viewing, status, something better than the neighbours have got, and so on.

In advertising, you're always aiming to sell the benefits, not the features, because then you're appealing to people's **emotions** – the heart, not just the head. Or as the old axiom goes: **sell the sizzle, not the sausage.**



Think about your own product or service, and list all its **features** down one side of a sheet of paper. Spend no more than **five minutes** on this:

Now convert each of these features into a **benefit** for the customer, and list them down the right-hand side of the paper.

Which would you say is your key benefit – the most important of all in the mind of your target customer?

What could you say in an ad that would make this more credible?

Finally, think about your positioning – where you want to place your product or service in the mind of potential customers. Then go on to the next section.

4. You Saw It Here First: Where to advertise

Having a strategy is crucial because, all too often, small businesses' advertising is largely **reactive**. When a publication is getting close to its deadline, the ad sales team will be desperate to offload any remaining unsold space, and will ring round offering big discounts to anyone and everyone. And when you can get a half page for the price of a quarter page, or full-colour for the price of black and white, the temptation can be hard to resist. But you must.

If you've done your homework on your target audience and your positioning, you probably have a pretty good idea which media that will get you in front of the people you want to talk to. You may not be able to outspend the competition, but you can definitely out-think them.



A guest house in West Wales found that customers wanted easy information about where to visit in the area, without having to read through lots of fliers. They produced a breakfast card for a “rainy day” or “dry Day” that listed 10 local attractions to visit. They found that other businesses in the area were willing to reciprocate and achieved free advertising through this partnership arrangement. The customers were happy too as it gave them a helpful starting point for more information.



Go back to your target audience(s) for your product or service. Given what you know about them, identify media that are likely to reach them.

One way to gain access to the mass media is to get involved in regional promotions with other providers and partner organisations. What ventures could you be part of?

Designing Your Ad

A typical home-office PC won't have software capable of producing commercial artwork, so you're going to need outside help, which means

- Letting the printer or publication design and typeset it for you
- Handing the whole job over to a professional designer or agency

If you choose the first option:

- You'll need to write the ad, including a **headline** and text (or **body copy**)
- Give them as much guidance as possible. For example, do you want the headline centred? Do you prefer a modern font like Arial (which is what this is) or a more traditional typeface, like Times New Roman? It may help to send a rough pencil sketch to show you'd like it laid out
- If you're including a pic, send either a pin-sharp print, which they can then scan, or a digital image at the highest resolution you can manage
- If you've had letterhead, business cards or other stationery printed, it may be worth asking your printer to typeset your ad for you, as they will have your logo, colour scheme and preferred fonts already.

If you choose the second option:

- Ask for a quote before they begin work. Don't assume that only a large-scale agency has the skills to deliver what you need.
- A local freelance designer is likely to be more affordable. Most will charge you an all-inclusive price, rather than by the hour, and you won't get hit with hefty retainer fees
- Hiring a designer or agency isn't the end of your involvement, but just the beginning. Be ready to invest your own time, as well as money, in the project
- Whether you're working on an ad yourself, or with outside professionals, having a good clear **brief** is essential. Below is an example of the kind of thing big agencies use to brief work in to their creative departments; not all the sections will be relevant, but it gives an idea of the kind of thought processes you need to go through

5. Preparing a Creative brief

What has been done before and was it any good?

Give brief details of what has been done in the past

Who are we talking to?

Relevant phrases about the target audience: insights into who these people are, their lifestyle, their relationship with the product/service, their behaviour and attitudes

What do we want them to do?

What do we want the target audience to think, feel or do as a result of the communication?

Creative proposition

If you could be there in person and could say one thing to the target audience to effect the change in their thoughts, feelings or behaviour what would you say?

Prove it!

Why should the target audience believe what you've just told them? Imagine you have to now win an argument to convince them that the one thing you have just said to change their behaviour is true

Tone of voice

How would you say what you've just said to make it more credible with the target audience?

What has to be included?

Anything that has to be included for corporate, regulatory, legal or other reasons

What exactly is required?

What do you want to creative team to produce, and by when?

Putting Your ad together

A print ad has a number of elements:

- **Headline** – something that catches the eye, is memorable and draws the reader in
- **Body copy** – explaining the product's **features** (what it is, what it does) and **benefits** (why the customer needs it)
- **Image** – even if it's just a pack shot, you need an image on any **display** (as opposed to **classified**) ad
- **Logo or brand** – so the reader knows it's yours
- **Contact details** – address, phone/fax, email, website as applicable. If having aroused their interest you don't tell them how to get in touch with you, what's the point of advertising?

Simple, really, but having a brief will ensure you've ticked all the boxes.

6. Keeping a control of costs

What makes an ad expensive

Ads can get very pricey very quickly, especially if you're dealing with a salesperson who really knows their stuff. So if you're on a tight budget, think carefully about:

- **Colour** – the more colours you use, the dearer the ad. The cheapest option is obviously to stay black-and-white (known as **mono**) but to add a single or **spot** colour (on a logo, for example) is usually worth the few extra pounds it'll cost you. More buys you a **two-colour** ad, while the priciest option is full colour, usually called **four-colour** in reference to the printing process, which uses a mix of cyan (blue), magenta (pink) yellow and black inks
- **Size** – again, this is fairly obvious: a big ad costs more than a small one. Space is usually sold in fractions of a page (full, half, quarter, eighth, sixteenth)
- **Position** – where you ad appears within the publication affects the price of the space. Right-hand pages cost more than left-hand pages; you'll also pay more to be nearer the front. Covers (front and back, inside and outside) usually have special rates
- **Frequency** – most publications give you a discount if you place ads (**insertions**) in several issues

So we have a sliding scale from high-cost to low cost; where you put yourself depends on your budget, and what you want to achieve

Most Expensive	Least Expensive
Full Page	1/16 Page
Full Colour	Mono
Early Right Hand page	Late Left Hand Page

Flyers and leaflets

Most of what you've learned about advertising also applies to other printed materials such as leaflets and flyers. A few specific points:

- Folds, cut-outs and odd shapes will push up the cost. Sticking to standard sizes and formats – A4 fold to A5, or folded three times to make a DL or gate-fold – will also let you use standard envelopes when you mail them out
- Choose your paper (stock) carefully: you'll pay extra for things like gloss and matte finishes
- Embellishments like gold foil-block or embossing add to the cost, but not always to the overall effect. Go easy
- Be realistic in your print runs. You may get a big discount if you have 10,000 printed instead of 500, but can you really shift that many?

Hit The Headlines – Using Your Local Media

In this Section:

1. Looking after Your Stake Holders
2. Be Your Own Spin Doctor: Managing Your Local Media
3. Getting it across: drafting a Press Release
4. National Media and Visit Wales Press Office

The Art of Communication

Constant, effective communication is vital in business – in fact, without communication there can *be* no business. Everything you do, from issuing press releases, running media events and getting involved in sponsorship to your choice of photography, how you write letters and what you say when you pick up the phone sends out messages about you and your business.

Tourism is first and foremost a ‘people business’, so you have to think very carefully about how you communicate with anyone and everyone you come into contact with – your **stakeholders**.

1. Looking after your stakeholders

Public Relations is not just about looking after media contacts and issuing press releases. A stakeholder is any person or organisation who can have a real, material effect on your business. The most influential stakeholder in any enterprise is obviously the customer, and most businesses devote enormous time and energy to looking after them. Quite right too, but a common mistake is to put so much effort into managing customers that other important stakeholders get overlooked. A stakeholder can help or hinder your business: you have to manage them to make sure they’re an asset, not a liability.



Forget your customers for a moment. The purpose of this exercise is to identify all the other people who are influential in your business. Let your thoughts run far and wide: press contacts, regional tourism partnership contacts, councillors, funding bodies, sponsors – in fact, anyone with whom you have a strong, beneficial relationship

Once you have your list, consider which of these stakeholders

- Offer the greatest potential benefit
- Require the greatest amount of management

For both groups, how do you plan to communicate with them and manage these relationships over the next 12 months? This might include hospitality, newsletters, regular phone calls, meetings and so on. Could you be doing more for your most important stakeholders? Is a less important relationship taking up more than its fair share of your time?

It may seem strange to think in terms of 'planning' or 'managing' relationships that appear to work perfectly well. However, it's easy to take even your most crucial relationships for granted, and then find the system breaks down when you really need them. Sometimes you just have to over-deliver, and trust that you'll reap the rewards in the future. The good news is, you usually will. The important thing is to be clear about who really matters to your business, then do anything you can to strengthen that relationship. It will be time well spent.

2. Be Your Own Spin Doctor: Managing Your Local Media

Never underestimate the power of the local media. OK, so the local Free Press may not have the circulation of The Times, and Classic FM probably has rather more listeners than your local commercial station, but in their region, local media have a loyalty and clout the nationals can only dream of. (If you are in the accommodation sector then you will probably want to reach consumers further away but consider the benefits of local media too.)

For a small business, particularly attractions or restaurants, getting a write-up in the local paper is a near-perfect promotion:

- The paper literally can't afford to upset its readers and advertisers – unlike their counterparts on the nationals, the editor and journalists usually live among the people they're writing about – so their treatment of local businesses is generally positive and supportive (unless you're doing something illegal and/or universally unpopular, which of course you aren't).
- Local papers can't afford to have squads of reporters out and about looking for stories these days; they rely on the news coming to them, so if you send them good copy, they'll generally use it
- The Times probably won't ring you up to comment on the state of your industry, but the local paper will if it knows you're good for a decent quote
- Tourists read local papers to see what's going on in the area, so you're reaching a wide range of potential customers
- Despite all the evidence against it, people generally trust what they read in the paper, but tend to be cynical about advertising
- An editorial lets you say much more than an ad or mailshot, and is more likely to be read than either
- Ads, even classifieds, cost money: editorial is (or should be) free

What is news?

All the above comes with an important caveat: no paper or radio station worth its salt will use copy that's blatantly promotional - known in the trade as 'puff' – word for word. Despite spending much of their time covering garden fetes and kittens up trees, local journalists see themselves as fearless defenders of a free press: to attract their attention means giving them a real story.

To be newsworthy, your story needs:

- An **angle** – the fact or idea that the rest of the story hangs on. This is the opening for your story – the bit that hooks the reader and draws them in
- Information that will be of interest to readers or listeners – the last response you want from a journalist is the dreaded ‘So what?’
- A definite local connection. Local media are notoriously parochial: the story goes that when the *Titanic* went down, one paper carried the headline ‘Local Man Lost At Sea’
- Hard facts and information. It sounds obvious, but people want to read or hear *about* something. Leave opinion to the columnists.
- Human interest. Always relate the story back to people in some way.
- A quote from you.



Working with a national charity, a West Wales chocolate manufacturer and visitor centre created what it claimed to be Wales’ biggest Easter Egg. The egg - four feet tall and weighing a hefty 18 kilos – contained 800 chocolate bars, and was presented as a prize at a regional tourism event. Not only did this story gain widespread news coverage, it also helped build up local relationships, raise its profile locally and further afield, while the link with the charity helped enhance its reputation as a company that cares.

So what could make a news story for you? Here are some starters:

- New product or service launches
- New staff appointments
- Winning an award
- Sponsoring an individual, team, event or venue
- Open days and other events
- Involvement in other activities not related to the business (running a marathon, having a book published etc)
- And for maximum benefit consider tying in other local businesses in connection with the story.



If you contact the national press it’s unlikely that they will deal with you direct. Instead work together to supply Visit Wales with stories they can consider when working with the PRESS. But more on this later.



- Make a list of all the local newspapers and magazines (including village and parish newsletters) covering your area, with their frequency (i.e. daily, weekly, monthly) and distribution (delivered free, paid for, on the newstand etc)
- Which one(s) would you MOST like to be featured in, and why?
- Now think of THREE potential news stories you could offer your target paper. What would your 'angle' be in each case?



In South Wales, a town centre hotel restaurant was struggling against stiff competition. The owners knew they had to create a definite point of difference between themselves and the many bland, corporate hotel restaurants in the area, and looked to their region for inspiration. They renamed the restaurant after a character from local history, and developed a menu that included several local dishes, each with the story of its origins printed alongside. The restaurant timed the launch of these 'signature dishes' to coincide with the publication of a new book about Welsh food, which generated significant media interest and publicity.



An upmarket restaurant in Mid Wales found that its location was an obstacle to attracting new business. To help raise awareness and offer an incentive to visitors, it put together an annual publicity campaign. This included entering (and winning) several awards, being included in food grading schemes, allowing the chef to participate in culinary competitions and events, and working with food producers to create an award-winning menu featuring local food. This created a 'story' that gained media and consumer attention and, in turn, helped generate new business.

3. Getting your message across: drafting a press release

The usual way to communicate with your local media is with a **press release**. The mechanics are fairly simple:

- Even if you're planning to email it, make it single-sided, A4, double-spaced, so it can be printed off
- At the top, put the date, then a heading 'For Immediate Release', unless you want them to wait until a certain point before using it, in which case head it 'Embargoed Until [Time/Day/Date]'

- Give it a headline. It doesn't have to be clever; they'll almost certainly write their own anyway
- The opening sentence is critical: it should grab the attention and make them read on; and if they don't read any further, they should still get the basic story
- Keep it concise. One side of A4 is ideal: any more than two and you're going to lose them
- Keep it snappy. Don't use 50 words where five will do
- Keep it real. If you're opening a new B&B, say so. Calling it an 'integrated residence-based accommodation and food service facility' will do you no favours at all
- If your press release runs to two or more pages, it's conventional to put m/f (short for 'more follows') in the bottom right-hand corner of the page
- Finish your press release with the word ENDS, in caps, centred
- Then insert a heading Notes to Editors and give details of how they can contact you for more information – phone, email, website, address. You can also include additional background information in this section
- If possible, supply a hi-res digital pic or transparency; if you only have prints, make sure they're sharp, and in 7x5 format. Include a caption
- Email or post your press release to a named person if possible. Otherwise, address it to the News Editor
- Give them a call a couple of days later to make sure they received it, and to see if there's anything else they need to know

A few general points on press releases:

- Issuing a press release is no guarantee that anyone will use it
- Be very wary if, having sent your press release, you get a call next day from an advertising department offering you a *quid pro quo*, i.e. we'll make sure your story gets in if you place an ad with us. You shouldn't have to pay for editorial, and no reputable paper would expect you to do so
- Newspapers and radio stations receive hundreds of press releases every day
- Don't expect your story to appear in its entirety, or exactly as you wrote it: it will be edited
- If they promise to send someone to your event, don't be surprised if they don't show. Radio and regional TV stations in particular are notorious for changing their plans at a moment's notice if a bigger story comes up
- Don't forget the specialist press. If you're opening up a new off-road bike trail, send your press release to the mountain biking magazines as well

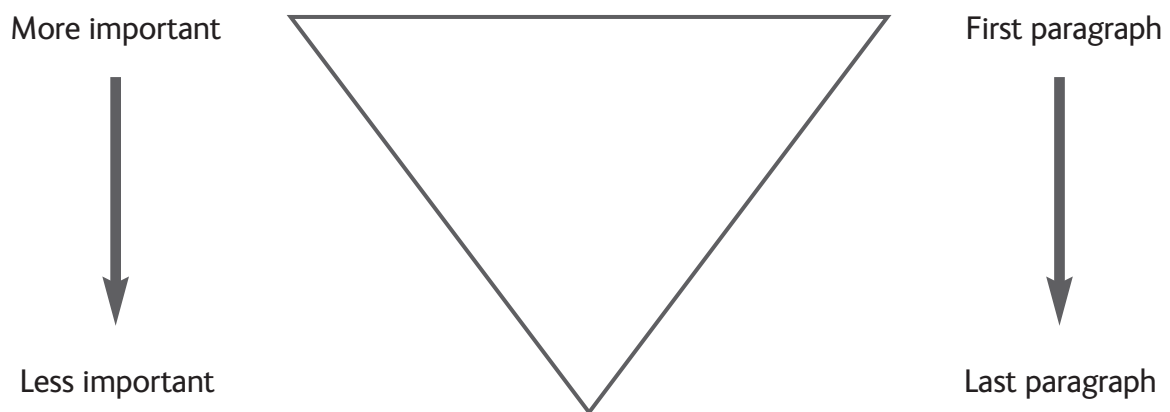
Writing your press release

Before you start, decide exactly what you want to say – your **message** – in one sentence. For example: ‘We’re announcing a new range of off-season short breaks for walkers’ or ‘Our caravan site has just been voted the best in Wales’. Then identify the **benefit** to potential customers: remember, the unspoken question in a customer’s mind when they read this will be ‘What’s in it for me?’

Then list the supporting details you want to include – location, how long you’ve been in business, how the news affects your business, and so on. This way, you cover all the bases, keep your press release focused - and it more or less writes itself!

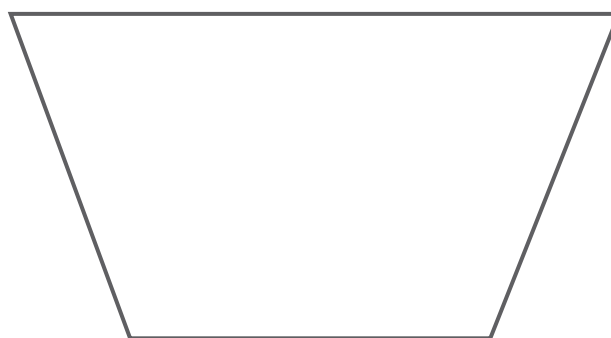
The ‘inverted pyramid’

The information you’ve decided on needs to be organised carefully. Say the most important things first, then gradually work your way down to less critical details. It may help to think in terms of an inverted pyramid:



As well as making it more interesting and informative for the reader, there is a good practical reason for doing this.

Say your press release is 300 words long. If the paper has space for just 200 words, the sub-editor will simply chop your copy upwards from the end until it fits. So now, your pyramid looks like this:



All you’ve lost is 100 words of additional detail: the big news is still intact.



For ONE of the news stories you identified earlier, have a go at writing a press release that you could send to the local newspaper.

Here's an example of a typical press release:

10 March 2025

FOR IMMEDIATE RELEASE

Come and stay – and bring your bike!

A new bed-and breakfast designed specifically with cyclists in mind has opened in Nonesuch, Wetsshire today [10 March 2025].

Run by cycling enthusiasts Pete and Angela Roberts, Dunpedallin offers secure bike storage, a bike washing and maintenance area, and low-fat, high-carb evening meals, as well as comfortable B&B accommodation for up to 10 people.

Located just two miles from National Cycle Trail Route 102, the new venture provides the ideal overnight stop for touring cyclists, and makes an excellent base for exploring the quiet but challenging back-roads of this part of Wales.

For Pete, who has twice cycled from Land's End to John O'Groats, the opening follows four years of planning, research, determination and sheer hard work.

"It's always been our dream to run a B&B for cyclists, and we're delighted that we've managed to open in time for the new season," he says. "We fell in love with this area when we first cycled through it 20 years ago, and we hope that cyclists from all over the country will come and see what makes this part of Wales so special."

ENDS

Notes to Editors

Dunpedallin is open all year round. For more information please contact Dave and Angela Roberts, Dunpedallin, Nonesuch, Wetsshire RE5 0RT
Telephone/fax 01234 567 890 email info@dunpedallin.co.uk
website www.dunpedallin.co.uk

Attached:

Hi-res images of house, Dave and Angela with bikes, interior views. More pix available on request

4. National Media and Visit Wales Press Office

As well as generating your own PR, you can tap into the work of Visit Wales Communications department. They have a specialist team in regular contact with the media, passing news and information to journalists on newspapers, magazines, radio and television news programmes around the UK.

They can help you promote and publicise your business if you provide relevant information **about your tourism operation.**

The key word for the information they need is UNIQUE. News does not tend to be what the national media want. They are looking for unusual stories. A hotel opening 6 new rooms is not going to make the national press. Think about what you have to offer that is really different

The kind of thing they're looking for includes:

- New developments you're planning
- New holiday ideas or special interest breaks
- Special offers or packages

Some examples of interesting stories covered

- A hotel in North Wales purchased an old mortuary next door and converted it to bedrooms.
- A B&B in Mid Wales offers singing lessons for weekend breaks with a visit to the local male voice choir practice.
- An accommodation provider has converted and created a 1950's Welsh love shack

As you can imagine, there are countless businesses, both within and outside Wales, desperately trying to get themselves featured in the national press. So Visit Wales has to be selective about which stories it releases to the media. Better to feed their media contacts a few really good stories with a decent chance of getting in, than bombard them with weak material. Sometimes, Visit Wales will take a number of positive stories and group them together to achieve greater impact.

Today's media work at breathtaking speeds to ridiculously tight deadlines.

As a guide in March Visit Wales begin working on stories for Autumn and Winter long lead publications. When the right opportunity comes along Visit Wales need to have all the necessary facts to hand at that precise moment, so keep them regularly updated and, who knows your story may end up in the national press.

But as with all media coverage there are no guarantees, the more flexible you are able to be in your work with Visit Wales the greater chances of success.



To contact the Visit Wales Communications office, visit www.wales.gov.uk/tourism or call 029 2047 499909.

Visit Wales also hold an Image Centre, with a bank of stock photography to accompany features. For info on this visit www.wales.gov.uk/tourism or call 029 2047 499909

Joining Forces – The Power Of Partnerships

Teaming up with other providers opens up huge new opportunities for promoting yourself, your region - and your country

In this section:

1. Why Collaborate?
2. Choose your partners
3. Working Together

Introduction

Running a small business can be a lonely life, and with limited resources, competing on equal terms with big business often seems impossible. But by pooling your efforts with others in the same situation, you can tap into all kinds of new opportunities – you just have to know who to team up with.

1. Why collaborate?

A joint venture or partnership doesn't have to be a formal, legally-binding arrangement. It's simply where two or more businesses join forces to achieve a particular goal, agreeing to share the risks - and the rewards.

A partnership can bring together businesses of different sizes, types, structures and locations, and may last from just a few days to many years. Businesses come together for various reasons, the main ones being:

- To expand
- To develop new products
- To move into new markets (especially overseas)
- To share risks and assets
- To gain access to extra capacity, technical expertise, distribution networks and other resources

There are upsides...

Partnerships can be very useful for a small tourism business:

- A partnership can give you access to new resources you can't or don't wish to acquire yourself – in particular, specialist knowledge and expertise
- You can remain flexible, teaming up with others for a single project, or strengthening a specific part of your operation, keeping your commitment and exposure to a level that suits you
- Working with businesses throughout Wales means you can extend your reach into new areas, without having to relocate

...and downsides

Of course there are. You need to invest time and effort in building the relationship, and trying to bring businesses of entirely different types and sizes alongside each other can be complicated. Problems are most likely to arise if

- the objectives are not clear
- the objectives are not communicated to all concerned
- there are big differences in the levels of finance, skills and other resources the partners bring to the relationship
- the partners have very different cultures or management styles
- there isn't clear leadership and mutual support, especially in the early stages



Three golf clubs in Mid Wales formed a Gold Cluster to target the same market. Through collaboration together and with 15 varying accommodation providers they have all benefited. They retain the business in the area and the team approach gives them a louder mechanism with which to attract then consumer than the previously competitive and fragmented marketing approach.



In a rural area of Wales activity providers and retailers have come together under one name to promote their businesses. They have streamlined and profiled their offer ensuring that consumers searching for activity holidays in the area can access information on all the choices available. The worked together on their strengths and are experiencing the benefit of working with “the competition”.

2. Choose your partners

Your first task is to decide who is a potential partner, and who isn't. Just because you feel you'd like to work with someone doesn't mean they're going to be good for your business.

As a general rule-of-thumb, a potential partner should have resources, skills and ambitions that fit in with your own. You need to look beyond personalities – although it's obviously better if you get on! – and consider factors like business attitudes and values: if you have wildly different approaches to, say, pricing or distribution, you could end up losing more business than you gain. Problems tend to arise when partners differ over intangible elements like quality: you want to go upmarket, they want to pile 'em high and sell 'em cheap. What then?

You also need to consider whether their reputation is one by which you'd like your business to be judged, too, because it will be! Even if you know your potential partner well, it's probably worth doing some basic background checks: remember, you're entering into a different relationship with them, and ignorance isn't bliss any more.

Many small businesses go into partnerships with customers and suppliers. The big advantage is that you already know something of each other's background, values and business performance. You have to be sure, though, that you're not risking a valuable relationship if things don't work out as you'd hoped.

It's also important to remember that a partnership, like any relationship, isn't static, and will change with time and market conditions. There are likely to be some testing times, so you need to have a strong relationship to start with.

A lasting relationship

Picking out potential partners is the easy bit: now you have to make the relationship work. There are no guarantees, of course, but there are things you can do to give yourselves a greater chance of success:

- Agree right from the start what you're trying to achieve, and who's doing what
- Go for an 'early win' – start with a simple project you know you can get right first time, or could even have done by yourself
- Establish clear, regular communication between the key people from Day One
- Be open and honest, especially on financial matters
- Agree 'milestones', and how you're going to measure the project's performance
- Resolve any disputes as quickly as possible, and go for a win-win result, rather than sinking into recrimination and points-scoring

Your potential partners

Think about potential partners for your business on the basis of:

Location. Start in the immediate vicinity and work outwards – who could you work with locally, regionally, and nationally (i.e. throughout Wales)?

Additional resources. What would really help your business – new distribution channels, marketing clout, specialist knowledge? And who could provide them?

Your own contribution. What do you have to offer a potential partner?

3. Working together

All kinds of activities lend themselves to a collaborative approach:

- Marketing. Producing a website, brochure, advertising or direct mail in partnership allows you to consider a more ambitious and professional-looking campaign than you could individually afford. For example, you could produce a CD-ROM with images, music and video clips, as well as your own listings

- Packages. Teaming up with other tourism, transport, leisure and accommodation providers allows you to put together and market complete visitor packages – a good way to extend the season.
- Events. As well as promoting yourself, why not get together with other local businesses and give the whole area a boost?
- Cross-selling. Someone visits you, they get 20% off at the farm shop down the road. Simple *quid pro quo* arrangements like this can lead to bigger things.

Some examples of working together on promotion



A bed and breakfast in a small town in North Wales had a steady business but wanted to develop their business by winning repeat business, and also encourage visitors to be aware of the breadth of experiences available within the area. Rather than entering into price competition with local businesses they decided to work with their “competitors” to develop a promotional tool for the area. They put together a CD of information on the region for visitors. It contained photography by a local photographer, music by local musicians and information and pictures from numerous tourism businesses in the area. By working together this cost them around £1 per copy. Businesses then had the choice of selling this to their existing customers to cover their cost, or to give it away as a promotional gift and a souvenir of their visit. The benefit of this was three fold- firstly customers valued the business for providing a complimentary small gift, secondly it allowed them to learn more about regional attractions they missed out to consider for a future trip, thirdly it allowed them to share the message with their friends and other potential new customers.



A city centre hotel found that developing a special interest theatre break was successful for them. They worked together with a theatre to provide guests with tickets for a show and developed a pre-theatre supper menu to fit in with the times. Other ideas to package are: sporting event tickets, golf, wine tasting, fishing, entry to attractions, craft fairs, festivals, family fun days, bridge events, murder mystery dinners, lectures, walks.



Think about the activities you could consider teaming up with other businesses to undertake. For each, consider:

- The benefits to your business, and your potential partner(s)
- Your immediate area, the wider region and all of Wales (as applicable)
- Who you would need to get involved – photographers, web designers, etc
- The timescale for the project
- The commitment (in terms of time, finance and other resources) it would require from you, and the contribution you'd need from your partner(s)

Take It Further

Listed below is contact information for organisations providing further support for the marketing of your tourism business.

Business Eye

Business Eye is a gateway to a range of business support including marketing.

TEL 08457 969798

WEB www.busesseye.org.uk

DesignWales

For support in developing your brand and finding a designer.

TEL 0845 3031400

WEB www.designwales.org.uk

Disability Discrimination Act Helpline

DDA HELP

Freepost

MID02164

Stratford-Upon-Avon

CV37 9BR.

TEL 0845 622633

www.disability.gov.uk

Department of Trade & Industry

Electronic Commerce Regulations

www.dti.gov.uk

Direct Marketing Association

www.the-dma.org

DPA - Information Commissioner's Office (ICO)

www.ico.gov.uk

Learn Direct

Information on courses and training across Wales.

TEL 0800 100 900

WEB www.learndirect.co.uk

Office of Fair Trading

For information on distance selling regulations

www.oft.gov.uk

Regional Tourism Partnerships (RTPs)

The RTPs are the regional lead bodies for tourism and receive devolved resources and responsibilities from Visit Wales. Reflecting the 4 region economic map of the country the role of the RTPs is to lead the implementation of the regional tourism strategies.

They are your local contact for information on:

- Marketing including e-marketing
- PR and Press contact
- Events
- Research

The RTPs are in constant communication with all the Local Trade Associations in their area so will be able to put you in touch with your local body.

Tourism Partnership North Wales

(covering Anglesey , north Gwynedd, Conwy, Denbighshire, Flintshire, Wrexham)

TEL 01745 589020

WEB www.tpnw.org

Tourism Partnership Mid Wales

(covering south Gwynedd, Ceredigion, Powys)

TEL 01654 704220

WEB www.tpmw.co.uk

South West Wales Tourism Partnership (covering Pembrokeshire, Carmarthenshire, Swansea, Neath Port Talbot)

TEL 01558 669091

WEB www.swwtp.co.uk

Capital Region Tourism (covering Bridgend, Rhondda Cynon Taff, Vale of Glamorgan, Merthyr Tydfil, Cardiff, Caerphilly, Torfaen, Blaenau Gwent, Newport, Monmouthshire)

TEL 029 2041 7194

WEB www.capitalregiontourism.org

Tourism Associations – Membership Organisations

Mid Wales Tourism

www.mid-wales-tourism.org.uk

North Wales Tourism

www.nwt.co.uk

Pembrokeshire Tourism Association

www.holiday-pembrokeshire.co.uk

Carmarthenshire Tourism Association

www.tourlink.co.uk

Tourism Swansea

www.tourismswansea.com

Wales Tourism Alliance

www.wta.org.uk

Tourism Training Forum for Wales (TTFW)

The principle organisation to guide business and HR development in the Welsh Tourism Industry.

Unit 16, Frazer Buildings

126 Bute Street

Cardiff Bay CF10 5LE

TEL 02920 495174

FAX 02920 490291

WEB www.ttfw.org.uk

WEB www.whodoiask.com

Gallu

A people development programme for all tourism businesses in South West Wales (Pembrokeshire, Carmarthenshire, Swansea and Neath Port Talbot). Provides assistance with training and business development.

www.gallu.org.uk

Medrwn

A people development programme for all tourism businesses based in Meirionydd, Powys and Ceredigion. Provides assistance with training and business development.

www.medrwn.org.uk

Traveline

Public Transport Information for your customers

TEL 0870 6082608

WEB www.traveline.org.uk

Visit Wales

The tourism department of the Welsh Assembly Government.

Brunel House

2 Fitzalan Road

Cardiff CF24 0UY.

TEL 02920 475303

FAX 02920 475319

WEB www.wales.gov.uk/tourism (Business Support)

Visit Wales produces a range of toolkits and fact sheets to assist your business. they are available online at www.wales.gov.uk/tourism

Market Research

Visit Wales publish market research information on domestic and international markets and by activity strand. This information is available to download on www.wales.gov.uk/tourism

In addition to this they also produce a brochure on their marketing and advertising opportunities and provide a specialist marketing advice service.

VisitWales.com

This is Visit Wales' main consumer facing website. It has an online database on which tourism businesses in Wales can market and sell themselves to a global audience.

TEL 08708 300301 (ENGLISH)

TEL 08708 300303 (CYMRAEG)

WEB www.visitwales.com

Other Visit Wales consumer sites

www.golf.visitwales.com

www.activitywales.com

www.adventurewales.com

www.cycling.visitwales.com

www.fishing.visitwales.com

www.walesinstyle.co.uk

www.mbwales.com (mountain biking)

www.riding.visitwales.com

www.walking.visitwales.com

www.waterfrontwales.com

Individual marketing brochures are also produced under these headings.

Visit Britain

VisitBritain is funded by the UK Government's Department for Culture, Media and Sport to promote Britain overseas as a tourism destination

www.visitbritain.org

Welsh Language Board

Market Chambers

5-7 St Mary Street

Cardiff CF10 1AT

TEL 02920 878000

FAX 02920 828001

WEB www.bwrdd-yr-iaith.org.uk

Finally, if you have read this far, here are some easy wins

- Link into the Visit Wales Campaign via VisitWales.com & its brochure products,
- Link With Visit Britain
- Link Regionally with the regional Tourism Partnerships, local authority and tourism associations for networking, training and partnerships.
- Create on-line links, many of which are free

Good Luck!