

**Derby City Council**

**Response to MIQs – 31<sup>st</sup> March 2016**

**Appendix 4: Extract from Derby's  
Tourism Strategy**



# **“Destination Derby”**

## **Visitor Economy Strategy 2011 – 2016**



## **4. VISITOR ECONOMY STRATEGY**

### **Strategic Objectives**

The Visitor Economy Strategy for Derby is a dynamic document that will need to react to the changing environment. The over-arching goal is to increase the number of day and evening visitors and assist industry to benefit from the visitor economy will remain constant but many of the tactics and campaigns will need to reflect current circumstances.

The objectives of this strategy are:

- 1. Enhancing Derby's identity for visitors - by communicating authentic, unique stories and themes.**
- 2. Promoting new developments to improve Derby as a destination .**
- 3. Improving the quality of the visitor experience.**

### **Planned Outcomes**

Planned outcomes of this strategy are that by 2016 (compared with 2010) there will be:

- A 10% increase in the number of day visitors.
- A 5% increase in the number of staying visitors.
- A 10% increase in visitor spend.
- A wider awareness and reputation of Derby as a short-break destination.
- A wider range of quality things to do and associated visitor economy related products available.

### **Objective One: Enhancing Derby's Identity For Visitors**

To develop as a "destination" a city needs to cultivate and communicate its own unique identity based on authentic themes or stories that describe what is unique and special about the place and the people.

"People who haven't visited but could be persuaded... are not against visiting but you just haven't given them a compelling reason to do so". *A Destination Guide to building and Aligning your brand*, David Phillips for DPUK.

"Towns and cities...need to find their own distinctive solutions, should be bold in doing so and should always keep their distinctive culture at the forefront". *Place Shaping in Towns and Cities*, Locum Consulting

Derby has some unique themes and stories around the enlightenment period and industrial transformation. These are authentic as part of Derby's heritage and are meaningful to Derby in a unique way whilst also being relevant on an international scale - for example, WHS, Joseph Wright, engineering giants and gaming technology. They are both educational and interesting with opportunities for exciting interpretation to be attractive to a number of markets. It is fitting then that that these themes be used to develop a vision and strategy for Derby. These stories create a platform for an inspiring experience. From the stories, tourism partners can develop the messages to be taken to market and the potential market segments to target.

To interpret Derby's competitive edge and unique selling points by promoting the city across a range of marketing tools as:

- 1 "Great Place" – promoting the city as a place to visit for the leisure tourism market for staying visitors and day/ evening visitors, based on Derby's unique themes and stories and also on Derby's city offer
- 2 "Great Base" – from which to visit the surrounding area and attractions (central position and ease of access) predominantly for staying visitors.
- 3 "Great Space" - concentrating on the business tourism opportunity through promotion of the city for conferences and major business events.

**Derby is a Great Place...** For day visitors or staying visitors.

This theme builds on the distinctive elements of the city's tourism product - a variety of products and experiences based on culture - festivals/arts/events, and heritage (built, arts and social). It will emphasize that the city offers a great choice of places to eat and drink and a balanced retail offer, supported by a very good range (budget to boutique) and quality of city-based serviced accommodation.

The opportunities:

- 1 Maximise opportunities for day/evening urban visits as part of a longer rural 'staying' visit (Peak District, National Forest, etc)
- 2 Encourage potential targeted visitors to consider Derby as an 'untried' destination for a city short break (mid-week and/or weekend) -

## ***Destination Derby – Visitor Economy Strategy 2011 – 2016***

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includes marketing to current Peak District visitors.

- 3 Attract regional day visitors through unique festivals, arts events, compact but diverse retail offer, etc.

### ***Derby is a Great Base... For staying visitors***

This theme will focus on highlighting the extremely wide range of facilities, attractions and interests within the city and within short reach of the city. Derby's central location within easy proximity to well established tourist attractions and sites will be drawn out. Making Derby a base will also refer to the benefits of the urban offer with a choice of accommodation, cultural activity, entertainment and an international dining choice. Furthermore, as marketing and the visitor product develops, Derby will be increasingly presented as a base from which to explore the World Heritage Site.

### ***Derby is a Great Space...For business visits***

Business tourism is brought to the city as a natural consequence of being home to the aforementioned large organisations. The weekday occupancy of Derby's hotels is based on the established business traffic, Monday – Thursday. However, since the bed stock in the city has increased by around 50 % in recent years, the existing business is being shared around more hotels. This issue is being addressed in part through a re-positioning and increased activity of the local conference bureau - Conference Derbyshire.

Conference Derbyshire is a free event finding service that matches the requirements of conference and event organisers with appropriate venues. The organisation is currently hosted by the Visit Peak District and Derbyshire Tourist Board and is funded by membership and by commission paid by the venues following successful placement of business. Limited resources mean that marketing activity is basic in a very competitive environment. Business leaders in the city are being encouraged to recommend Derby as a potential host city for their own networks. The City Council's Visitor Services Development Manager sits on both the board and the marketing panel.

Further details about proposed marketing activities are listed in Appendix 1.

## **Creative Interpretation**

Currently Derby is marketed using the following tools and partnerships:

- On-line, through the Visit Derby web-site.
- Through marketing publications; the main tool being the Derby Essentials Guide produced in partnership with Marketing Derby and Westfield Derby and distributed to accommodation providers and tourism related industry providers in Derby and Derbyshire and through motorway networks connecting to Derby
- Pro-active tourism PR amongst the travel print media both directly and through national tourist board PR executives. Many of these are followed up by journalist visits which result in regional and national press coverage
- Attract and disperse marketing through the regional tourist board - Visit Peak District and Derbyshire
- The visitor information service.

Work has taken place to creatively interpret the messages behind the Great Place - Great Base - Great Place themes for use in tactical marketing promotions. Developed in partnership with members of the Derby Tourism Cluster, the Orrery structure has been identified as a visual image that is both part of the Derby story (Joseph Wright and Enlightenment) and also a flexible vehicle that can be used to promote Base and Place and also particular campaigns

The Orrery visual has been developed with basic brand guidelines and potential uses across promotional tools.

[http://www.visitderby.co.uk/files/discover\\_derby\\_brand\\_guidelines.pdf](http://www.visitderby.co.uk/files/discover_derby_brand_guidelines.pdf)

### **Affiliation with the Peak District & Derbyshire Tourist Board**

The Tourist Board, Visit Peak District and Derbyshire, are proposing to present Derby as a 'slip-stream brand' to the Peak District attract brand. A specific Destination Derby campaign is to be developed with the possibility of funding from the Peak District attract brand and /or bidding into tourism funding through the D2N2 Local Enterprise Partnership (Derby/ shire and Nottingham/ shire).

The Destination Derby campaign will use the Great Place, Great Base strategy and the Orrery visuals to attract target markets.

The strategy for benefiting the Derbyshire tourism industry through the Peak District attract brand status is 'Attract and Disperse' and various tools are being developed to enable this. Derby will be presented as a Great Place for day visits and short breaks and a Great Base within the dispersal activity.

### **Other Initiatives**

The following initiatives are also to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. With an ever increasing number of people accessing information on-line, the tourism service needs to develop on-line mechanisms to reach and attract visitors - by 2012 it is estimated that 50% of all mobile phones sold will be smart phones. Various forms of social networking are used widely by destinations in their marketing activity and Derby needs to move fast to keep pace. Consumer to consumer recommendation becomes increasingly important. In this environment it is vital that destination marketing keep pace with consumer trends.

"England's tourism industry must be at the forefront of technology and optimizing its ever- increasing sophistication to deliver messages and information of value to potential visitors, in shaping their decisions... in building loyalty and keeping pace with fast changing consumer trends" *England A Strategic Framework for tourism 2010-2020.*

The current visit derby website is performing well but needs to keep in touch with new trends in accessing information on-line. The

Visitor Economy Strategy is supported by an electronic marketing strategy with actions and timescales. Research shows that some markets still prefer a hard copy publication. In addition, there are advantages to having a marketing tool available in venues where people are relaxing, killing time, may not have access to on-line tools. This sort of publication is increasingly used as a motivational piece of print rather than an information tool. Particularly where a destination has a lack of awareness, a piece of print, using vibrant imagery to create an impression, continues to be an important marketing tool relevant for Derby.

2. It is important for Derby to improve perception and raise expectations to be competitive with other city destinations. Effective targeted PR and appropriately targeted relationship marketing can achieve this aim and Derby must continue to invest in these activities. The Visitor Information Service must develop in line with changing consumer demands, providing information where, when and how it will be most effective for instance by undertaking cost effective campaigns at East Midlands Airport and the main train stations serving Derby.

### **Objective Two: Promoting New Developments to Improve Derby as A Destination**

*"Any progressive city or town should be constantly thinking about how it can add to the quality and range of its attractions", Place Shaping in Towns and Cities, Locum Consulting*

The aim should always be to create an environment that is exceptionally attractive for people to live and work in as well as to visit. In particular, various studies have shown that a city centre should be a recreational hub, where people want to dwell and socialize. Whilst the city has a greatly improved visitor infrastructure and there have been notable improvements to the public realm in the city centre, the cultural offer, and to accessibility around the city, there is still room for improvement. Wider stakeholder groups that influence the strategic planning across the city need to be engaged in creating a visitor friendly focus that maximizes on the opportunity created by Derby's unique features, themes and stories.

Whilst we have a great heritage in assets like the first factory; the World Heritage site; the Joseph Wright collection, there is currently very little interpretation to attract and engage visitors. A high level, combined ambition to create a world class attraction at the southern gateway to the World Heritage Site would create an anchor for attracting both day and short break visitors. Similar support at a high level would help to remove some barriers to a wider visitor economy view of place shaping in Derby.

The following initiatives are therefore to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. Identify where there may be gaps in the product mix that we are providing visitors and also in the segments of visitors we are aspiring to attract.
2. Derby has a developing £50 million leisure strategy which will deliver a 50 meter swimming pool and a multi-sport event venue.



Support the delivery of this strategy in partnership, by helping to communicate, target and attract events that will maximize the use of the facilities.

3. Work with partnerships to maximize the potential of existing festivals, so that they attract more people to stay longer and spend more; having a positive effect on Derby's reputation. Investigate and support the growth of new festivals and events that will increase and improve Derby's visitor offer. Identify and bid to attract potential events to the city
4. Work with providers to help them identify ways to increase, improve or diversify their visitor offer to encourage repeat visits, new business and word of mouth recommendation.
5. Support inward investment to target and attract businesses that will strengthen the destination offer.

### **Objective Three: Improving the Quality of the Visitor Experience**

"The most popular places to visit are those that mix a large variety of ingredients into great experiences...Ultimately people enjoy living in, working in and visiting towns and cities that are, in simple terms, "nice" places." *Place Shaping in Towns and Cities*, Locum consulting

"Destinations that are well managed will be more likely to generate wise growth in their visitor economy and more likely to get the most - in terms of long term additional income and jobs - from that growth".

*Best Practice in Destination Management Action Plan (Draft), England a Strategic Action Plan for Tourism 2010- 2020*

To be perceived as a 'nice' place and thereby encourage existing visitors to recommend the city and to build reputation through Word of Mouth publicity, Derby should be:

- attractive,
- clean
- safe and perceived as safe
- easy to access and navigate around.

In addition it should strive to constantly improve the attractions, events and facilities on offer to visitors.

The following initiatives are therefore to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. There should be activity to improve local awareness and customer care skills amongst FOH/ service industry staff

2. Work in partnership to deliver safe, attractive and clean gateways including car parks, rail and bus stations.
3. Build relationships to improve reporting and action on street drinking, beggars and anti-social behavior and support the provision of welfare services such as street wardens and taxi-marshals
4. Provide positive media stories to manage reputation in relation to perceived lack of safety.
5. Work in partnership to address issues and deliver the evening economy plan. Work to develop a more diverse early evening economy with integration across sectors to target appropriate markets.
6. Deliver effective signposting to ensure easy navigation across the city via the Wayfinding strategy and support visitor friendly signposting to the city and its attractions.
7. Support the delivery of attractive Public Realm improvements that will enhance the visitor experience.
8. Manage the delivery of a quality agenda for accommodation, food and beverage, attractions and events, providing advice and support on quality delivery and quality assessment programmes. Where appropriate deliver quality awards schemes to raise ambition locally.
9. Provide advice and sign-post to training tools that will improve the quality of the visitor experience. Concentrate on customer care awareness and enhanced local knowledge for 'front of house' staff from taxi-drivers to hotel receptionists and retail assistants
10. Assist established attractions by providing visitor feedback to encourage continuous improvement; assisting with signage, packaging and marketing through the city marketing tools. Assist new providers through partnership support, connections, advice and marketing tools
11. Create ways to engage with Derby's unique stories and themes by supporting or delivering trails and tours with accurate and up to date information
12. Support the development and communication of 'blocks' or 'zones' where there will be a 'consistency of experience', so that people who enjoy 'this type of thing' or who share similar characteristics (Arkenford profiling) will be attracted to and converge. This could be through the existing and developing Business Improvement Districts but also in a wider context.
13. Actively target and encourage the 'visiting friends and relatives market' by providing timely information and special offers.