



Cairngorms Business Partnership

Business Plan

2011-2012

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**Cairngorms
Business
Partnership**

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Business Plan Delivery Summary

Promotion	Key Aim	Delivery Method	Delivery Partners
Marketing & PR Campaign	Implementation of Park wide marketing and PR campaign	<ul style="list-style-type: none"> Stakeholder funded marketing and PR campaign Develop a comprehensive image and video library 	<ul style="list-style-type: none"> CBP VisitScotland, CNPA
Printed Guides	Publication and distribution of park wide visitor guides paid for through advertising revenues	<ul style="list-style-type: none"> Monthly publication of park Wide Whats On Six monthly publication of Park –i Review of publications/print with CNPA and sectors 	<ul style="list-style-type: none"> CBP
Customer Services	Maintaining an efficient information and enquiry distribution service and explore the potential of locally run VIC network	<ul style="list-style-type: none"> Ongoing distribution of customer enquiries CNP VIC project Introduction of Customer newsletter 	<ul style="list-style-type: none"> CBP CNPA VS Local Auth
E-Media Information	An agenda of maximising opportunities within IT and e-based media communication channels and maximising social media opportunities	<ul style="list-style-type: none"> Development of visitcairngorms.com Development of mobile information Ongoing development of social media sites Placement of touch screen information points across the CNP 	<ul style="list-style-type: none"> CBP CNPA VS HIE/SE
Events and Festivals	Developing a year round calendar of world class events and festivals	<ul style="list-style-type: none"> Delivery of Events and Festivals co-ordinator role 	<ul style="list-style-type: none"> CBP/Leader/FCS /SNH
Business Tourism	Contribute to the increase of conference and association business to the area	<ul style="list-style-type: none"> Creation of bid support documentation Involvement in key conference bid processes 	<ul style="list-style-type: none"> CBP VS

Development	Key Aim	Delivery Method	Delivery Partners
Business Development Park Aware	<p>Support local businesses to become better skilled, increase business capacity and competencies through a year round series of business meetings and development days.</p> <p>To build a cohesive programme that will engage local businesses and individuals so developing awareness and the use of key CNP values and messages in business.</p>	<ul style="list-style-type: none"> • Business workshops programme • Business meetings programme • Sector development meetings • Staff induction schemes • Interpretation material 	<ul style="list-style-type: none"> • CBP • CNPA • Councils • Business Gateway • HIE
Customer Feedback	<p>Build a better understanding of the customer experience. Instigation of park wide programme collecting feedback via destination and business level</p>	<ul style="list-style-type: none"> • DOVE collection across destination • Business collection • Mystery shopping of destination • Customer focus groups 	<ul style="list-style-type: none"> • CBP • CNPA • Councils • Business Gateway • HIE & Scot Ent
Business Intelligence and Surveys	<p>Support local businesses to access and utilise business intelligence that is available</p>	<ul style="list-style-type: none"> • Business Hub on vc.com • Business barometer • CNPA surveys • Tourism Intelligence Scotland links to members 	<ul style="list-style-type: none"> • CBP • CNPA • Councils • Business Gateway • HIE & Scot Ent
Benchmarking Programme	<p>Establishing a credible measurement programme with other destinations in the UK and overseas.</p>	<ul style="list-style-type: none"> • Benchmarking project • Learning Journeys to key destinations or sector leaders 	<ul style="list-style-type: none"> • CBP • CNPA • Councils • Business Gateway • HIE & Scot Ent

Advocacy	Key Aim	Delivery Method	Delivery Partners
Advocacy	Provide businesses with a voice on business matters at a local level supporting both delivery of the Park Plan and the CBP Corporate Plan	<ul style="list-style-type: none"> • CNPA Park Plan • Enterprise • Planning • Transport • Employment • Sectoral issues 	<ul style="list-style-type: none"> • CBP • SCC
Quality, Sector and Area Product Development	Establishing of strong sector and area groups that will help drive forward initiatives, product development.	<ul style="list-style-type: none"> • Resource given to develop each of the key business sectors and geographic areas of the park • Supporting product development initiative • Work with VS and CNPA regarding local pilot QA delivery project 	<ul style="list-style-type: none"> • CBP • CNPA • VS
Organisation Development	Key Aim	Delivery Method	Delivery Partners
CBP Development	The development of a viable and sustainable organisation	<ul style="list-style-type: none"> • Development of a customer relationships with: visitors/members/communities • Providing value for money membership services • Development of B2B membership benefits schemes 	<ul style="list-style-type: none"> • CBP • CNPA
CBP Governance & Company	<p>Establishment of a cohesive and motivated board that will meet all necessary governance demands</p> <p>To develop and maintain a place of work that is motivating, and efficient that is equipped and skilled to deliver the operations plan</p>	<ul style="list-style-type: none"> • Regular Board meetings addressing the delivery of corporate plan by the CBP executive • Membership support • HR & Admin • Accounting & Financial recordkeeping • Admin support to Board • Admin support to sector groups 	<ul style="list-style-type: none"> • CBP • CNPA
Funding partner engagement	Maintaining close and mutually beneficial relationships with key stakeholders	<ul style="list-style-type: none"> • Calendar of meetings • Ongoing information exchange • Staff and meetings cross involvement 	<ul style="list-style-type: none"> • CBP • CNPS/Councils/HIE/Scot Ent/SNH/VS

1. **MARKETING & PROMOTION**

CBP operate www.visitcairngorms.com that provides local businesses with over 10,000 customer click throughs each month to member's websites. The site is designed to get the customer to the point of purchase of their choice of business as quickly as possible. We own and operate; Visit Cairngorms i-phone app, Whats On, Park-i, advertise in press and media and manage press trips & PR activities for the area. We are also involved with partners in bringing events and conferences to the area and seek to develop a world class all year round calendar of events and festivals. We maximise the benefits of social media connecting with many thousands of people on a weekly basis. Our office distributes customer enquiries to member businesses. Between April – December 2010 the office handled 1,100 customer enquiries and provided 91,500 customer click throughs to member websites.

The marketing Plan will be based around the following four key objectives:

1. To make the Cairngorms National Park a must visit destination
2. To communicate it is a Park for everyone
3. To promote understanding of what makes it special
4. To encourage people to care and respect it

Marketing and PR

In 2010-2011 a comprehensive marketing review was undertaken. The review has resulted in a new set of Style Guidelines and will provide a marketing action plan. 2011 will see the development and auctioning of a comprehensive marketing activity plan. The plan will support the development of tourism both by sector and by geographic area of the park. The plan will support the ambition for a sustainable economic growth and seek to develop and enhance the Park Brand and associated values. Funding for the marketing plan will come from: VS Challenge Fund, local stakeholders and members.

Activities

- Marketing Plan: Delivery of a park wide marketing plan.
 - Online
 - Above the line
 - Below the line
 - Print
 - E-media

- PR: The PR activities will focus on:
 - Feature writer press trips
 - Features in leading magazine titles
 - Seasonal press release calendar to reflect key times of the year.
 - Event and special activities
 - Business press
 - Specific campaign plans
- Image bank: The CBP will undertake a project to establish a high quality bank of images available for destination and member use.

Printed Guides

Activity will surround two paid-for advertising publications; Whats On and Park-i. Both publications produce an essential surplus that supports the sustainability of the organisation. During 2011 there will be a full review of the operations supporting both publications along with associated design and content development to reflect the new marking and style guides developed through the marketing framework. This review will include all items of print across the CNPA CBP and VS.

Activities:

- Production and distribution of a monthly park-wide Whats On.
- Production and distribution of a twice yearly Park –i
- Discussions with CNPA and VisitScotland regarding rationalisation of printed material and park guides to be implemented in 2012.
- Production of print material supporting the marketing plan (budget and delivered held within the marketing budget)

Customer Services

The CBP office continues to take customer enquiries by phone, email and through web enquiry services. The service will continue along with the distribution of enquiries to local member businesses. In addition the CBP will explore with public agency partners the potential of a local partnership approach to the provision of customer services at the local VIC network.

Activities:

- Customer service enquiries: Ongoing fielding of customer enquiries providing information, recommendations and advice.
- Distribution of customer enquiries to local businesses:

- Provision of the Accommodation Finder enquiry service via vc.com
- Distributing emails to appropriate businesses
- Advising customer as to best solutions for their interests.
- Provision of a consumer facing newsletter: A customer facing e-based newsletter will be established during 2011. The newsletter will support promotional, news and CNP messages. The communication will be directed to a developing database of consumers. The database will be primarily used for marketing purposes.
- Local VIC Network: CBP will explore the potential of a partnership approach in the delivery of the local VIC network. To improve local customer information service levels, increase profile/identity of CNP whilst enhancing the VIC network and standing with local communities.
 - CBP act as delivery agent for partnership approach between: VS, CNPA, local Councils.
 - Increase footfall and development of VIC as local business centre.
 - Use of technology to achieve 24/7 visitor information service.

E Media

CBP will follow an agenda of further development of e-media based communications development. This area is seen as essential in order to keep the destination up to speed with developing and changing communications channels both with consumers and local businesses. There also remains the ambition to rationalise web portals operated by CNPA and CBP.

Activities:

- Development of visitcairngorms.com: The portal site will be further developed to maximise traffic and passing site visitors to relevant information and businesses as quickly as possible. Developing additional functionality of the portal such as: (not exhaustive)
 - Database driven events calendar
 - Regional search function
- Establish with CNPA the strategy for web portal development, management and subsequent strategic development.
- Development of mobile based communications: CBP will further pursue mobile based communications via smart phone apps, mobile formatted website and links to social media initiatives.
- Social media: ongoing development of social media communications with target groups.
- Development of 24/7/365 touch-screen information points across the CNP.

Events and Festivals

A strategic review along with an effective methodology needs to be developed for events throughout the Park. A co-ordinated programme will be developed that gives consideration to the environment, brings economic benefits to all the communities of the Park, is well promoted and has a single clear set of guidelines and application forms to streamline the process.

Activities:

- Events and Festivals Co-ordination to maximise economic potential whilst minimising environmental and social impacts.
- Co-ordination of a single park wide Events Calendar, its upkeep and promotion.
- Promotion of the area as place to hold events.

Business Tourism

It is increasingly recognised that Business Tourisms including association, conference, and incentive businesses is a high value business for the area and leads to delegate returning to the area. Past events such as the ATWS 2010 are clear examples of a partnership led approach that has secured a major event that will have long lasting benefits to the area. The CBP will develop a working plan with key Business Tourism operators in the area.

Activities:

- Bid Support Documentation: Produce a business tourism flyer to support individual bid processes.
- Support organiser trips to the area; pre, during and post event bidding processes.
- To provide at designated 'events' destination support by way of staff, delegate support and promotional resource.

2. DESTINATION DEVELOPMENT

Intro.....

Business Development – Park Aware

The CBP recognised in 2009-2010 the need to better co-ordinate the projects that are being carried out by various public and private agencies around the matter of developing a better understanding of the key values associated with the CNP. Such values it is felt can, if managed in a co-ordinated manner, will offer businesses an advantage. There is also an ambition to increase the awareness of local businesses of key information that will assist in the development of their business and increasing the influence of the values of the park in the operations of their businesses. The CBP will undertake a series of initiatives aimed at providing both primary and secondary research in an accessible manner to member businesses seeking to achieve increased skills and capacity within local businesses.

The park Aware Programme will centre around two key areas:

- Increasing the capacity and knowledge of local businesses through a programme of business development workshops.
- Increased awareness and disposition at business level to promote the values of the CNP across all aspects of business.
- Primary and secondary research and information signposting being made available local businesses.

Activities

- Business Development Workshops Programme: will offer a calendar of meetings throughout the year when local businesses can access leading ideas and inspiration.
 - Business networking. - Start of season networking event, sector networking, joint offers, working in local partnerships.
 - Park Aware: Staff Training and business management coaching to maximise the key messages of the park brand throughout your business and across the customer journey of Look, Book, Travel, Stay and Keep in touch.
 - E-commerce, online booking, social media, web seo, web copy writing, going mobile.
 - Green Bottom Line- saving cash and increasing turnover.
 - Events and Festivals – workshop to create signature events, linked community events and the promotion of an events calendar- business benefiting from events and festivals
 - Market Appeal: gearing your business for target sectors: Film Friendly, sector friendly (golf, walker, biker etc).
 - Smarter Business; Online booking, yield management and business information (TIS)
- Business Barometer: deliver a quarterly survey and annual report.
- Tourism Intelligence Scotland; linkages and distribution of key information to businesses.

Customer Experience

It is recognised that an effective customer feedback initiative operating at destination and at business level will contribute to a better understanding of product and service provision in the CNP. The CBP will support and sponsor the implementation of business based feed-back processes. There is also the ambition to run a mystery shopper programme based around the customer journey with a key objective to measure improvements on the 2009 Mystery Shopper Report. The project will be based around the customer Journey of: Look, book, travel, visit and keep in touch.

The CBP will explore with VS and CNPA the potential of developing a local solution to the monitoring and development of quality accreditation. To help establish a credible and reputable local QA scheme that incentivises and rewards business improvements and that is recognised by the customer and subsequently strengthens the position of the park Brand in the eyes of the consumer.

Activities

- DOVE at destination: Destination based feedback DOVE customer feedback data collection by CBP at events, key tourism days throughout the year.
- DOVE at Business: Promotion of DOVE business feedback programmes
- Mystery Shopper visit to the area. A series of Customer Journey visits will be carried out in various areas of the park and will be around appropriate customer segmentation.
- Piloting a 'CNP Park Mark' combining local environmental and quality aspirations with customer service ambitions. This will also help to build unity across sectors and in particular with the activity sector. Build GTBS into VS grading visits within the CNP.
- Incorporate the CBP 'codes of conduct' and member 'charter' within local QA.
- Potential of CBP acting as a local delivery partner with VS through: promotion, incentivising local uptake, advisory role to inspectors.

Benchmarking

The CBP will develop a system of benchmarking business development in the CNP with other areas of Scotland and overseas. The work will also allow the CBP to gather best practice from other areas and share local best practice with other destinations either by hosting learning journeys to the CNP or undertaking commercial consultancy. Discussions and support will be sought from the public agencies towards the development of benchmarking activities.

Activities:

- Benchmarking Project: Development of a destination dashboard measurement process that is relevant to local needs and that can be applied in other areas of the country.
- Establish a benchmarking group between destinations in order to assist towards the sustainability and service levels of destinations across Scotland.

3. ADVOCACY

The CBP is affiliated to the Scottish Chambers of Commerce so bringing direct business benefits along with the strength of a national network. Working on behalf of local of 280 business members we interact on a regular basis with; Scottish Government CNPA, Local Authorities (Highland, Moray, Aberdeenshire, Angus and Perthshire) SNH, VisitScotland, HIE, Scottish Enterprise and other public agencies.

There is a strongly held ambition that a cohesive and close business community will together make the area stronger in both product development but also in the provision or excellent services and customer satisfaction levels. Such a network will also attract new business to the area across all sectors.

Advocacy

A key role of the CBP is to represent local business interests. The formation of a single business entity will build the case for the public agencies engaging with one focal point of contact.

Advocacy will work will centre around:

- CNPA Park Plan
- Enterprise
- Planning
- Transport
 - Road access
 - Rail access
 - Local travel
 - Connectivity
- Connectivity
 - Broadband
 - Mobile coverage
- Employment
- Sectoral issues

4. CBP Development

It is essential that the CBP is developed into a sustainable organisation in order to deliver consistency of service to members, value for money for members and an exceptional interface with the consumer. The organisation will continue to strive towards sustainability in a financial sense but expects a partnership relationship with public sector partners in delivering the 2011-12 Ops plan and future projects. The CBP is a unique combination of private and public sector businesses in a unique

environment in terms of place and economy. The CBP will host a series of business and sector meetings throughout the year that will bring businesses together by sector and by area. The objective of such meetings is to share information, network and improve overall levels of understanding, awareness and trade across the business community. The groups will also assist towards the formation of policy and advocacy lobbying positions adopted by the CBP. The CBP envisage working closely with local authorities, enterprise and business gateway groups.

- **Develop relationships with four key groups:**
 - **Consumer** Visitors and locals who buy or can buy members' services: To increase demand for local goods and services and increase awareness and understanding of the area.
 - **Business:** Businesses & suppliers of goods and services: To enhance the sustainability, viability, performance and understanding of the work carried out by the CBP.
 - **Communities:** Local business associations, community groups, event organisers and community councils: To enhance understanding of the work carried out by the CB, to improve relations and support wherever possible.
 - **Stakeholders:** Public sector agencies; To enhance understanding of the work carried out by the CBP and to improve relations along with meeting stakeholder expectations

- Transparent business benefits of being associated with the CBP.
- Develop and sell in a membership proposition.
- Undertake a programme of outreach commitments to visit member businesses.
- Develop a strong business to business membership benefits offer.
- Developing a strong coherent range of sector groups: Attractions, Activities (Including: Golf, Riding), Accommodation, Food Drink & Retail, Business Tourism,
- Support product development initiatives and geographical identity within our work for: Perthshire, Badenoch & Strathspey, Glenlivet, Royal Deeside & Strathdon, and Angus Glens.
- Work with VS and CNPA regarding the development of a meaningful QA system that is appropriate for local businesses.
- Annual Business Conference: The CBP will host an annual open event that will provide leading speakers, key issues of the day and high value business information.
- Area/Sector Meetings: Throughout the year CBP will host with directors a series of meetings designed to help develop the economic potential of the relevant sector or geographic area. Such meetings will help set agendas for the CBP and support the advocacy work of the CBP.

- Development of a compelling B2B membership offer attracting membership. This will be done through:
- Suitable governance processes and delivery of the operational plan.
- Provision of a valued delivery partner to public sector bodies associated with the economic development of the area.

Governance and Company

To develop and maintain a place of work that is motivating, and efficient that is equipped and skilled to deliver the operations plan

- Development and distribution of a KPI driven Performance Dashboard for members and stakeholders.
- Development of the organisation as a great place to work offering personal development to those associated with the company.
- Maintenance of an efficient and accurately run office, administration and financial record keeping systems.
 - Business and consumer database management.
 - Accurate and timely financial reporting and record keeping.
 - HR, Health & Safety and individual staff development.

Funding Partner Engagement

Maintaining close and mutually beneficial relationships with key stakeholders

- Scheduled calendar of meetings
- Ongoing information exchange
- Staff familiarisation meetings

Business Development Meetings Programme 2011-12

Key objective to connect on a regular basis with the membership so allowing greater understanding of members' needs and expectations along with improving communications and understanding in general. The meetings Programme will also allow for further sector specific meetings i.e.: Golf, Hostels, Self Catering

Date	Location	Theme
June	Boat Hall Ballater	Business networking. - Start of season networking event, sector networking, joint offers, working in local partnerships. Sector meeting sector, speed dating.
Sept	Boat Hall Ballater	Knowing Your Customer and keeping in touch: Gearing your business for target sectors: i.e. Film Friendly, Adventure, Golf, Genealogy, walking, biker, bird watchers etc) Plus the power of customer feedback, customer relationship management
Oct	Boat Hall Ballater	Profit on a Plate: Food & Drink and tourism. A day on local produce, the new customer
Oct	Boat Hall Ballater	E-Builder: New module based learning journey around the development of a digital- smart business. Level 1: Basic e-commerce, social media and measurement
Nov	Aviemore	Business Conference <i>Make it Yours</i> Marketing the park – no longer a whisper Park Aware: Staff Training and business management coaching to maximise the key messages of the park brand throughout your business and across the customer journey of Look, Book, Travel, Stay and Keep in touch. Green Bottom Line- saving cash and increasing turnover through sustainable practices. Events and Festivals – events, communities and business PR Toolkit – Session on the power of PR for your business
Jan	Boat Hall Ballater	E-Builder: New module based learning journey around the development of a digital-smart business. Level 2: Intermediate e-commerce, social media and measurement
March	Boat Hall Ballater	E-Builder: New module based learning journey around the development of a digital-smart business. Level 3: Advanced e-commerce, social media and measurement

CBP Customer matrix

The CBP has identified the following four key customer groups. Engagement with each group is essential for the successful delivery of the plan.

Group	Consumer	Business	Community	Stakeholder
Objective	To increase demand for local goods and services and increase awareness and understanding of the area	To enhance, maintain and develop membership along with the sustainability and viability of the work carried out by the CBP	To enhance understanding of the work carried out by the CB, to improve relations and support wherever possible	To enhance understanding of the work carried out by the CBP and to improve relations along with meeting stakeholder expectations
Description	Visitors and locals who buy or can buy members' services	Businesses & suppliers of goods and services	Local business associations, community groups, event organisers and community councils	Public sector agencies
Constituents	Visitors: pre visit	CBP Members	Business associations	Scot Ent, HIE, CNPA, VS,
	Visitors during visit	CBP Non Members	Community Councils	SNH, FCS, RSPB.....
	Visitors post visit	Businesses out-with CNP	Event organisers	
	Conference	Trade Sector bodies		
	Events			
	Groups			
	Local residents			
Elements	TBC	Membership selling	TBC	TBC
		Membership sign up		
		Membership retention		
		Selling or services		
		Financial relationship admin		
		Membership benefits		
		Membership terms (charter)		
Tools		Membership Forms		
		Newsletter		
		Welcoming emails Renewal emails		
		Face to face/meetings		