Created by CUPHAT 2023

Regenerative tourism marketing strategy

Promoting responsible consumption and
support for alternative tourist destinations
across Wales & Ireland

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1.0 Executive summary

The present document offers an in-depth marketing strategy targeted at promoting regenerative tourism and highlighting alternative tourist destinations throughout Wales and Ireland. Developed through a combination of theoretical marketing frameworks, practical high-volume organic content production and primary research recommendations, the strategy is adaptable and designed to be customized to various organizations and contexts.

The marketing strategy aims to foster sustainable tourism growth by increasing footfall, enhancing customer lifetime value, and encouraging the adoption of regenerative tourism. These objectives are supported by a thorough analysis of strategic options and potential tactics, each evaluated using different marketing frameworks and models for a comprehensive understanding of their potential impacts.

To translate the strategic analysis into actionable steps, the document outlines specific initiatives and activities for executing the identified strategies. It also presents controls for monitoring and evaluating the performance of the implemented strategies and tactics, ensuring effectiveness and providing insights for informed decision-making and adjustments.

The marketing strategy aligns with the current landscape, addressing key areas of intervention for sustainable tourism development in Wales. It provides a clear path for organizations, such as county councils or tourism projects, to implement the strategy, backed by comprehensive action points.

The strategy encourages actions over perfection in marketing, with a belief that mass content production supported by the due diligence of SOSTAC and iterative learning will eventually yield strong organic and paid results with a positive ROI.

In conclusion, this marketing strategy proposes a robust and comprehensive guide to promoting regenerative tourism in Wales and Ireland. Its flexibility, adaptability, and in-depth analysis make it a valuable resource for any organization aiming to foster sustainable tourism growth. The document concludes with a set of comprehensive action points, offering a clear path for strategy implementation.

In addition, a four-page summary document created as an accompaniment to this strategy can be found here: Link 1 (interactive) Link 2 (PDF).

2.0 Introduction

This document looks to provide a strategy to holistically promote regenerative tourism and alternative tourism destinations across Wales. It does so by remaining flexible through an establishment process that first looks to create a business network and learn about an area first-hand, before creating specific materials to deploy the strategy. This can be seen in detail, in the sample Gantt chart. Flexibility and applicability of best practices has also been embedded because the strategy has been developed based on the actions and learnings of the CUPHAT project.

There are 22 counties and approximately 243 postcode areas in Wales alone. Scaling regenerative tourism projects and promotion across Wales has the potential to establish the country as a frontrunner for the regenerative tourism movement, whilst simultaneously stimulating local economies and regenerating challenged communities. There are alternative tourist destinations, like the costal uplands that represented the limited scope of the CUPHAT project, across the globe that could benefit from a marketing strategy that has first been established as a working model in Wales.

2.1 Intended audience

This document utilises the SOSTAC framework for marketing strategy. As such, in many cases it utilises the CUPHAT project as an example and as a foundation for building up the strategy based on real world qualitative information. The strategy can stand independently of the project itself by being tailored to the organisation looking to deploy it through completing frameworks for the relevant organisation instead of the CUPHAT project.

The intended audience for this strategy is both internal and external. Internally it is intended to bring together the learnings of CUPHAT and arrange them to inform the potential future approach for the next steps of the project. An understanding of the tactics that would be effective have helped to inform legacy planning for things that will remain post project, such as the business network created, physical QR codes and any handoffs to relevant organisations.

Externally this document is intended to inform and provide structure to any individuals or organisation operating in an industry or area effected by tourism. It has a summarization of action points and an executive summary to make it approachable to those without a specialisation in marketing, and has put practicality at its forefront regarding a SOSTAC approach to include tactics, actions and controls.

This strategy document should be of use for planning the promotion of an area holistically even after the CUPHAT project reaches its predetermined conclusion.

2.2 Explicit applicability for external entities

Achieving a higher footfall, an increased customer lifetime value and promoting the uptake of regenerative tourism amongst consumers are the three core outcomes that external entities are most likely seeking to achieve through marketing strategy. As such below is a bullet pointed list of sections and how they explicitly relate to aiding the fulfilment of these objectives:

- PESTEL analysis may be useful to expand the perspective of the environment you are operating in
- SWOT/TOWS analysis is specific to CUPHAT but may serve as an example for how a critical analysis of your own organisation may be strategically important for finding new opportunities and playing to your strengths in the business environment
- AIDA may prove useful for your organisation as it provides a structured approach to marketing. It can be used to inform entire campaigns or even individual pieces of content.
    - Example 1) An adventure experience brand targets teenagers in the UK. They start by producing content on escape rooms A, they retarget with content showing social proof of how popular these experiences are with their peers I, they now see content of time sensitive experiences such a season or challenges and events D, finally they are made aware of the number of bonuses associated with booking and the simplicity of booking accommodation near to the experience A
    - Example 2) A sub 3 minute video has an intriguing hook around a question A, the following visuals are eye catching and interesting such as a product demo I, social proof is shown as consumers enjoy and experience or product D, a call to action is shown A
- Regenerative tourist may help to inform how you could position regenerative truism to different consumer personas
- RACE shows how to nurture a potential customer by providing value through retargeting rather that paid promotion direct to a pitch or offer
- Marketing approach diagram brings everything together and visually shows how things such as segmentation targeting and positioning, content marketing and paid advertising fit together
- Marketing metrics may provide a list of things you should be monitoring in your own activities

3.0 Foundation of the strategy

3.1 Introduction

This strategy has taken a SOSTAC approach to ensure all bases are covered. It has utilised multiple staples in marketing theory for structure, such as AIDA and the 7 P's of marketing. Complimenting this background theory and planning work is a practical approach of high volume organic content production to identify effective advert creative in combination with lead magnet and customer relationship management.

This is brought together with high impact tailoring per destination that is a result of the primary research and creation of business network recommendations. Overall, the basis of this strategy is segmentation targeting and positioning, utilised to create multiple funnels to attract specific personas to target destinations, whilst leveraging value creating lead magnets and content marketing practices. This has the potential to create economies of scope for local businesses as marketing communication channels and analytics are made available to them, whilst the area is being marketed holistically.

3.2 Situational analysis

The situational analysis section of the SOSTAC marketing plan provides an overview of the internal and external factors that impact the business environment the strategy will be deployed. It includes a range of analyses and frameworks that offer insights into the project's environment, competitive landscape, stakeholder dynamics, and strategic opportunities. The following analyses have been conducted to inform the development of effective marketing strategies and plans.

PESTEL Analysis:

The PESTEL analysis examines the political, economic, social, technological, environmental, and legal factors that influence the relevant business environment. By understanding these external factors, we can anticipate potential opportunities and threats that may arise from the organisations operating environment. This analysis guides strategic decision-making and helps align marketing strategies with the broader environmental context.

Porter's Five Forces Analysis:

The Porter's Five Forces analysis assesses the competitive forces within the industry or market in which the marketing strategy will operate. It examines the power of buyers, suppliers, competitors, substitutes, and the threat of new entrants. This analysis provides insights into the organisations competitive position and allows us to develop effective marketing strategies to gain a competitive advantage.

McKinsey's 7S Analysis:

The McKinsey's 7S analysis focuses on the internal elements of the organisation employing the marketing strategy, including strategy, structure, systems, shared values, skills, staff, and style. It helps assess the project's internal capabilities, strengths, weaknesses, and the alignment of various organizational elements. This analysis guides the development of marketing strategies that are aligned with the organisations overall strategy and culture.

Mendelow's Stakeholder Matrix:

The Mendelow's Stakeholder matrix identifies and categorizes the key stakeholders of the organisation deploying the strategy, based on their power and interest. This analysis helps us understand the level of influence each stakeholder has on the organisation and their potential impact on the marketing strategy. It guides the development of effective stakeholder engagement and communication strategies.

SWOT/TOWS Analysis:

The SWOT/TOWS in this strategy represents an example of an important analysis that examines the internal strengths and weaknesses of the CUPHAT project as well as the external opportunities and threats it faces. By analysing these factors, we can identify strategic opportunities to leverage strengths, address weaknesses, capitalize on market opportunities, and mitigate potential threats. This analysis forms the basis for developing actionable marketing strategies and plans.

These analyses collectively provide a holistic view of an organisations internal and external environment, competitive landscape, stakeholder dynamics, and strategic opportunities. They serve as the foundation for developing marketing strategies that align with the organisations objectives and maximize its chances of success. The insights gained from these analyses will inform the subsequent sections of the marketing plan, ensuring that the strategies and tactics are well-informed, targeted, and effective in achieving the organisations goals.

3.2.1 PESTEL analysis

Political	• Government support
	o Framework Action Plan Years, Welsh government (The Welsh Government Strategy for Tourism, 2013)
	• Policies and regulations promoting environmental conservation
	o The Environment Act 2016 (Environment (Wales) act 2016, no date)
	• Political stability and cooperation
	o Well-being of Future Generations (Wales) Act 2015, (Well-being of Future generations (Wales) act 2015, no date)
Economic	• Tourisms existing contribution to local economies
	o Attractions such as Snowdon Mountain railway and Portmeirion village attract tourists with an economic value to the surrounding community
	• Importance of the industries contribution to growth
	o "*The visitor economy is a key contributor and driver of the economy in Wales*" (Welcome to Wales, 2020)
	• Funding availability for tourism development projects
	o Programs such as the Tourism Investment Support Scheme
Sociocultural	• Cultural heritage and abundance of project areas
	o "*[There are} more than 600 castles in Wales, more per square mile than anywhere in the world*" (Castles in Wales, no date)
	o Approximately 19% of the Welsh population can speak Welsh (Wales Visitor Survey, 2012)
	• Community engagement and support for tourism
	o Community led projects such as the Blaenau Ffestiniog community tourism project
	o Community organised and hosted events such as Machynlleth comedy festival
	• Preference for authentic and sustainable experiences
	o "*76% of travellers pledging to seek out accommodation that has sustainability accreditation*" (User, 2021)
Technological	• Digital tools for marketing and promotion
	o Social media showcasing from organisations such as Visit Wales
	• Infrastructure development for connectivity
	o "*4G gap between Wales and the UK average set to narrow"* (Digital Infrastructure, 2021)
	• Sustainable technologies
	o "*Estimates 51% of electricity consumption comes from renewable sources*" (Energy generation in Wales, 2019)
Environmental	• Preservation of natural resources
	o Certifications of sustainability from organisations such as Green key, Green tourism and Sustainable restaurant association
	• Biodiversity
	o "*More than 1,000 [Sites of Special Scientific Interest] in Wales*" (Natural Resources Wales, no date)
	• Resilience strategies
	o Climate change risk assessments, such as the one commissioned by the Welsh government
	o Natural resources Wales created flood risk maps
Legal	• Environmental regulations and permits
	o Environmental impact assessments
	o National parks and areas of outstanding natural beauty
	o Marine protected areas and special areas of conservation
	• Protection of cultural heritage
	o Planning (listed buildings and conservation areas) act 1990
	o Ancient monuments and archaeological areas act 1979
	• IP and licensing for tourism products
	o Intellectual property office

Table 1 PESTEL for the Wales and Ireland business environment

3.2.2 Porter's Five Forces

Bargaining Power of Suppliers	• Availability of regenerative tourism products and services is low • Relationship with communities is key to regenerative tourism success • Potential financial resources and funding for regenerative tourism (RT) may be scarce as it is still not as prominent as sustainable tourism
Bargaining Power of Buyers	• Preferences for sustainable and regenerative products and services is on the rise • Price sensitivity is heightened post Covid 19 economic recovery and in the face of cost of living crisis • Online conversations, social proof and reviews have a strong impact on consumer preference in the tourism industry
Threat of New Entrants	• RT is differentiated from sustainable tourism (ST) and requires higher commitment • Barriers to entry such as regulations and certificates are low but set to increase • Wide opportunity for differentiation across a nation and county but may be more competitive at the micro level of villages or towns
Threat of Substitutes	• Existing attractions could pivot or partner to be aligned with RT • Price or time sensitive consumers may not put pressure on 'non sustainable' tourism and sustain the industry • Growing shift towards RT for consumer preferences
Competitive Rivalry	• ST projects are becoming more prominent and the movement is more well known than RT • Differentiation of offerings is high due to locations personality • Collaboration and partnerships among tourism stakeholders such as the government to support certain projects

Table 2 Porter's five forces for the Wales and Ireland business environment

3.2.3 CUPHAT McKinsey's 7S

Strategy	• Attract early adopter of regenerative tourism • Focusing on deliverables that will have the most impact on destinations • Contributing to the RT literature through strategy, models and setting precedence
Structure	• Boards advising core group of project leads • Project leads from across the universities • Work packages to address deliverables and objectives • External contractors
Systems	• Building upon sustainable tourism management systems and practices • Monitoring and evaluation systems to measure project performance • Information systems for data collection and analysis
Skills	• Wide range of skills from university department specialists including geology, biology and marketing • Training and capacity building programs for project stakeholders • Collaboration and partnership skills for engaging with local communities • Researching and testing best practices based on interdisciplinary perspectives
Staff	• Qualified staff and experts • Teamwork and collaboration • Work package officers for guided execution
Style	• Collaborative leadership style • Cultural values and norms at the core of the project • Decision-making processes that considers stakeholder and environmental impacts
Shared Values	• Shared vision and values in relation to national interests, communities and regeneration of nature and heritage • Alignment of project objectives with local community aspirations • Commitment to stakeholder engagement and participation • Alignment of project objectives with many ongoing projects and funding entities

Table 3 McKinsey's 7S analysis using the CUPHAT project as an example

3.2.4 Mendelow's stakeholder matrix

Keep satisfied	Manage closely
- Local businesses - Non-governmental organizations	- Local communities - Government authorities - Funding agencies
Monitor	**Keep informed**
- Academia and research institutions - Suppliers - Competitors	- Tourists - Environmental organizations

Table 4 Mendelow's stakeholder matrix analysis for the regenerative tourism industry in the business environment of Wales and Ireland

3.2.5 CUPHAT SWOT/TOWS

	Opportunities 1. The zeitgeist preferences and behaviours are changing and trending favourably 2. Multiple existing tourism incentivise to collaborate with and build upon 3. Many sources of potential funding and collaboration	**Threats** 1. ST may covet attention and divert investment and policy change away from RT 2. Sources of funding present a wide array of regulatory and legal compliance 3. Environmental risks faced by the target destinations 4. Limited room in micro markets such as small tourist destinations for the story to be told through experiences
Strengths 1. Unique and strong value proposition of regenerative tourism in combination with four marketing themes 2. Rich cultural heritage and natural beauty to inspire emotional response from key stakeholders 3. Support from key stakeholders such as government bodies, international entities and communities	**S-O** • Consumer preferences present potentially prevalent opportunities for customer discovery interviews to further hone value propositions • The variety of heritage, culture and nature provides positioning options to target a variety of funding sources • Support from stakeholders may provide authority and leverage for collaboration with existing incentives	**S-T** • The unique value propositions are finite on a micro scale so existing experiences that are relevant may be crucial businesses to involve in mutually beneficial partnerships such as holistic area marketing • RT should be positioned as the best option for preserving culture, heritage and nature • Stakeholders such as business owners would likely find value sharing experiences and methods of overcoming compliance issues
Weaknesses 1. Constraints on time of delivery and funding 2. Low awareness of RT and the uplands amongst targeted segments 3. Scope of CUPHAT business network created, strengths and willingness of individual members regarding marketing and need for transformational leadership	**W-O** • Positioning RT as the solution in communications targeted at new preference may increase virality and public awareness efficiently • Delivery despite restrictions was critical to negotiating and attracting future funding • Taking lessons and best practices from experience with the CUPHAT business network and need for transformational leadership may be a valuable offering to future collaboration with existing incentives	**W-T** • Low awareness of RT compounds the potential for ST to continue to grow • Compliance may have played a part in being able to execute some deliverables in the short time and budget • Limitations due to a destinations size are also reflected in the potential pool of stakeholders to find transformational leadership

Table 5 SWOT/TOWS example for CUPHAT

4.0 Objectives

4.1 Introduction

The overall objectives of this marketing strategy are influenced by the original CUPHAT project. Ultimately the goal is to promote regenerative tourism participation and raise awareness about destination that could benefit from economic contributions of tourism.

Awareness	• Raise awareness for regenerative tourism as a movement and best practice • Raise awareness of locations and experiences they have to offer, that would benefit from tourism but have low footfall because they are located near to popular tourist destinations, or have poorly communicated experiences
Networking	• Develop and nurture business networks in each of the destinations that will be marketed • Provide access to tools and support to these networks through gamified rewards
Interest	• Peak the interest, of travel and tourism consumers, becoming regenerative tourists • Peak the interest of potential tourists to visit the locations that could most benefit from tourisms economics and potential to provide regenerative support to the local economy and landscape
Promotion	• Provide best practices and insights to the business networks created, regarding effective marketing strategy such as content creation and user generated content (UGC) encouragement • Create a best practice to simultaneously promote local businesses, holistically promote alternative destinations and regenerative tourism practices
Desire	• Position 'regenerative tourist' as an attractive label for people to achieve • Position regenerative tourism projects as something attractive to be funded similar to charitable action • Position regenerative tourism projects as something to be desired for your local area
Action	• Compel more consumers to book trips to alternative destinations • Compel consumers to spend more when in alternative tourist destinations • Compel consumers to act as 'regenerative tourists'

Table 6 AIDA informed objectives

4.2 Objectives that support outcomes and structure of the strategy

Creation of a network

Developing a business network in specific destinations should represent the due diligence for this strategies implementation. As shown by the CUPHAT project, a business network has the potential to contribute to the strategy regarding traditional communication channels (such as leaflets and referrals) as well as providing a stream of content. The marketing strategy can give back to business networks because of the economies of scope they will benefit from regarding exposure (tagging them in social media posts featuring their content), learning (analytics) and access to marketing communication channels (email lists etc).

Establishing transformational leadership and stakeholder support

Encouraging and actively seeking transformational leaders within the areas that will be marketed could be crucial for long term success. The CUPHAT regenerative tourism strategy elaborates on using gamification to incentivise transformational leadership, but its importance to maintain support and authenticity for the community and destination being marketed should not be underestimated.

4.3 A succinct objective

Data and logic used to develop estimates for this objective can be found in the appendix. The objective for this marketing strategy would be to promote the awareness of regenerative tourism whilst increasing the average lifetime value of a tourist daytrip to £40[11.1] and increase tourist footfall in a specific county by 44,800[11.2] in 12 months. This will be referred to in the document as the 12 month objective.

5.0 Analysing the strategic options

5.1 Introduction

This section of the marketing plan focuses on identifying and evaluating various strategic alternatives to achieve the objectives. The various actions that a company can take to accomplish its long-term goals and objectives are known as strategic options (Dieffenbacher, 2023). It involves analysing different frameworks and models to assess the viability and potential of these options. By considering a range of strategic approaches, the aim is to select the most appropriate strategies that align with the project's goals and enhance its competitive advantage in the market.

Porters' Generic Strategies Analysis:

Porters' generic strategies analysis helps identify different strategic options for gaining a competitive advantage in the market. It outlines three generic strategies: cost leadership, differentiation, and focus. By understanding these strategies and their applicability to the organisation employing this marketing strategy, we can determine the most suitable approach to position the project in the market and create a sustainable competitive advantage.

Ansoff Matrix Analysis:

The Ansoff matrix analysis provides a framework for exploring growth opportunities by considering both new and existing products and markets. It presents four strategic options: market penetration, market development, product development, and diversification. This analysis assists in identifying growth strategies that align with the objectives and target market, ensuring that the project expands its reach effectively.

Positioning Map:

A positioning map visually represents the competitive landscape and the position of different brands or projects based on specific attributes. By using relevant criteria such as scale and sustainability, a positioning map helps identify the unique positioning of the organisation deploying the marketing strategy.

CUPHAT has been used as an example in the strategy analysis, to demonstrate how it enables us to differentiate the project from competitors and identify potential gaps in the market that can be targeted with specific marketing strategies.

Strategy Diamond Analysis:

The strategy diamond analysis provides a holistic view of the organisation deploying the strategy by considering five key elements: arenas, vehicles, differentiators, staging, and economic logic. It helps assess the coherence and alignment of these elements within an organisations strategy. This analysis guides the development of well-integrated and consistent strategies that leverage the project's strengths and address potential weaknesses.

STP (Segmentation, Targeting, Positioning) Analysis:

The STP analysis is crucial for identifying and evaluating specific market segments, selecting target segments, and positioning the marketing strategy for those segments. It involves understanding customer needs, preferences, and behaviours to effectively tailor marketing efforts. This analysis ensures that the strategies are focused on the most promising target segments and that its positioning resonates with the desired customer groups.

These analyses and frameworks collectively provide a comprehensive understanding of the strategic options available. By evaluating these options based on their relevance, feasibility, and alignment with the project's objectives, we can make informed decisions on the most suitable strategies to pursue.

5.2 Porters' generic strategies

Cost:	Differentiation:	Focus:
- Maximising customer lifetime value by increasing price of experiences may be key for projects and business network members - Support should be given so that network members can use research backed insights to increase customer perceived value of their offerings by augmenting them with low cost high value products or services, de-commoditising themselves	- Experiences and locations are highly differentiated by nature because they are positioned on the story of the locations they reside in - This should be doubled down on further reducing comparability in the eyes of consumers	- Emotional selling propositions - Values and beliefs - Authentic experiences building memories

Table 7 Porters generic strategies applied

5.3 Ansoff

	Existing product	New product
Existing market	Market penetration - Increasing the prevalence of scalable tourism products such as glamping	Product development - More narrative based and repositioned experiences that better understand consumers 'jobs to be done' (JTBD) and what they perceive as valuable

			- Adaption of scalable tourist products and services to make them regenerative - Business services for the business network

New market	Market development
	  - Regenerative and eco conscious tourists
		Diversification
		  - Collaborative marketing, positioning, products and experiences due to the business networks	

Table 8 An Ansoff matrix analysis of offerings for regenerative tourism

5.4 STP

Segmentation	Targeting	Positioning
- Walkers and hikers in the field of geology and landforms - Eco tourists in the field of biodiversity - Members of history groups and societies in the field of archaeology and community lives experiences - Mature couples - Families	- Values and beliefs associated to reservation and rejuvenation are important - It is already common behaviour for consumers to post about holidays on social media making UGC easier - ESG and other CSR practices make it possible to target whole organisations for partnerships, cross marketing or as a communication channel to their employees	- Potentially primed to the positioning of holiday experiences at a fraction of the cost post Covid pandemic - Explicit communication about destination influences important to different demographics[11.3] - Collaborative marketing with local food and drink brands such as Aber falls, heritage brands such as Ancestry.com, or outdoor brands such as GoApe could increase consumer travel decisions[11.4]

Table 9 Segmentation targeting and positioning analysis for tourism in the business environment of Wales and Ireland

5.5 CUPHAT Positioning map
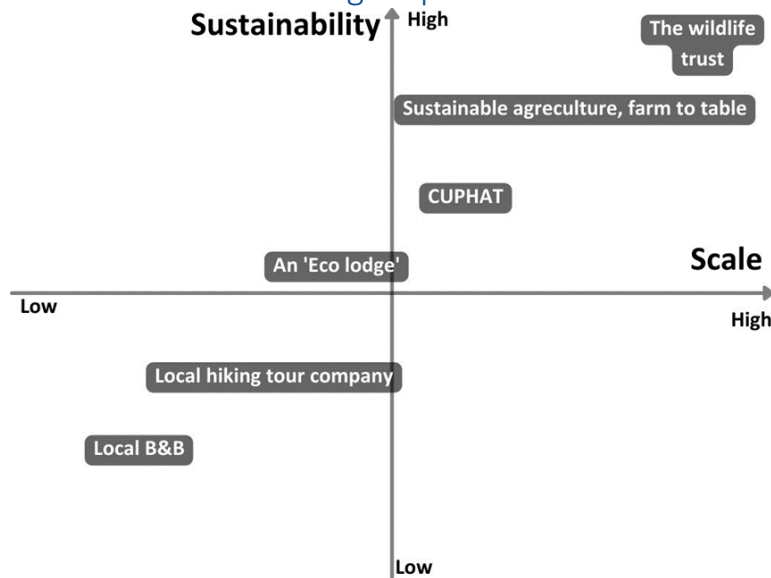
Figure 1 CUPHAT example positioning map

5.6 Strategy diamond

Arenas: Where will it be active?	Geographic areas that meet the original scoping study to be classed identified as having the most potential to benefit from a regenerative tourism and marketing approach should meet the following criteria: • Possess heritage sites and landscapes that have potential to attract international visitors, but are currently undermarketed and underwhelming in terms of tourism experience

	• Possess broader tourism infrastructure, but lack a coherent tourism offer • Are located adjacent to areas that receive a large number of visitors, but these visitors rarely ventured to neighbouring areas Market segments that are targeted by a regenerative tourism informed marketing strategy include; eco-conscious travellers, walkers and hikers, members of history groups and societies, and individuals interested in geology, biodiversity, and cultural heritage experiences. • These represent avatars within the beachhead markets for the four key marketing themes of the CUPHAT project and are supported by a regenerative tourism approach, including interviews with community stakeholders • These beachhead markets should be complimented by common tourist personas such as mature couples and families
Vehicles: How will it get there?	Internal development: The organisation should invest in developing comprehensive tourism packages that highlight the unique geological features, biodiversity, and cultural heritage of the project areas Strategic alliances: Successful deployment of the strategy should include collaboration with local communities, environmental organizations, historical societies, and government entities to enhance community engagement and support, as well as ensure the preservation of natural resources and cultural heritage
Differentiators: How will it win?	Regenerative focus: The strategy stands out by prioritizing sustainable tourism practices and promoting regenerative approaches that contribute to the preservation of the environment and local communities Authentic experiences: Offer authentic and immersive experiences that provide visitors with a deep understanding of the geological, historical, and cultural significance of the project areas Community involvement: Actively engage with local communities, involving them in the planning and development process, and ensuring their participation and benefit from tourism activities
Staging: What will be the speed and sequence of moves?	Sequential development: Adopt a phased approach, starting with the establishment of infrastructure, research and services necessary to support sustainable tourism, then expands offerings, incorporating feedback from visitors and local communities to continuously improve the visitor experience
Economic logic: How will returns be obtained?	Revenue generation: Generate revenue through the sale of tourism packages, guided tours, educational programs, etc Positive economic impact: Holistic promotion and marketing activities contribute to the local and regional economies by creating employment opportunities, supporting local businesses, attracting visitors to the project areas and increasing customer lifetime value (CLV)

Table 10 Porters strategy diamond analysis for a regenerative marketing strategy promoting alternative tourist destinations

6.0 Analysing potential tactics

6.1 Introduction

Tactics are the specific actions that can be taken to get you to your objectives. The 7 P's of marketing outlines the actions in the context of product delivery whilst the DRIP framework breaks down actions in a setting in between AIDA and the customer purchase decision process. AIDA itself breaks down specific tactics and calls to action. This section then culminates with acknowledgement of steps that may be taken to tailor regenerative tourism messaging towards common and previously identified tourist personas.

6.2 DRIP for 12 month objective

Differentiate	Experiences will be unique if augmented by digital goods and services that increase customer perceived value (CPV) at low cost.
	Experiences can be tailored and changed in line with events such as Christmas, or Mothers day.
	Keeping with the over arching theme of RT and of the culture and heritage that can only be found in these locations.
Reinforce	Accreditation and awards such as areas provide authority.
	UGC provides a sense of social proof of destinations and RT values.
Inform	Earned media through RT impacts.
	Content marketing that provides value will be crucial.
Persuade	UGC and influencer marketing has proven effective.
	Content marketing in specific niches of the four marketing themes may draw casual observers into a deeper dive of these topics.
	RT practices and advocacy is likely to bring out vocal minorities on both sides and casual consumers will begin to form opinions on the direction that tourism consumerism should go.
	Utilising low cost, high volume organic content marketing and then converting what performs well into paid advertising is a proven practice that is persuasive and effective in respect to return on investment (ROI).

Table 11 A DRIP analysis example using the '12 month objective'

6.3 AIDA for 12 month objective

	Tactics	Call to action (CTA)	Measurement
Awareness	Earned media on impacts of RT. Content marketing on social media.	Consume and interact with content.	Impressions and analytics.
Interest	Lead magnet created, content created about each 'nugget' of value leading back to lead magnet. UGC campaigns.	Accept website cookies. And/or Join email list.	Impressions, net promoter score (NPC) of posts, qualitative interactions, analytics.
Desire	Time sensitive promotions of experiences. Retargeting PPC and email marketing.	Complete success criteria questionnaire. And/or Plan a trip with window shopping tool.	Analytics, CTA conversions.
Action	Success criteria questionnaire segmented promotions. Bonuses stacked onto offers. Pushing social proof of reviews etc.	Book experiences and take a trip. Review and referral.	Conversions, reviews qual and quant.

Table 12 An AIDA analysis example using the '12 month objective'

6.4 The 7 P's for 12 month objective

Product	• The opportunity for tourists to immerse themselves in a place and feel like they are giving back • The activities and experiences on offer look to authentically provide ways for consumers to give back and really get under the skin of an area • Part of the strategy will be to inform business network members based on customer discovery interviews. Focusing on dream outcomes / success criteria and reason for selecting destinations o This will allow them to better name and augment their offerings to provide higher customer perceived value, whilst positioning the same core product to multiple personas associated with the marketing themes
Price	• The pricing strategy recommendations made to the stakeholders should aim to be competitive while reflecting the value and unique experiences offered • Prices may vary depending on the specific activities and packages chosen by tourists • Entry fees for certain activities or combined experiences are set at affordable and reasonable levels, ensuring accessibility for a wide range of visitors • Ultimately the strategy should be to increase customer perceived value (by increasing dream outcomes, benefits and perceived likelihood of delivery on promises whilst reducing time to deliver and effort) along with price rather than race to the bottom competitive pricing or discounting promotion o Think digital or print bonuses that can deliver value for low cost, creative moneyback guarantees, or limited time / quantity promotions instead of discounts
Promotion	• Comprehensive promotional strategy that combines both traditional and digital marketing channels • Promotional efforts include targeted online campaigns, social media engagement, press releases, and partnerships with relevant stakeholders • Influencer endorsements and collaborations can be leveraged to enhance the project's visibility and appeal to the target audience • Direct response marketing techniques are employed to engage potential tourists, utilizing persuasive messaging and compelling calls to action
Place	• Initially intended to be delivered in diverse locations across the UK, showcasing the rich cultural heritage and natural beauty of the region • Tourists can access the project's experiences through designated locations, including heritage sites, nature reserves, and community centres • The project also utilizes digital platforms to provide online access to information, resources, and digital guides for tourists
People	• Involves various key stakeholders, including project coordinators, tour guides, experts in archaeology and biodiversity, local community members, and tourists themselves • Trained professionals and passionate individuals with expertise in relevant fields ensure high-quality experiences and knowledge sharing • Focuses on creating meaningful interactions between tourists and local communities, fostering cultural exchange and community engagement
Process	• Efficient and seamless processes to ensure a smooth flow of activities and experiences • From the initial booking and registration process to the delivery of activities and follow-up interactions, attention is given to providing a positive and well-organized experience. Customer relationship management (CRM) programs also support all business network members • Clear guidelines and instructions are provided to participants, ensuring safety, sustainability, and the preservation of cultural and natural heritage
Physical evidence	• Printed materials, such as brochures, maps, and tickets, which provide information and facilitate participation • Preservation and presentation of physical heritage sites, natural landscapes, and historical artifacts, creating a visually compelling and authentic environment for tourists

Table 13 A 7 P's of marketing analysis example using the '12 month objective'

6.5 Regenerative tourist

Concepts of why consumers should move from awareness to interest and beyond, when it comes to regenerative tourism, have been explored below. Customer discovery interviews should be conducted to support these hypotheses. These insights should then continually be used in marketing communications, specifically in the awareness phases.

What does a regenerative tourist look like in terms of how a standard consumer would change when becoming a regenerative tourism

- Mindset shift
    - Seeing travel as an opportunity for personal growth learning and opportunity
    - Prioritising responsible travel and having a positive impact on environment, communities, culture and heritage
- Continuous planning and decision making
- Respect and admiration for culture and customs
- Environmentally conscious travel
- Learning experiences
- Advocacy

What would a regenerative tourist do?

- Participate in community projects
- Support local communities and businesses
- Environmentally conscious

How would a regenerative tourist behave?

- Community engagement
- Being culturally sensitive
- Being advocates of the environment
- Knowledge and experience sharing

What is the appeal of being a regenerative tourist?

- Authentic and meaningful experiences
- Contributing to the enhancement and preservation of the environment, relative to perpetuating many hobbies and lifestyles
- Immersion in culture and access to 'hidden gem' experiences
- Fulfilment and purpose through identifiable social impact

Why should anyone be interested?

- An enhanced and holistic travel experience

- Sustainable future

- Personal growth and fulfilment

- Responsible global citizenship

Persona	Why would they be interested in becoming a regenerative tourist?	How does becoming a regenerative tourist, relate to their 'dream outcomes'?	How does becoming a regenerative tourist relate to the perceived likelihood of success, regarding their 'dream outcomes'?	How does becoming a regenerative tourist, relate to minimising the time required to deliver their 'dream outcome'?	How does becoming a regenerative tourist, relate to minimising effort and sacrifice associated with achieving their 'dream outcome'?
P1) Families	Ensuring their children have certain values. Ensuring natural beauty and heritage is preserved for future generations.	Successful implementation of RT has the potential to increase the quality of lives for future generations.	Becoming part of a movement and having the ability to influence the outcomes of projects. Setting their children up to share their values and be responsible consumers.	Planning and travel time for family trips have the potential to be reduced.	Socialising with others involved in the movement may make impressing values on children easier. Being part of the movement may make family trip planning simpler, more interesting and potentially more cost effective with awareness of national experiences increasing.
P2) Mature couples	This segment may be looking to fulfil 'bucket list' experiences. This segment may also be looking to be embraced b communities and having a more socially involved holiday.	This movement may provide a more cost effective and replicable way of this segment having memory creating holidays. This movement may lead them to the perfect 'hidden gem' retirement location The movement may provide a sense of meaning and importance.	Uniqueness and positivity of the purpose. An emotional and story based approach to positioning the destinations and experiences.	Planning and travel time may be reduced.	Pre planned itineraries and activities for destinations. Guilt free travel.
P3) Walkers and hikers	Passionate about nature and landscapes. Conscious of preserving the beauty of the places they visit. May want to;	Makes experiencing pristine and untouched nature possible. Makes them an important element to promoting conservation and ensuring future generations have something to enjoy.	Becoming a member of this movement enables them to actively participate in conservation projects, engage in sustainable outdoor practices, and support initiatives that protect and maintain nature.	Can provide more opportunities to be active with their dream outcomes. Could bring the natural preservation of the environment to the zeitgeist quicker.	Can be integrated with their existing hobby. Higher focus on producing eco-friendly gear may yield higher quality goods. Higher focus on preservation may

	Contribute to environmental protection. Support local communities. Ensure the future of hiking trails and recreational activities.				have a trickle-down effect to better mapping and clearer public access route designation.
P4) Members of history groups and societies	Appreciation for historical sites. Want the opportunity to engage with authentic cultural experiences. Want to contribute to the preservation of culture and heritage.	Provides opportunities to immerse themselves in authentic heritage and culture. Opportunity to learn about 'hidden gem' destinations. Opportunity to have unique experiences.	They have confidence that the destinations of significance will be preserved. Being an active regenerative tourist may open up the opportunity to participate in restoration projects, receive recognition or even gain behind the scenes access.	As an active member of the movement, they may campaign for certain restoration works to be completed quicker due to funding, resulting in places otherwise not open to the public becoming available for experiences.	Restoration projects may yield authentic experiences in their country that they would otherwise have to travel to see. A regenerative approach that is effective will increase the likelihood that destinations admired and associated with 'bucket lists' today will still be possible to visit in the future.
P5) People interested in Geology and Biodiversity	The movement could perpetuate and grow interest for their hobby More experiences will be developed and become available for their interests	They have the opportunity to become an active participant and gain recognition for contributions They will learn of unique and 'hidden gem' experiences RT practices are in the spirit of biodiversity	Regenerative practices in certain areas may open up geologically interesting locations that would otherwise be inaccessible Regenerative practices may increase the biodiversity that they have access to	Becoming a member of the movement may save research and planning hours by making experiences that interest them prominent and pre planned in itineraries They may not have to travel internationally to have experiences that interest them	More regenerative tourist experiences in their nation will mean less required international travel A more standardised approach may make access and permits easier to obtain

Table 14 A thought experiment breakdown; Consideration of potential positioning of regenerative tourism for uptake regarding tourism consumer avatars

7.0 Outlining actions

7.1 introduction

The actions section of the marketing plan outlines the specific initiatives and activities that will be undertaken to execute the strategies identified in the previous sections. It involves translating the strategic analysis into actionable steps and creating a detailed plan for implementation. In this section, we will explore the relevance of each analysis/framework and how they contribute to the development of effective action plans.

RACE Framework:

The RACE (Reach, Act, Convert, Engage) framework is a strategic approach that guides the implementation of digital marketing activities. It helps structure and prioritize marketing actions across different stages of the customer journey. By using the RACE framework, we can ensure that our actions are targeted, measurable, and aligned with the organisations objectives. It enables us to optimize our marketing efforts and achieve desired outcomes.

Five M's of Resources Assessment:

The Five M's of Resources Assessment (Money, Manpower, Machinery, Materials, and Minutes) provides a systematic evaluation of the resources required for implementing the action plans. It helps identify the necessary financial, human, and material resources and assesses their availability. By conducting this assessment, we can ensure that we have the right resources in place to execute the planned actions effectively and efficiently.

Gantt Chart:

A Gantt chart is a visual representation of the project's timeline, tasks, and dependencies. It allows for effective project management by providing a clear overview of the actions, their start and end dates, and the critical path. The Gantt chart helps in scheduling and coordinating the various activities involved in implementing the marketing strategies. It ensures that tasks are completed in a timely manner and facilitates effective resource allocation.

The RACE framework, five M's of resources assessment, and Gantt chart collectively contribute to the development of a comprehensive action plan. They ensure that the identified strategies are translated into practical steps, taking into account the necessary resources, timelines, and dependencies. By utilizing these frameworks and tools, we can effectively execute the marketing plan, monitor progress, and make necessary adjustments to achieve the desired outcomes.

It is important to note that the action plans should be reviewed and updated periodically to adapt to changing circumstances and market dynamics. Regular monitoring and evaluation of the implemented actions will allow for continuous improvement and optimization of the marketing strategies.

7.2 RACE for 12 month objective

	Instore & offline	Online	Instore & online	Paid media	Owned media	Earned media	Experience
Reach	Print	Search			Content marketing	Public Relations (PR)	Website
	Events	Pay per click (PPC)				Influencer content / coverage	In person
		Content marketing					
Act		Social media		Retargeting	Social media	Influencer collaboration	Website
		Influencer marketing					In person
		Retargeting PPC					
Convert			Online ordering and booking	Retargeting			Landing pages
			In person ordering and booking				
Engage		CRM emails (Eg cart abandon)	Customer support	Retargeting	Website		
		Social media sharing	Success criteria questionnaire		Email		
		Chat on website	Planning tool				
			Review prompts				

Table 15 A RACE analysis example using the '12 month objective'

7.3 Five M's of resources for 12 month objective

Money	Manpower	Machines	Minutes	Materials
At a cost of customer acquisition (COCA) of £15 direct marketing costs incurred would be £672,000. Operations costs would be between £105,000 and £150,000.	Fulltime marketing manager, Fulltime social media and advertising staff member, Full time content procurement and producer. Individuals must also be available for providing reports and consultation to business network members.	CRM systems, Marketing and management information systems, Marketing software.	12 months. 36 hrs per week per fulltime staff member.	Digital products as bonuses and lead magnets. Video, text and image social media content that is tailored towards the platform. Content that includes cultural references of target segment. Valuable content. Website text content. Valuable tools and lead magnets into nuggets of content.

Table 16 A Five M's of resources analysis example using the '12 month objective'

7.4 Marketing approach diagram for the 12 month objective

Building upon a standard marketing funnel we can create a more complex structure that addressees multiple customer personas, increases CLV, promotes areas holistically and promotes experiences within them. Aggregating all analytics, email lists and bookings into one funnel provides economies of scale and scope for all embers of the business network. Explicit breakdown of methodology and examples can be found in the appendicies[11.5].

- Leveraging and contributing to a business network
    - Cross selling and upselling
    - Offering copy and increased value propositions advice and consultations
    - Email marketing on their behalf
    - A network and multiple sites for traditional media marketing
    - Contributors and sources of content
    - Social media traffic at a larger scale than they could achieve individually
- Promoting tourist experiences
    - Retargeting
    - Email marketing

- o Content marketing
- o Earned media
- Targeting tourist personas
  - o One created as a beached market for each of the marketing themes alongside the two traditional tourist personas of mature couples and families
  - o Content and funnel elements specifically targeted for each
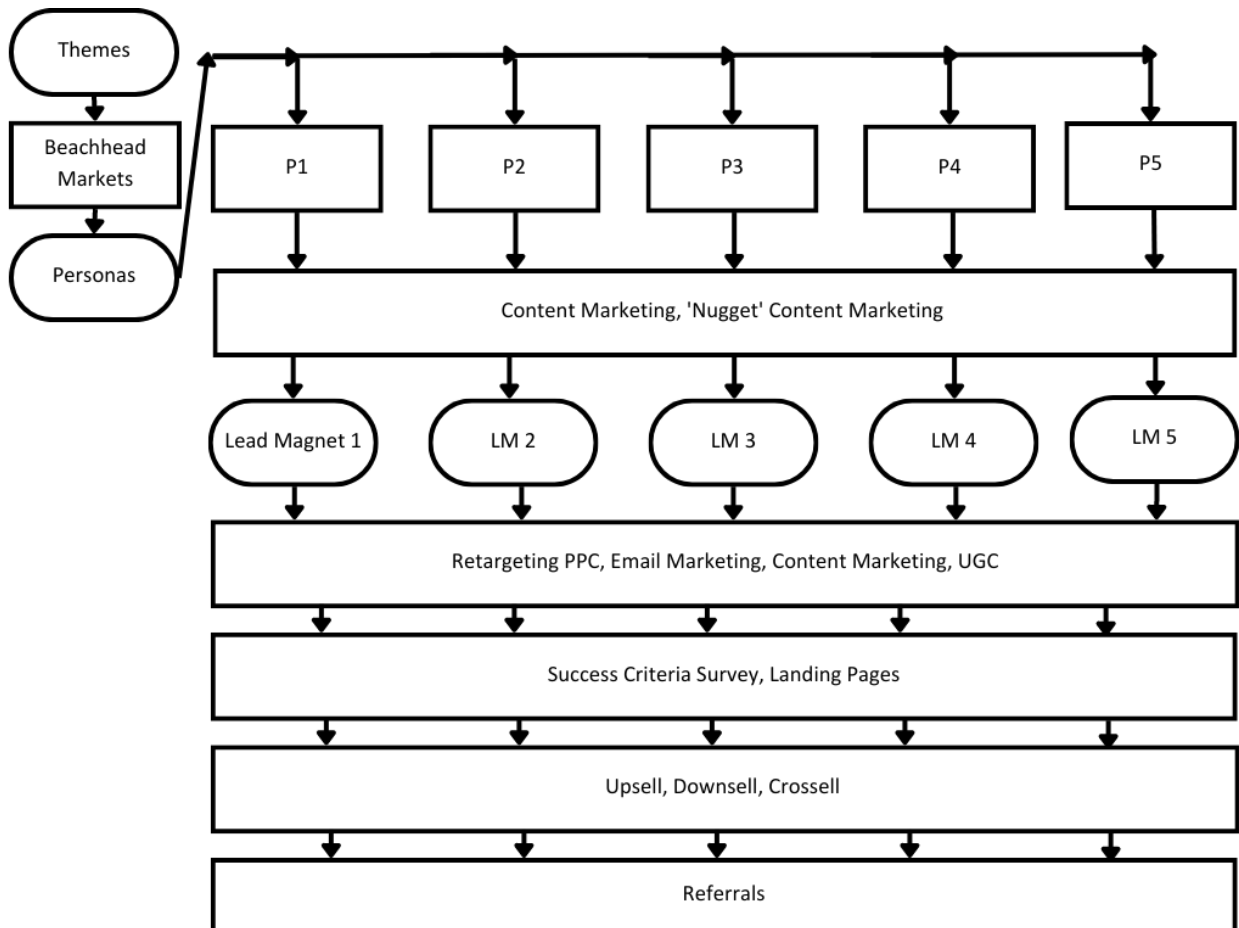 - o CRM separate for each

Figure 2 A marketing funnel utilising sub funnels for STP towards different personas

7.5 Gantt chart for 12 month objective

Gantt chart example

Task	Assigned To	Progress R/A/G	Start Month	End Month	Dependencies
Market research	Full-time marketing manager	🟥	1	3	
Secondary research	Full-time marketing manager	🟥	1	3	
Primary research	Full-time marketing manager	🟥	1	3	
Website development	Full-time content procurement and producer	🟥	1	3	
Website design and layout	Full-time content procurement and producer		1	2	
Content creation and integration	Full-time content procurement and producer		3	12	
Establishing tools and software	Full-time marketing manager		2	3	
CRM system setup	Full-time marketing manager		2	3	
Marketing and management info systems	Full-time marketing manager		2	3	CRM System setup
Marketing software implementation	Full-time marketing manager		2	3	Marketing and management info systems
Continuous discovery habits	Full-time marketing manager		3	12	
Market analysis and trend monitoring	Full-time marketing manager		3	12	
Consumer behavior tracking	Full-time marketing manager		3	12	
Lead magnet production	Full-time content procurement and producer		3	4	
Lead magnet concept development	Full-time content procurement and producer		3	4	
Lead magnet design and creation	Full-time content procurement and producer		3	4	Lead magnet concept development
PPC advertising	Full-time social media and advertising staff		4	12	
PPC campaign planning and strategy	Full-time social media and advertising staff		4	12	
PPC ad creation and launch	Full-time social media and advertising staff		4	12	PPC campaign planning and strategy
Content production	Full-time content procurement and producer		2	12	
Video and image content creation	Full-time content procurement and producer		4	12	
Text content creation	Full-time content procurement and producer		2	12	Video content creation

Figure 3 Example of a Gantt chart

Dashboard example

Figure 4 Example of a management and information systems dashboard

8.0 Controls

8.1 Introduction

Controls focus on monitoring and evaluating the performance of the implemented marketing strategies and tactics. It ensures that the desired outcomes are achieved and provides insights for making informed decisions and adjustments. In this section, we will explore the relevance of each analysis/framework and how they contribute to effective control and measurement of marketing activities.

Types of Marketing Control:

Understanding the different types of marketing control, such as strategic control, profitability control, and efficiency control, helps in setting up appropriate mechanisms to monitor and assess performance. It allows us to establish control measures that align with the specific goals and objectives of the implementing organisation. By implementing the right types of marketing control, we can effectively monitor progress, identify deviations, and take corrective actions when necessary.

Control Process:

The control process provides a structured approach to measure, evaluate, and regulate marketing activities. It involves setting performance standards, measuring actual performance, comparing the two, and taking corrective actions. By following a systematic control process, we can ensure that the implemented marketing strategies are on track and contributing to the desired outcomes. It enables us to identify areas of improvement and make informed decisions based on the performance data.

Balanced Scorecard:

The balanced scorecard is a strategic performance measurement tool that helps in evaluating the overall performance of the strategy. It considers multiple dimensions, including financial, customer, internal processes, and learning and growth perspectives. By using the balanced scorecard, we can assess the project's performance holistically and gain insights into various aspects of its effectiveness. It allows us to identify strengths and weaknesses and align the marketing efforts with the overall objectives.

Marketing Metrics and KPIs:

Marketing metrics and key performance indicators (KPIs) provide quantifiable measures to evaluate the success and effectiveness of marketing activities. They enable us to track progress, measure the impact of marketing efforts, and assess the return on investment. By selecting relevant marketing metrics and KPIs, we can monitor performance, identify areas of improvement, and make data-driven decisions to optimize the marketing strategies.

The analysis of types of marketing control, the control process, the balanced scorecard, and marketing metrics and KPIs collectively contribute to effective control and measurement of the marketing activities. They provide a framework to assess performance, identify deviations, and make necessary adjustments to ensure the marketing strategies success.

8.2 Types of marketing control for 12 month objective

Annual – plan control	• Sales analysis and sales to expense rations such as COCA / CLV • Financial analysis and monitoring to ensure operations in line with funding and legal guidelines • Market based scorecard analysis of campaign
Profitability control	• Focus on niche segments • Monitoring CLV • Surveys on checkout to understand the size of a party in relation to an experience booking, helping to estimate local economic contribution • Collaboration with local governments regarding big data
Efficiency control	• Monitoring drop-off rate of funnel • Monitoring performance trends of formats and types of content • Social listening
Strategic control	• Marketing effectiveness interviews and rating instruments • Marketing audit from third party for continuous improvement

Table 17 Types of marketing control analysis example using the '12 month objective'

8.3 The control process for 12 month objective

Goal	Performance measures	Performance diagnosis	Corrective action
44,800 domestic tourists attracted to each of the 9 counties. Increase average CLV, regarding economic contribution to £40.	Requiring statement of size of party upon checkout for experiences. Gantt chart and metrics dashboard. Regular monitoring of KPI's and customer discovery habits.	Internal quarterly review of KPI's. Quarterly surveys of business network members. Quarterly analysis and input from external consultants.	Bayesian theory to adjust hypothesis based on real world data per quarter. Testing hypothesis before scaling.

Table 18 Control process analysis example using the '12 month objective'

8.4 Balanced scorecard for 12 month objective

Financials		Customers		Learning and growing		Internal process	
Objective	**Metrics**	**Objective**	**Metrics**	**Objective**	**Metrics**	**Objective**	**Metrics**
Spend less than £700,000 on marketing over 12 months	Accounting expenses	Achieve a 2% referral rate	CRM and referral code offers	Reports aggregating customer discovery habits, marketing communication surveys and results of pre scale testing	Qualitative learning	Maintain open communication and access to useful marketing data with the business network without ever breaking data privacy rules	Quality of communication
		Receive 70% + positive reviews	Social listening, platform review monitoring, collaboration with business network and prompting reviews	Implementation of third party analysis	Qualitative learning	Maintain a consistent flow of traffic and bookings, ensuring to plan more promotion to offset off season	Average traffic and bookings of a calendar graph

Table 19 Balanced scorecard analysis example using the '12 month objective'

8.5 Marketing metrics and KPI's for 12 month objective

Marketing metrics	Key performance indicators
Bookings of experiences	Lead time
Customer reviews	Net promoter score
Customer satisfaction surveys	Gross profit
Customer lifetime value	Net profit
Referral rate	Average transaction value
	Year over year sales
	Gross margin return on investment
	Internal feedback
	External feedback
	Impressions
	Audience growth rate
	Post reach
	Average engagement rate
	Amplification rate
	Virality rate
	Conversion rate
	Click through rate
	Bounce rate
	Cost per click
	COCA
	Market share

Table 20 Marketing metrics and KPI examples using the '12 month objective'

9.0 Conclusion

9.1 How this strategy fits with the current landscape

The mid Wales regional tourism study and action plan specifically outlines 10 key areas of intervention for future sustainable tourism development in Wales. Accommodation, culture, outdoors, events, marketing and resourcing (Fourth Street, 2022) are all directly correlated to the potential positive outcomes of a strategy such as this one. The document calls for support and engagement in marketing, and names it as one of the areas that is most important and requiring investment. Deploying this strategy can not only align with delivery of these core recommendations, but help to reduce friction in critical challenges and weaknesses identified by acting as a channel of communication and support for community stakeholders on a micro level. Further delivering potential to provide support through a gamified business network to counteract funding cuts to sectoral organisations.
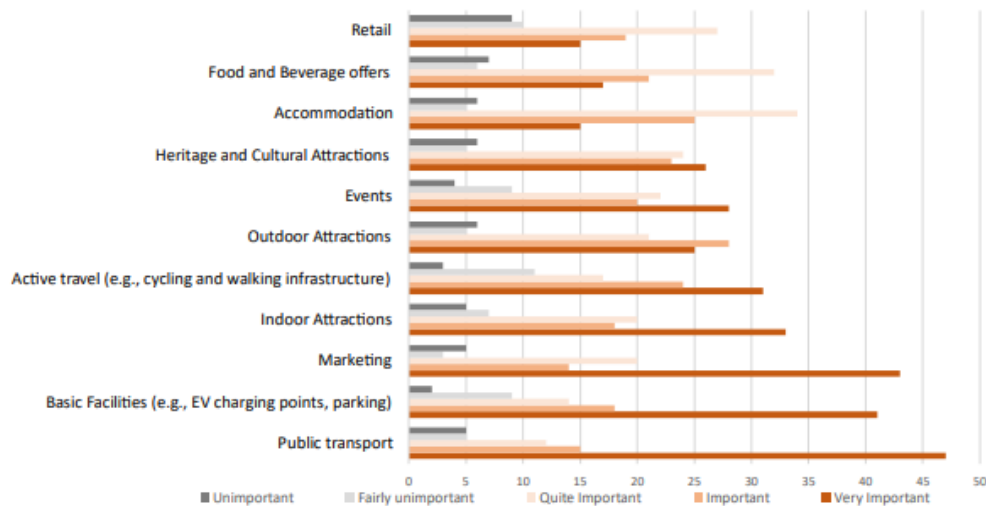

Figure 5 Importance of investment priorities (Fourth Street, 2022)

Utilising this strategy at scale could result in a reduced timeline for the practical elements outlined in the mid Wales regional tourism study and action plan. Developing strategic connections and mapping/connecting tourism hubs and attractions may be facilitated by area specific marketing and positioning. Marketing alternative destinations holistically, making their experiences and attractions more prominent and better connecting local stakeholders are all outcomes this strategy has potential to provide that would increase the ease of which the 'hub' concept (Fourth Street, 2022) can be universally rolled out.

The mid Wales investment plan puts priority of investment into communities and place, supporting local businesses, people and skills (Ceredigion County Council 2022). This marketing strategy has explicit capacity to both directly and indirectly positively impact all of these areas. The regenerative tourism nature of this strategy also aligns well with the stated green investment priorities, as not only does it have the capacity to increase CLV and footfall to the economic benefit of local communities, but it also emphasises green and responsible travel that has the capacity to improv the wellbeing of communities and environment.

The dissemination of regenerative tourism and conscious travel ideology may hasten the adoption of recommended programs such as intown cycling networks and active travel. Finally, if the strategy was to be replicated nationally it could create the supportive business ecosystems and evidence of need for specific project proposals through osmosis without the need for specific research or infrastructure.

9.2 Comprehensive action points for implementing this strategy as a county council, tourism project or similar organisation

1. Define clear goals utilising the SMART framework and identify scope and scale
2. Complete a situational analysis specific to your organisation
   a. Sequentially complete the frameworks used in the situational analysis section of this strategy, to replace those that are CUPHAT examples
3. Add SMART objectives to the two outlined in the objectives section as required
   a. For each objective to be achieved it should be taken forward and have its own framework completed moving forward for each of those in the strategy that state '12 month objective'
   b. For example; Objective 1, Objective 2 and Objective 3 should become DRIP for Objective 1, DRIP for Objective 2, DRIP for Objective 3
4. Complete an analysis of the strategic options specific to your organisation
   a. Sequentially complete the frameworks used in the strategic options section of the strategy, to replace those that are CUPHAT examples
5. Complete an analysis of potential tactics specific to your organisation
   a. Sequentially complete the frameworks in the analysis of potential tactics section of the strategy, to replace those that are CUPHAT or '12 month objective' examples
6. Complete an analysis of potential actions specific to your organisation
   a. Sequentially complete the frameworks in the analysis of actions section of the strategy, to replace those that are CUPHAT or '12 month objective' examples
7. Complete an analysis of potential controls specific to your organisation
   a. Sequentially complete the frameworks in the controls section of the strategy, to replace those that are CUPHAT or '12 month objective' examples
8. Begin customer discovery interviews with community stakeholders
   a. Use this to iterate and better inform your due diligence frameworks and your communications moving forward
   b. Continuous discovery habits by Teresa Torres may be of useful reference
9. Begin customer discovery interviews with your selected target consumer segments such as 'Mature Couples'
   a. Use this to iterate and better inform your due diligence frameworks and your communications moving forward
10. Begin 100 hours of research towards a lead magnet for each of your target consumer segments

11. Begin 100 hours of research towards target audience 'pop culture 'and what is required to make content platform specific to each social media platform
12. Create and facilitate a business network for community stakeholders
13. Begin content marketing campaign
14. Begin paid marketing campaigns that are informed by the content that performs best organically
    a. This can be both traditional and digital media
15. Gamify the business network to promote transformational leadership and provide economies of scope to them regarding marketing as well as support services
    a. The CUPHAT regenerative tourism strategy elaborates on the gamification of business networks further
16. Use iterative learning to reduce their cost of customer acquisition regarding tourist footfall
17. Use iterative learning regarding the support services provided to business network to help them to increase the value they offer, and in turn their price
    a. This should increase the customer lifetime value of tourist footfall from a local economy perspective

9.3 Concluding summary

In conclusion this strategy proposes the destination specific application of the SOSTAC planning method, tailored through research and iteration. It suggests that action is preferable to perfection where marketing is concerned, arguing that mass content production supported by the due diligence of SOSTAC and iterative learning will lead to strong organic and paid results with a positive ROI.

Creating a business network, offering supporting services such as offer development, and promoting ideologies such as regenerative tourism and transformational leadership will bring about a long term reward for the holistic marketing of alternative tourist destinations.

This strategy has been comprehensive in its scope, utilised the CUPHAT project as a practical example where possible and, has gone into granular details on the 'how to' in some areas of marketing that may have challenged non specialist organisations. Yet, it still looks to provide benefit to individual SME's despite its key focus on local bodies, through inclusion of narrative such as 'explicit applicability for external entities'.

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11.0 Appendices

11.1 Average daytrip CLV

The figure in the objective used the following domestic tourism data for approximations and reference.

Table 3: Average spend for day trips taken in GB and Wales, April to December 2021

3 hours+ leisure day trips	GB	Wales
Spend per trip	£31	£27
Tourism day trips	**GB**	**Wales**
Spend per trip	£39	£36

(Domestic GB, 2022)

11.2 Number of trips to Wales

The figure in the objective used the following pre Covid 19 domestic tourism data for approximations and reference.

9.451 billion overnight domestic trips to Wales averaged over 22 counties = 430 million per county, averaged over a 24 month period = 17.92 million per county per month (Tourism profile, 2021)

.25% increase = 44,800 overnight domestic trips. At a £15 COCA this would cost approximately £672,000 but at a £40 CLV, represents a potential £1,792,000 economic value to the county.
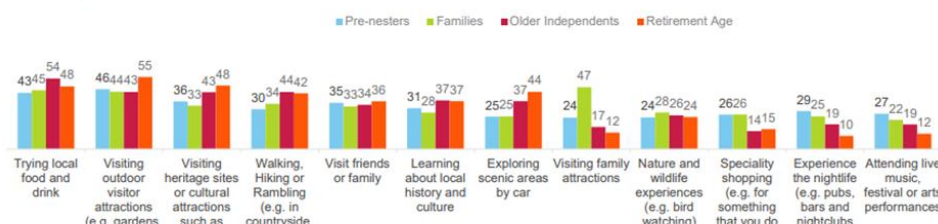
11.3 Destination influences

Figure 12. Destination influences for a UK holiday/short break by life stage, Percentage, Top 10, All respondents
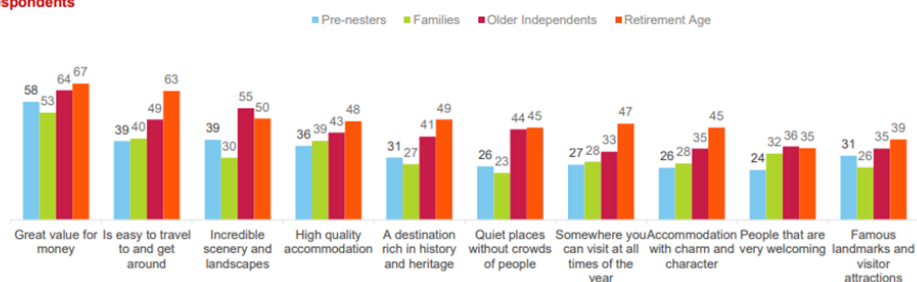
(Social Research, 2022)

11.4 Experiences would most like to do

Figure 16. Experiences would most like to do on a UK holiday/short break by life stage, Percentage, Top 12, All respondents

(Social Research, 2022)

11.5 Marketing methodology

Lead magnets into 'nuggets'

- Cyclically create valuable lead magnets (worth between £30 - £100)
- Create longform content breaking down the value of each section in bitesize content 'nuggets'
- Use these nuggets of content to refer consumers back to the full lead magnet

Valuable content

- Content published must: Teach the consumer something they didn't already know or, share something known in a way they have never seen before or, deliver information in a way that is funny or interesting

Utilising organic content strategically

- Document or create cornerstone, longform content to breakup
- Mass produce content consistently across the 9 platforms; Ticktock, Facebook, Youtube, Instagram, Pintrest, Snapchat, Twitter, Linkedin, Website
- Tailor content to each platform
- Include cultural references relevant to the segment your targeting
- On a weekly basis turn the content that performs best into creative for paid marketing by adding call to action

Potential content tools

- Ubersuggest used to identify keywords and top performing SEO content in a niche. Combine this with google scholar and the 'skyscraper' concept to create valuable text content. Utilise tools such as Elevenlabs and Pictory for one producer to be able to turn text content into multiple videos per day
- Cornerstone and business network contributor content (video or audio with stock footage) can be quickly segmented with tools such as Opusclips
- Excel and Canva can be used to make many short video clips around a niche such as facts; Eg, a producer could create 50 '5 unusual facts about the Cambrian mountains' clips in a matter of hours

Marketing communication template tips

Board template example
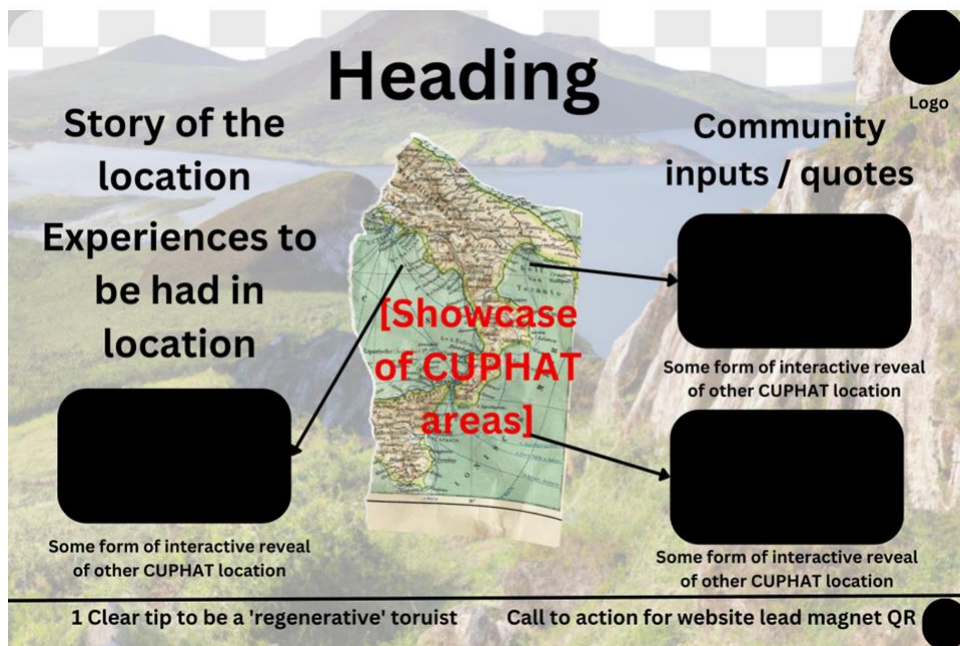
Direct mail

Past purchase of similar product, age group, and gender were the most influential variables in predicting purchase intention (Guido, Prete, Miraglia, De Mare, 2011).

Positive effects regarding open rates and response rates may be associated with "*salient and familiar verbal or visual stimuli should be used to attract the consumers' attention*" (Feld, Frenzen, Krafft, Peters, Verhoef, 2013). These can be teasers, headlines, postscripts, typographic accentuations, special envelope formats, and coloured illustrations or paper, however coloured envelopes may have a negative effect (Feld, Frenzen, Krafft, Peters, Verhoef, 2013).

An iterative model for improving effectiveness in the same vein as product managements continuous discovery habits is recommended, however it is more of a mathematical approach. The PMCI-DM model can be used for utilizing customer information, which involves six steps for distributing direct mail strategically, and it will enable design including important success factors such as personalisation (Kojima, Kimura, Yamaji, Amasaka, 2010).
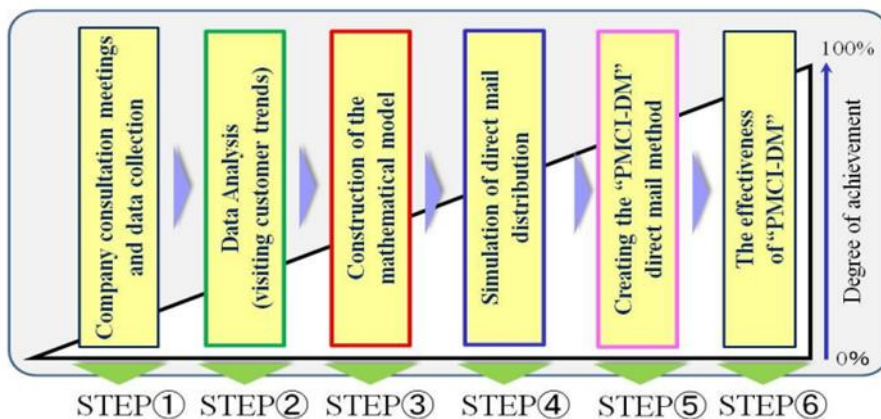

Figure 2:   Steps for Implementing PMCI-DM

(Kojima, Kimura, Yamaji, Amasaka, 2010)

"Behavioural science influenced the success of NWG's water saving campaign" (Northumbrian water, 2023)

- 80/20 targeting of the most impactful segments
- personal, tailored messaging
- strategy of three, phased communications
- postcard with a CTA that uses the 'identify as x' tactic (Influence the power of persuasion book) along with a social comparison that you are behind or missing out
- letter with a problem solving approach question headline
- Follow up postcard again using social comparison

(Northumbrian Water, 2023)

"Building branding and bookings sales through door dropping targeted brochures" (Fred Olsen Cruise Lines, 2023)

- Three stage approach
- Very targeted approach for specific segment
- Content focused
- Strong offer of a prize draw

(Fred Olsen Cruise Lines, 2023)

"*Virgin trains used a tongue-in-cheek door drop to fill empty seats*" (Virgin trains, 2023)

- Compelling offer
- Very specific targeting
- Full of personality or 'culture' associated with the target market

(Virgin Trains, 2023)

White envelope with a compelling teaser, strong offer based headline, coloured illustration, personal and tailored messaging that includes references to the culture of a very specific target segment, valuable content, preferable if segment has acted in desired way or shown desired behaviour previously.

<u>Leaflets</u>

(Piddennavar, Renuka, Krishnappa, Pushpanjali, 2013)

- Information leaflets should be evidence-based, targeted at specific groups, and reviewed and updated regularly
- Simple language, avoiding long sentences and paragraphs
- Column format for the text, with a clear boundaries between different languages
- Clear contrast between text and background, the use of active style instead of passive, and the explanation of frequency terms

(Linder, Lindahl, Borgström, 2018)

- Nudging and community-based social marketing were used in design and were found to be effective
- Vivid, tangible, and relatable phrases utilised for effective communication
- The subtitle of the leaflet presented the desired behaviour as a social norm

(Cleary, No date)

- Bold headlines with imagery, colour and white space to capture attention
- Valuable content and communication style
- Sales copy, quality imagery and social proof to build desire
- Direct response marketing approach with clear call to action

SEO written content example

The rough example can be found here. This was created to address the keywords listed below. For maximum impact, tools such as Uber suggest could be used to find high traffic written content ranking for the main keyword and the 'skyscraper' technique could be used to update and out do them, with cold outreach to those who backlinked to them.

Article keywords:

- **eco tourism holidays**
- eco tourism example
- eco tourism resorts
- eco tourism UK
- eco tourism hotels
- eco tourism hotel
- eco tourism case study
- eco holidays Europe
- examples of ecotourism holidays
- eco tourism Europe
- ecotourism YouTube

Full video example

Documented content such as an interview or a vlog that can be broken up with software such as OpusClips and posted across multiple social media through software such as Metricool. Or, as shown by this example, you could take a written SEO article and utilise tools such as Ellevenlabs, Pictory and DID to create a video.

Short video example

Take popular questions from SEO written content and turn it in to a shorts video similar to this example.

<u>Post example</u>

Post content examples produced at scale can be [found here.](#)