

# THE FUTURE OF OUR INDUSTRY IN OUR HANDS



A SHORT SUMMARY OF THE NEW TOURISM STRATEGY FOR SCOTLAND, PREPARED BY THE TOURISM LEADERSHIP GROUP

## OUR VISION

Our vision, for 2020 and beyond, is to make Scotland a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people.

## OUR MISSION

Our mission for the industry as a whole is to break from the status quo and achieve an overnight visitor spend of between £5.5bn and £6.5bn by 2020, generating an additional £1bn or more (at 2011 prices). Sustainable economic growth that we will deliver by meeting and exceeding visitor expectations for quality, authentic experiences.

## OUR STRATEGY

Targeting those markets that offer us the greatest growth potential, we will collaborate within and across Scotland's tourism assets to develop the authentic experiences today's visitors seek, delivered to the consistently high quality they expect.

### Targeting our growth markets

- **Home turf:** £3,127m in 2011, potential £3,586m-4,238m in 2020
- **Near neighbours:** £731m in 2011, potential £875m-1,035m in 2020
- **Distant cousins:** £414m in 2011, potential £505m-598m in 2020
- **Emerging markets:** £33m in 2011, potential £70m-83m in 2020

### Providing authentic experiences

- Nature, heritage and activities
- Destination towns and cities
- Events and festivals
- Business tourism

### Improving the customer journey

- Food and drink
- Transport
- Accommodation
- Digital connectivity

## OUR CAPABILITIES

With 'assets into experiences' as the priority, we will build our capabilities in:

### Quality and skills

Gaining and enhancing the relevant skills, knowledge and customer-focused attitude required to deliver consistently high quality visitor experiences

### Marketing

Utilising market intelligence to align our tourism offer with visitors' interests, presenting Scotland's assets as authentic experiences

### Sustainable tourism

Maximising our operational efficiency, minimising our impact on the local environment and delivering real benefits to our communities

## LEADERSHIP AND COLLABORATION

Achieving our growth ambitions will rely on the industry working together to deliver one common goal, with strong leadership at business, local and national level.

# PRIORITIES FOR ACTION

## STRENGTHENING LEADERSHIP AND COLLABORATION

- **Enhancing leadership in our businesses** – understanding and acting on market needs; delivering quality across all aspects of the customer journey; promoting Scotland's tourism assets as authentic experiences; presenting a convincing case for investment
- **Building on existing good practice to develop a strong network of destination and local partnerships** – working with sector organisations, local authorities and others; sharing best practice; improving the overall visitor experience; delivering on local and national priorities
- **Establishing the Scottish Tourism Alliance (STA) as the national industry leadership organisation** – setting strategic direction; developing a detailed action plan; co-ordinating delivery; tracking progress; providing a common voice on key issues for the industry

## MANAGING THE CUSTOMER JOURNEY

- **Providing a consistently high quality of visitor experience, at all points of the customer journey** – within our individual businesses and by recommending other quality experiences
- **Making a firm commitment to quality and delivering on it** – acting on consumer feedback and participating in industry quality schemes; investing in training and development; attracting new talent; leading by example in terms of attitude and exemplary service
- **Addressing the fundamentals** – providing a consistently high standard of accommodation regardless of location; investing in new and upgraded accommodation facilities; ensuring a high quality eating out experience; making greater use of local food and drink produce

TURNING OUR NATION'S ASSETS  
INTO **QUALITY, AUTHENTIC  
VISITOR EXPERIENCES**  
THAT APPEAL TO OUR  
KEY GROWTH MARKETS

## KNOWING OUR MARKETS

- **Using available market intelligence** to better understand visitor motivations and expectations, and respond accordingly via tailored market plans
- **Integrating our marketing efforts** to promote our authentic experiences and make greater use of the Scottish tourism brand at business, local and national level
- **Making greater use of digital technology** to communicate with our customers and enhance their experience

## BUILDING SUSTAINABLE TOURISM

- **Achieving sustainable economic growth** through our market-driven approach, with collaboration at its heart
- **Maximising our operational efficiency** by seeking out practices that benefit businesses, communities and the environment
- **Using local provenance where possible**, drawing on what makes Scotland unique to create authentic, distinct tourism experiences
- **Growing business and profit throughout the year** – not just during peak season – to help achieve our full potential

For further information or to get involved, visit the STA website, [www.scottishtourismalliance.co.uk](http://www.scottishtourismalliance.co.uk), email [mail@stalliance.co.uk](mailto:mail@stalliance.co.uk) or call 01786 459235.