



Stakeholder Management and Marketing

Malcolm Connor, Tourism Engineers

About today

- How to win friends and influence people?
- A one-day interactive workshop which provides an opportunity for you to think about all of the people who affect your TIC and are affected by it
- The workshop looks at practical ways to promote your TIC to increase the visitor footfall and visitor spending

NITB TIC training modules

1. Understanding your customers
2. Maximise your visitor spend
3. Effective communication skills
4. Communicating online
5. Income generation
6. Managing stakeholders and marketing your TIC
7. Team building skills
8. Managing difficult customers

Workshop programme

- Marketing principles
- Segmentation
- Stakeholders and your local market
- Visitor segments
- Practical visitor promotions
- Marketing plan
- Lunch 1.00 to 2.00
- Finish by 4.00
- Housekeeping

Q&A

Pre-course exercise

“Getting To Know You”

Defining marketing

Marketing = Promotion

- Getting messages across to your visitors through media, such as advertising, leaflets, web, PR, exhibitions, etc

Defining marketing

Marketing = The way we plan
and run our business

- The whole approach of the organisation to everything it does
- A passionate commitment to discovering and satisfying customer needs

Defining marketing

“Marketing is the management process which identifies, anticipates and supplies customer requirements efficiently and profitably”

The Institute of Marketing

Marketing means

- Looking outwards, not inwards
- Having constant awareness of what's happening in your market place
- Asking, not telling, customers what they want
- Communicating this throughout the organisation

What is selling?

- Selling is an important part of marketing
- Selling is communicating effectively with people
- Selling is persuading your customers to do business with you

Marketing and the 4 “P”s

Successful marketing means knowing your:

- **PRODUCT**: What services your TIC offers
- **PRICE**: How much you charge
- **PLACE**: How and where you deliver the communications to customers
- **PROMOTION**: How you tell customers about your services



Communication

AGISTRI

Communication

AGISTRI

UNAWARE: What's that?

Communication

AGISTRI

UNAWARE: What's that?

AWARE: I've heard the name

Communication

AGISTRI

UNAWARE: What's that?

AWARE: I've heard the name

UNDERSTAND: I know what it is

Communication

AGISTRI

UNAWARE: What's that?

AWARE: I've heard the name

UNDERSTAND: I know what it is

INTERESTED: I'd like to go there

Communication

AGISTRI

UNAWARE: What's that?

AWARE: I've heard the name

UNDERSTAND: I know what it is

INTERESTED: I'd like to go there

CONVERTED: I'm booking and going

Communication life cycle

UNAWARE

AWARE

UNDERSTAND

INTERESTED

CONVERTED

LOYAL



Awareness-raising
Branding
Image
PR
Word of mouth

Relationship building

Reasons to visit

Tactical marketing and sales

Brochures and web

Social media

Q&A



What is a segment

- A group of people who broadly share a range of characteristics

Demographic

Social

Geographic

Economic

Attitudes

Behavioural

What is a segment

- Most markets have many segments
- Small segments are good
- They will be very similar in their characteristics

Why is it important

- Segmentation allows you to have a focussed and cost effective marketing plan
- Segmentation reduces wastage – telling things to people who have no interest in what you have to say
- Instead, you give relevant messages to the most receptive people

Selecting segments

- You will never have enough resources to address a lot of segments so choose carefully and selectively
- Which are the easiest segments to reach and which will be most receptive to what you have to say?

Selecting segments

- Your task is to attract more people to visit and use the TIC service
- So your best segments are likely to be found within:
 - Existing types of visitor in your area
 - Those being targeted in the destination marketing
 - The local population

Local segments are important

- 18% of TIC visitors live quite locally - they are on a day trip from home
- 12% are staying locally with friends and relatives
 - Local households are a big influence on where friends and relatives go for a day out – either recommending or escorting (and spending money)

Your local partners

Your most cost effective marketing is:

- Personal recommendations given by your visitors to their friends, relatives, work colleagues and acquaintances
- And the recommendations about you made by your stakeholders

Your local partners

So let's think about:

- Your stakeholders – who they are, your contact with them and your effectiveness
- Your visitors
- And then how your stakeholders can help your visitor marketing

Exercise (A)

- Stakeholders are the people who affect your TIC and are affected by it
- Identify your stakeholders (by categories of people rather than by name!)

Use the post-it notes and stick them on the wall

Checklist

- Council members
 - Portfolio holder
 - Policy and decision makers
 - Line managers

 - Landlord and tenants
 - Neighbours

 - Your staff and volunteers
 - Other tourism staff
 - Other council staff

 - NITB staff
- Local tourism businesses – managers and front line staff
 - Accommodation
 - Attractions
 - Hospitality
 - Carriers and transport operators

 - Your suppliers

 - Local residents (rate payers)

 - Local media (newspapers, radio, TV) – news editors, travel writers

Who is more important?

- They are not all equal in importance
- Their relative importance changes from time to time
- You need to identify and rank them

Exercise (B)

- Pick 5 types of stakeholder from the checklist.
- Score each from 1 to 5 in terms of their importance to you (1 = unimportant, 5 = very important).
- Then score each from 1 to 5 in terms of how effective you think you are to them (1 = ineffective, 5 = very effective).

Stakeholders

| STAKEHOLDER | THEIR IMPORTANCE TO YOU (1 to 5) | YOUR EFFECTIVENESS TO THEM (1 to 5) | COMBINED SCORE | POINTS GAP |
|----------------------|----------------------------------|-------------------------------------|----------------|------------|
| Council Members | 5 | 1 | 5:1 | 4 |
| Local Hotel Managers | 3 | 4 | 3:4 | 1 |
| | | | | |
| | | | | |

What does this tell us?

- 5:5 All sorted, well done!
- 5:1 An important neglected person
- 1:5 Over-servicing a less important person

- Concentrate on those that score more than 3 in their importance to you
- And focus on those with a large points gap
- You now have a clear view of your priorities

Your signals

- Stakeholder views about the TIC are based on their impressions

- These impressions come from various signals

What they see

What they hear from other people

What they read in the press

What they experience

Your signals

- Each stakeholder group receives different signals from you
- For council members it might be:
 - Feedback from their electorate
 - Your profile in the local media
 - What local businesses say about you
 - What they read in the council newsletter
 - Invites from you to drop in and the experience they get
 - Prompt replies to their calls and emails
 - The TIC street frontage

Your signals

- You can now start to see the important interaction between stakeholders
- Council member views might be influenced by the local press and local hotel managers
- Local residents are at the heart of this – they include council members, employees, hotel staff, etc

FUN audit

- Take the priority stakeholders
- For each, make a short list of the signals that you give them
- Do a “FUN Audit” - rate the stakeholders impression as Favourable, Unfavourable or Neutral (FUN)

Stakeholder: Council members

| YOUR SIGNALS | F | U | N |
|------------------------------------|---|---|---|
| Feedback from their electorate | * | | |
| Your profile in the local media | | | * |
| Articles in the council newsletter | | * | |
| TIC street frontage | * | | |

What does this tell us?

- It's easier to take the Neutrals and turn them into Favourables
- There is always something useful you can do and a modest approach is better than none at all
- Turning Unfavourables into Favourables will take time

Think back to the CLC

- We hope that all of your stakeholders are at least **aware** of you!
- But do they really **understand** and are **interested**?
- Are they **converted**? You may need to get a change in their belief, attitude or behaviour

Do some testing

- Some of this approach is educated guess work
- Establish a User Group Forum
- Use them like a focus group to annually gather their opinions and views
- Find a critical friend

Exercise (C)

- Forget about visitors for a moment and think about your contact with your stakeholders
- Two syndicate groups:
 - Council members and officers
 - Local accommodation managers and front line staff

Exercise (C)

- What have you tried in the last year?
- What's worked, or not worked, and why?
- How will you plan to manage these relationships over the next year? What practical actions can you take?
- What could you do to increase your marketing budget and partner support?

Visitor marketing is based on research

- Northern Ireland TIC User Survey 2009
- Tourism surveys in your area
- Visitor surveys in your TIC

Northern Ireland TIC User Survey

- Half are on holiday or a short break
 - Much higher in Belfast
 - Smaller TICs deal with more local people
- 40% come from Northern Ireland
- Most have not been to the TIC before
- Just over half plan the trip in advance

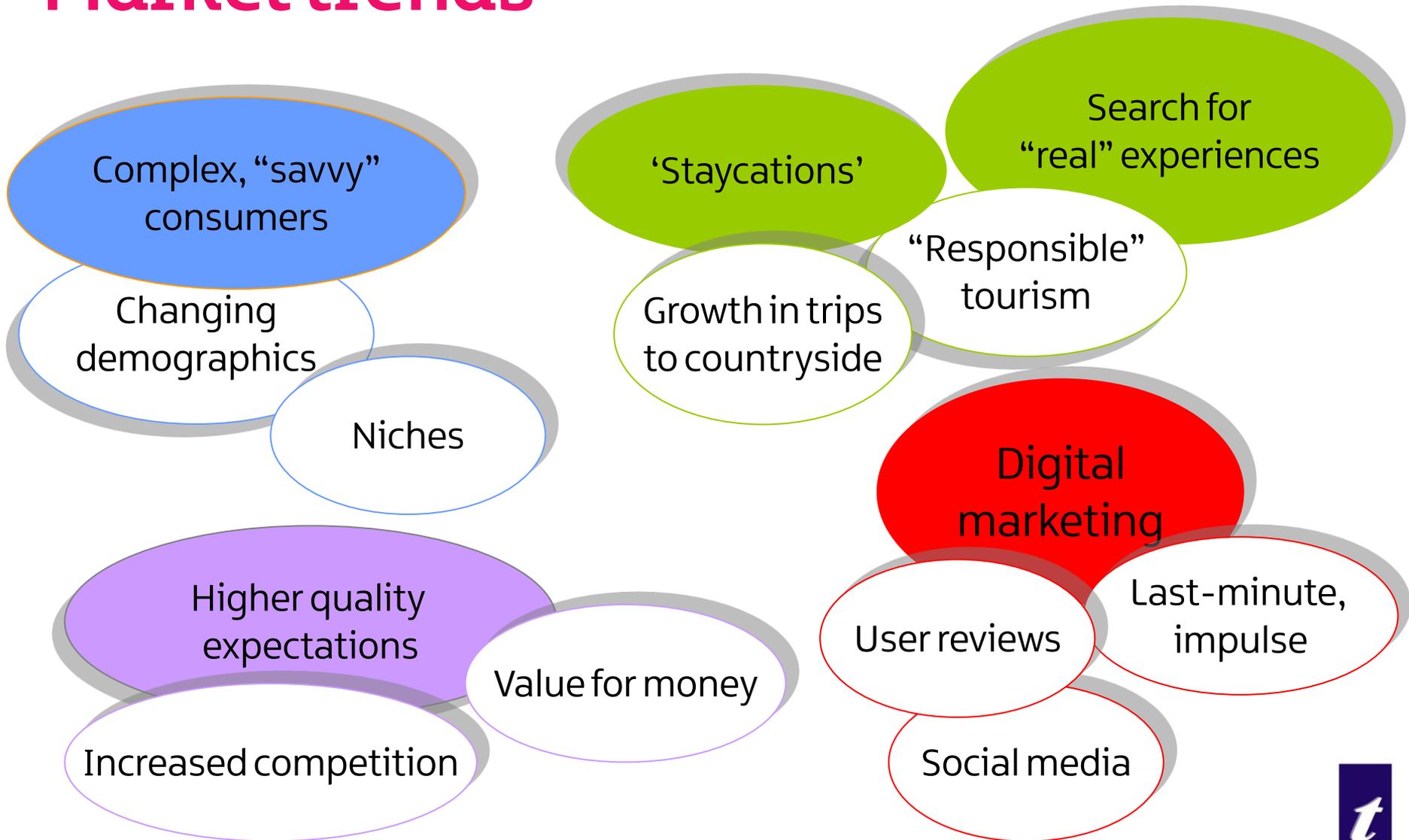
Northern Ireland TIC User Survey

- Wide age range, more younger people, C1 group
- Couples, singles, groups of friends
- Looking for information on:
 - Places to visit locally
 - Souvenirs
 - Places elsewhere in Northern Ireland

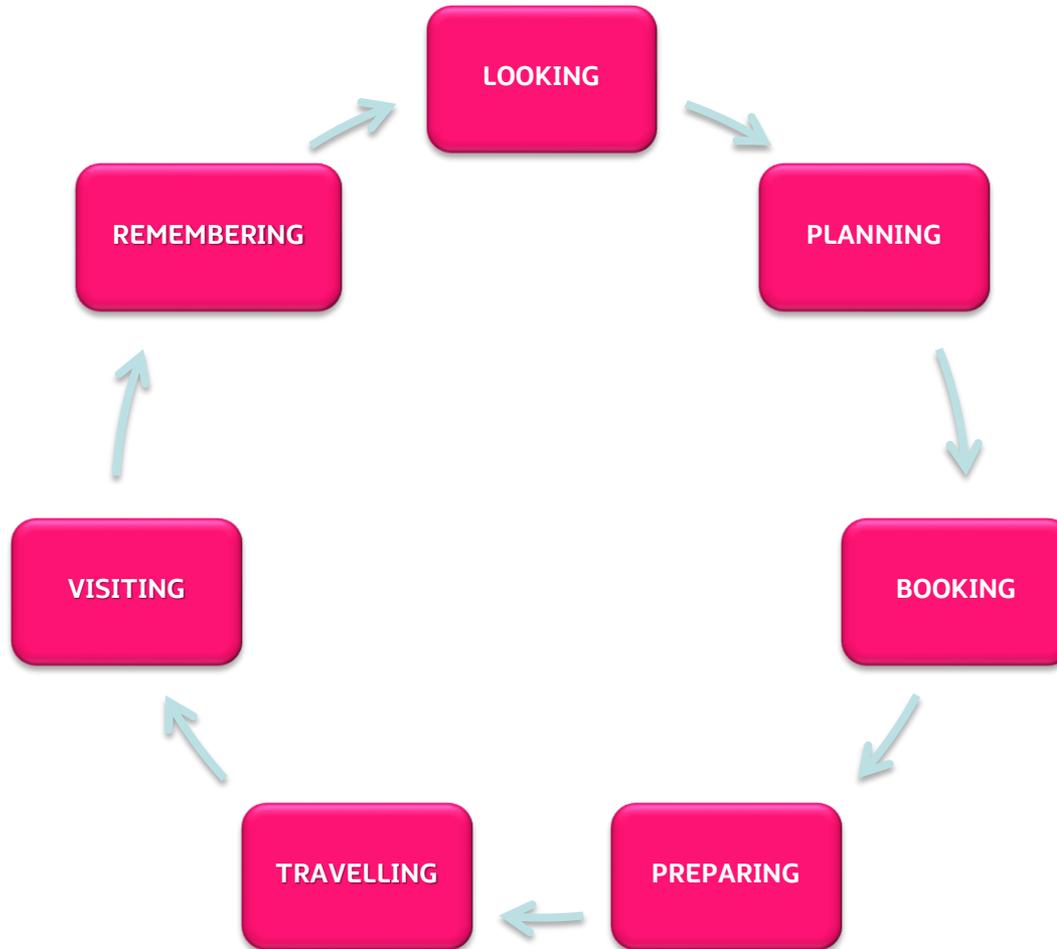
You can only lead a horse to water...

- A third of visitors use a TIC on their trip
- But a third do not seek or use any information at all
- So, be realistic about how many visitors you can expect to come through your door for information – and ensure your stakeholders understand

Market trends



The visitor journey



1. Looking

- Gathering information from various destinations to influence ideas on which place to go to, or activity to experience

2. Planning

- Picking the destination and sorting out the travel and dates, the “must do and see” activities and accommodation

Planning: TIC User Survey

- 45% use the internet
- 32% refer to friends and relatives advice
- 31% use a guide book
- 21% use free brochures
- 12% use a TIC

3. Booking

- Making the accommodation booking and any other elements that need to be pre-booked (e.g. flights, ferries, big event tickets, car hire, etc)

4. Preparing

- In advance, sorting out an itinerary and details – what to do and see, planning the route, looking at weather forecasts, what to pack

5. Travelling

- Making the journey from home to the destination – likely to be by car, some by coach or train – the airlines and ferries play a role

6. Visiting

- Being in the area – a day, short break or longer

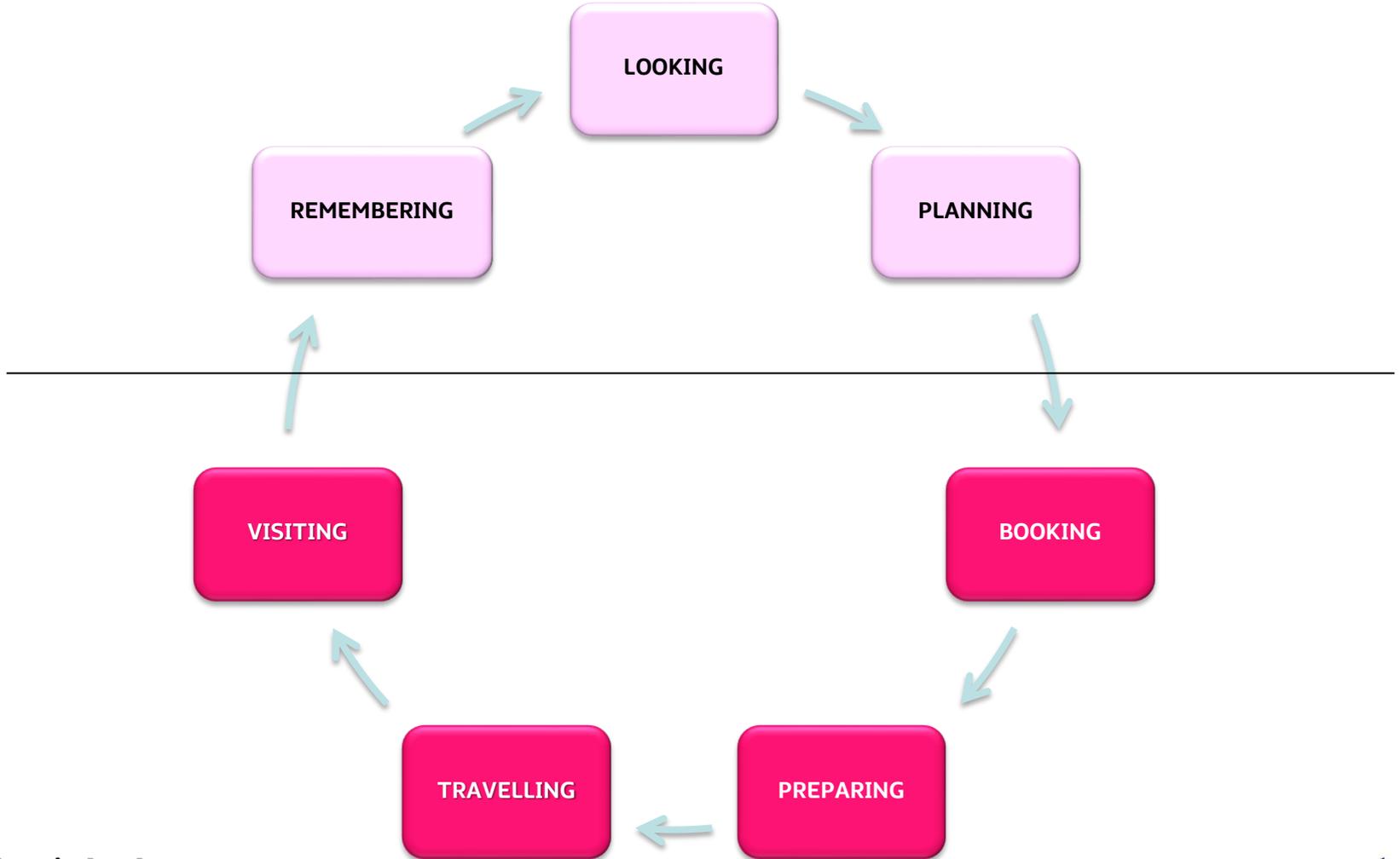
Travelling and Visiting: TIC User Survey

- 54% come “across the water”
- 32% use TICs on the visit
- 31% use the internet
- 27% use free brochures
- 21% refer to friends and relatives advice

7. Remembering

- When visitors have returned home and recommend the area to friends, relatives and colleagues
 - and could be tempted to come back if the experience was good and they are given a reason to return

TIC Roles?



Exercise (D)

- Four syndicates – each take one stage of the visitor journey
- How could **your TIC** take a more direct role and make a difference to the visitor?
- How could **your stakeholders** help?

Northern Ireland segments

(Some segments identified in the NITB “Know your Market” and the “Visitor Information Plan”)

■ TIME TOGETHER

- Partners looking for time together away from their teenage kids, in their 40s, on a day out or one or two nights away, living in places like Omagh or Greater Dublin

■ PURE INDULGENCE

- Best friends, mothers and daughters – groups of girls staying over on a night away, living in places like Newry or Dublin

■ MANCHESTER MANAGERS

- Couples in their mid 20s, graduates in management positions, work long hours, take weekend breaks in UK cities, living in NW England

■ AMERICAN COUSINS

- Empty-nesters, affluent, recently retired, coming on a first visit, distant relatives were born in Northern Ireland, living in cities on the USA east coast like Boston

■ PRIMARY SCHOOL FAMILIES

- Families with children under 10 (with a dog?), on a touring holiday, living in places like the west coast of Ireland

Exercise (E)

- Select one of the segments
- Create a thumbnail of the segment by identifying the way they look for and use tourist information
- Here are some clues – it will give you an insight into why (or if) they might visit you and how you can best reach them

Thumbnail clues

- Who chooses the destination?
- How and when do they book?
- How much and what sort of advance information do they collect?
- How do they travel, how mobile are they?
- What information are they are looking for on arrival?
- How do they use the web?
- What mobile / digital devices will they have with them?
- How aware are they of TICs and what they offer?
- How will they know where the nearest TIC is? Will they detour far to reach it?
- What are their special interests?
- What newspapers and magazines do they read?
- What are their media viewing and listening habits?
- What are their shopping preferences? Who are they buying for – themselves, others as presents, etc?
- What are their eating preferences?
- How price sensitive are they?
- How do they pay for things?
- Are they impulsive or careful people?
- How open are they to new trends and fashions?
- How much free time do they have?
- Might they stay away longer?
- What TIC services are they most likely to be interested in?

Strategic planning

- Define your marketing objectives

They should be SMART - Specific - Measurable - Achievable - Realistic – Timely

- Identify your realistic resources

How much time and money can you afford? Who are your partners? What skills do you need?

Creating the right offer

- People buy benefits
- They do not buy products or features
- You need to appeal to their emotions and create the right mood
- Scotland can be described in **rational** terms (things that are tangible and can be seen or done)
- Or in **emotional** terms (the feelings and mood it evokes)
- Which works best?

Rational Scotland

- Edinburgh Castle
- Balmoral
- John O'Groats
- Glasgow shipyards
- Lochs
- Islands
- Tartan
- Kilts
- Thistle
- Golf
- Fishing
- Hunting
- Climbing
- Skiing
- Braveheart
- Sir Alex Ferguson

Emotional Scotland

- Sounds
 - Bagpipes
 - Wind
 - Rushing water
- Colours
 - Purple, Grey, Brown
- Smells
 - Heather
 - Whisky
- Independent
- Passionate
- Mysterious
- Rugged
- Fiesty
- Cold outside, warm inside

The best things in life aren't things

- People are looking for leisure activities that deliver
 - Experiences
 - Well-being
 - Personal development
 - Status and self-esteem
 - Affordable luxury

Go further

Feel closer

Think deeper

Reach higher

Be stronger

Breathe easier



“You” appeal

- The word “you” should appear frequently – it helps to refer to the experiences and emotions – verbs also help (words like “visit”)
- The words “we” or “our” should be avoided – it is likely to refer to lists of products
- Use pictures with people from the segment – it helps people relate to the message

Warwick TIC

We book tickets for Warwick Castle

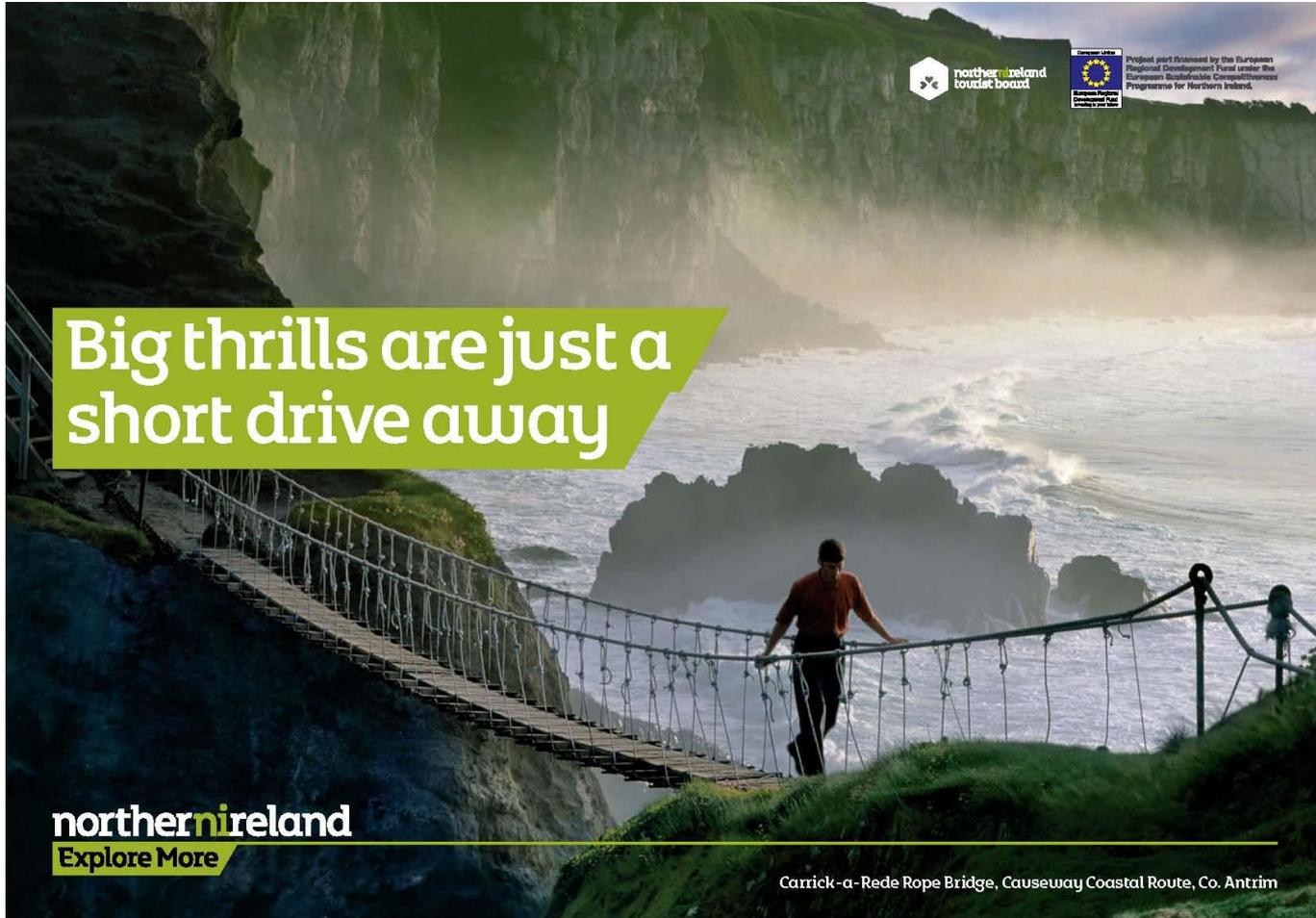


You can save time by avoiding the queues

“Something for everyone”

BEWARE ... You have not

- Identified your segments
- Created the emotions and experiences
- Or matched your products to your markets



Big thrills are just a short drive away



Project part-financed by the European Regional Development Fund under the European Regional Development Programme for Northern Ireland.

northernireland
Explore More

Carrick-a-Rede Rope Bridge, Causeway Coastal Route, Co. Antrim



Project part financed by the European Regional Development Fund under the European Regional Development Programme for Northern Ireland.

Go island hopping

northernireland
Explore More

Motor Cruising on Lough Erne, Co. Fermanagh



Project part-financed by the European Regional Development Fund under the European Regional Development Programme for Northern Ireland.

Two wheels.
Endless
possibilities.

northernireland
Explore More

Torr Road, Causeway Coastal Route, Co. Antrim





Take a walk
on the
wild side



Project part-financed by the European Regional Development Fund under the European Sustainable Competitiveness Programme for Northern Ireland.

northernireland
Explore More

Sperrin Mountains, Co. Tyrone



Exercise (F)

For your TIC

- Identify 10 **words or phrases** that represent the emotions and create the right mood
- Think of 3 **images or icons** you can use
- Come up with **one phrase** that sums up the heart and soul of your TIC

Use the post-it notes and stick them on the wall

The marketing mix

MORE GENERAL

(cross segment)

- Main brochure
- Web site
- Posters or show-cards
- Free publicity
- Brown signs

MORE SPECIFIC

(to each segment)

- Specific print
- Web pages / micro site
- Brochure distribution
- Advertising
- Mailings
- E-marketing
- Proactive PR
- Sales
- Exhibitions

Let's look at practical things

- Easier to do
- Ought to be effective
- Don't cost too much
- You have the skills to do

AIDA: The creative principle

- Attract ATTENTION
- Arouse INTEREST
- Create DESIRE
- Stimulate ACTION

Attention

- Have a distinct brand and identity
- Stand out from the crowd
- Be clear, simple and consistent
- Right layouts, colours and font / tone of voice

Interest

- Benefits and emotions
- Why you are unique or special
- Be relevant and ensure the audience understands
- Use images (worth a thousand words)

Desire

- Relate people to the promised experience
- Give an incentive
- Create a sense of urgency

Action

- Be very clear about what you want people to do
 - Visit next weekend?
 - Go to the web site?
 - Book your next night here?
 - Buy now?
- Simple details about the location, opening times, prices, etc

“Half the money I spend on advertising is wasted; the trouble is I don't know which half”

John Wanamaker

US department store merchant (1838 - 1922)

Measuring

- You need to monitor the impact of your activity
- Look at the “call to action” within your messages – such as visitor footfall, enquiries, web site hits, proportion of new visitors, etc
- Free editorial measured in column inches and it’s value in terms of comparative advertising space

Targets

- The key thing is the cost per response and the cost per visitor
- There are wider measures (influenced by other factors) such as retail spend per head, retail income, accommodation booking income, ticket commission, etc
- Set targets – in order to measure success Q&A

Internet

- 70% of UK households have internet access and 63% have a broadband connection
- More growth is now coming from older people
- 73% access the internet every day or almost every day
- 40% use chat sites, blogs and newsgroups
- Smart phones and apps now mean we can always be connected (if we want to!)

Web site / page

- First impressions given by your web site are vital
- 85% of web users skim read
- Your home page is your shop window
- Hold attention
 - Logical structure and easy navigation
 - Make it relevant to the segments
 - Be interactive

Web visibility

- Remember, you still need to promote your web site
 - Have a relevant address
 - Create free links with partners
 - Do search engine optimisation
 - Use google adwords
 - Do banner advertising on partner sites

Q&A

TIC editorial

- Send press releases to local media when you have good stories or news
- Editors tend to be sympathetic and are hungry for material
- Tourists read local papers too!
- For you – it's free editorial / air time
- You can say more about your service
- It's more believable than adverts

Send out press releases

- Avoid promotional “puff”
- Have a hook
- Make it local
- Use facts rather than opinions
- Use a picture and caption
- Have human interest – a people story
- Include a quote from you

Good TIC news stories

- New staff appointment
- Winning an award
- Being involved with a local event
- An open day
- Anything outside the normal – charity run, etc
- Doing things with local hotels and attractions

Q&A

TIC advertising

- Prepare a schedule using titles that fit your market segments
- Look closely at the distribution and readership
- Look at who else advertises in it
- Consider an insert in free newspapers
- Consider local radio for events

Exercise (G)

- Use the selection of brochures and magazines you have brought with you
- Look at the display adverts and apply the AIDA principle
- Which adverts work and which don't? Why?

Are you an easy touch for budget cuts?

- Develop your business plan and marketing plan
- Make the case to increase or retain your roles and resources
- Ensure the message is received by the right people
- And build a network of stakeholders who support you

Bring it all together

- We have covered the **marketing plan** for your TIC

Your *objectives*

Your *segments*

Your *offer*

Your *resources*

Your *type of promotion*

Your *timescale*

Your *evaluation*

Q&A

Finally

- **Audience:** Know who are you talking to, the more precise the better, and know how to reach them
- **Response:** Be clear about what you'd like them to do
- have a better understanding, change their attitude?
- **Why:** Create a succinct, reasonable and convincing argument
- **Where and when:** make it timely and use the most appropriate medium for them

What we've covered

- Marketing principles
- Segmentation – stakeholders and visitors
- Practical promotions

The handouts now create
“Your Personal Toolkit”
to remind and guide you through the process