

Salisbury Tourism Recovery Plan

Integrated Discover England Fund and GREAT Activity

Version: 30 July 2018



Tourism Recovery Funding Background – March incident

- Following the 4 March attack, on 28 March DCMS announced £200k funding for Salisbury tourism recovery marketing activity.
- In consultation with industry, VB/VE and RCG, a tactical tourism recovery marketing plan was agreed and developed consisting of consumer, travel trade, PR/influencer and longer-term legacy activity.
- This plan plus a summary of tourism recovery marketing activity since March 2018 is available on VisitWiltshire's website [here](#)
- Following the Amesbury incident VisitWiltshire and VB/VE postponed scheduled above-the-line **consumer** marketing activity.
- Other consumer, travel trade, and some PR recovery marketing activity (eg international, trade, travel/leisure magazines) continued as planned

Tourism Recovery Funding Background – July incident

- On 11 July DCMS announced £300k additional funding for Salisbury tourism marketing recovery following the Amesbury incident.
- This additional £300k funding allocated as £150k GREAT funding allocated to VB/VE and £150k DEF to VisitWiltshire
- Marketing activity undertaken will be in-line with priorities identified by Salisbury's tourism industry, and submitted to government on 27 March. They will largely amplify and extend the planned campaign.
- Above-the-line marketing activity will not take place until we are back in official recovery as defined through the official recovery process.
- Activity will be front loaded to encourage increased visits and footfall immediately and through the autumn and winter shoulder season
- A second campaign burst planned for Feb/March 2019 to encourage early spring visiting. All activity must take place by end March 2019.

Salisbury Tourism Recovery Fund July Funding Allocation

This plan details two strands of work for July phase two funding:

- £150k DEF Grant Allocated Activity to be delivered by VisitWiltshire
- £150k GREAT Grant Allocated Activity to be delivered by VB for and on behalf of VisitWiltshire



Salisbury Tourism Recovery Fund

The activity within this plan for phase two funding largely extends the plan agreed for March phase one funding.

- Activity will drive short term visits and spend, as well as raising longer-term awareness.
- GREAT activity is normally internationally focused but for Salisbury has been re-focused to target the market most impacted, the 50+ domestic market. It includes consumer, travel trade and PR/influencer marketing activity



Salisbury Tourism Recovery Fund

Overall Objectives

- Increase bed nights and overnight stays in Salisbury
- Drive an immediate incremental footfall into the city of Salisbury
- Use local value-led levers to increase motivation to take a trip into Salisbury
- Improve awareness and perception of Salisbury



Salisbury Tourism Recovery Fund

GREAT Target Audience

Our target audience of **Country-Loving Traditionalists** comprise 30% of the UK Holidaying audience.

They're Empty Nesters with disposable incomes, traditional values and are likely to recently have taken a holiday in England.



Salisbury Tourism Recovery Fund

#1 Country-loving traditionalists



Typically empty nesters with traditional values, country-loving traditionalists have a moderate household income, but fewer family members to cater for when on holiday. This means that their budget stretches further, and good quality, secure accommodation is a priority when booking a holiday. They are likely to have recently taken a countryside break and keep up to date with UK tourism through websites such as English Heritage and the National Trust.

INCOME

AVERAGE

No skew to average income – 51% in the £20K-£45K HH income bracket

LIFESTAGE



Married/living with partner (73%) with no children (81%). Nearly half are aged 55+

LIVE

More likely to live in East/Anglia and South East (29%, Index*: 108)

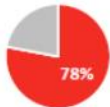


MEDIA



Higher than average consumption of broadsheets (27%) and UK tourism websites (15%)

ENGLAND TOURISM



Visited England in the last 12 months

2.3 holidays a year (typical share of holiday type)

ON THEIR MOST RECENT TRIP...



Typically a countryside break (64%) for two (58%)



59% didn't stay in a hotel, being more likely than other segments to prefer the 'personal touch' of a b&b or rented accommodation

TOP PRIORITIES IN CHOOSING A HOLIDAY

IMPORTANCE	% T2B	Index*
Unspoilt countryside	79%	105
Clean and tidy environment	77%	104
Opportunities to eat/drink local food/produce	63%	104

ATTITUDE TOWARDS A HOLIDAY IN ENGLAND

	Index* of mean score**
Offers a wealth of cultural experiences	110
Makes you feel connected to the country's history and heritage	109
Has beautiful countryside	109
Is an ideal place for people like me	109

54%

Booked directly through the accommodation provider, not an intermediary



Spent time exploring the countryside (65%) and/or small towns (57%)



DEF and GREAT Overall Grant Budget Allocation March & July 2018

	DEF March 2018 (£)	DEF July 2018 (£)	GREAT March 2018 (£)	GREAT July 2018 (£)	Total
Consumer Marketing	50,000	85,000	80,000	130,000	345,000
Travel Trade	20,000	10,000			30,000
PR/Influencer	20,000	10,000	10,000		40,000
Brand Strategy / Development	10,000	15,000			25,000
VFR Campaign		20,000			20,000
Asset Production		10,000	10,000	20,000	40,000
GROSS BUDGET	100,000	150,000	100,000	150,000	£500,000

Initial DEF Grant Allocation & Match Funding Requirement (Phase 1)

Activities 2018/19	Description	DEF Budget £	Cash Co-Financing Budget £	Updated
Consumer Marketing	Develop and deliver an integrated partner marketing campaign, involving a mix of offline and online campaign activity aimed at amplifying existing Salisbury visitor marketing activity. Campaign frontloaded with activity June with a smaller campaign in the Autumn.	50,000	20,000	£22,000 committed £28,000 carried over to Phase 2 budget
Press & PR – Influencer Campaign	Develop and deliver an influencer visits and engagement programme for key media and influencers focussing on key events and themes	20,000		Committed
Travel Trade	Develop and deliver activities targeting the existing travel trade channels and relationships.	20,000		Committed
Building resilience and capacity	Develop a Salisbury brand strategy, involving all key local partners to develop a unified, consistent approach to future marketing and also maximise growth potential.	10,000		Committed
		£100,000	£20,000	
GROSS BUDGET		£120,000		

Phase Two DEF Grant Funding and Match Funding Planned Budget Allocation

Activities 2018/19	Description	DEF Budget £	Match Funding	Phase One Budget
Consumer Marketing	1) Above the line online and offline campaign (channels being alongside GREAT). Autumn activity with a further burst in spring. Consisting of national press, outdoor and digital / social. 2) Dedicated Salisbury city integrated partner campaign (mix of online and offline)	65,000	10,000	28,000
Press & PR – Influencer Campaign	Extend the delivery of influencer visits and engagement programme for key media and influencers focussing on key events and themes	20,000		
Local Marketing – VFR campaign	Locally focused campaign to encourage VFR market. Production of assets, press activity.	10,000		
Travel Trade	Extend activities targeting the existing travel trade channels and relationships.	15,000		
Building resilience and capacity	Extend the programme of planned brand development to include a toolkit and workshops.	10,000		
Asset production				
		£150,000	£30,000	£28,000
GROSS BUDGET			£180,000	£208,000

Initial GREAT Grant Funding Budget Allocation (Phase 1)

Activities 2018/19	Description	GREAT Budget £
Consumer Marketing	Implement a national media strategy which is based on a tactical media plan.	80,000
Asset Production	Imagery and footage: produce a suite of still imagery to be used as part of paid media in line with specific locations of Salisbury and experiences that resonate with the target segment.	10,000
PR	Conduct a group press trip with media from key national and selected international publications. Host a welcome reception as part of the itinerary.	10,000
GROSS BUDGET		£100,000

Phase Two GREAT Grant Funding Planned Budget Allocation

Activities 2018/19	Description	GREAT Budget £	Match Funding
Consumer Marketing	Review the postponed media plan from Phase One plan and combine phase one and two budgets to extend the national media strategy, based on a tactical media plan.	130,000	tbc
Asset Production	Imagery and footage: produce a further suite of still and video imagery to be used as part of paid media in line with specific locations of Salisbury and experiences that resonate with the target segment.	20,000	tbc
GROSS BUDGET		£150,000	tbc

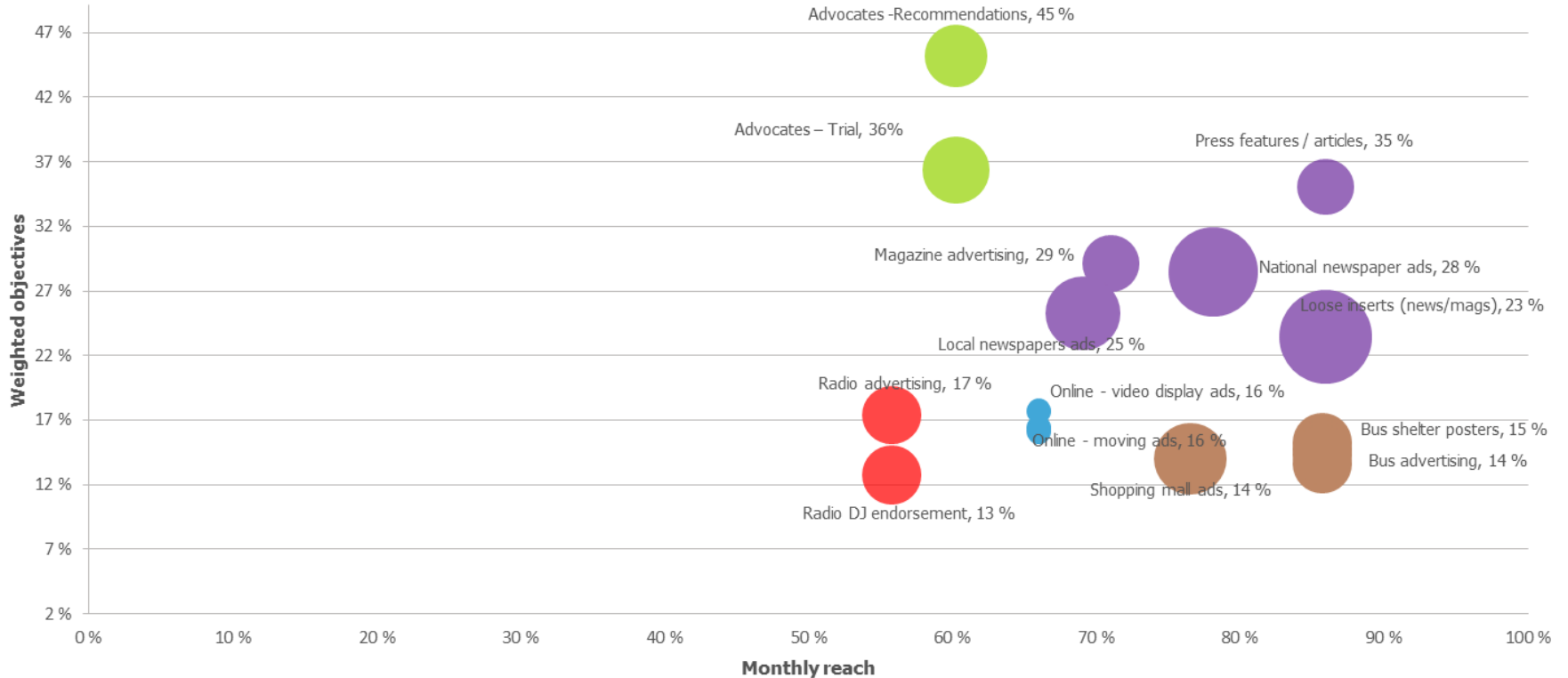
Salisbury Tourism Recovery Fund

Messaging

- Salisbury has a rich history and culture offering
- I should go and visit soon to remind myself (or acquaint myself) with its charms
- Inspire immediacy of visit and extending stay
- Inspiring images
- Clear call to action as well as raising awareness / changing perceptions



Identifying the Right Channels



DEF Phase 2 Campaign

Campaign Timing

Activity timing is subject to on the ground impact of counter terrorism activity. The campaign will be front loaded for whenever recovery phase commences. The campaign will run through late summer/early Autumn with a Salisbury partner campaign in the New Year and a further burst of activity early Spring 2019. This means there will be ongoing coverage once in recovery.

Campaign Objectives

An integrated campaign that is:

- Of national impact and status
- Of high frequency and in-depth engagement with our target audience within a 2 1/2 hour drive time of Salisbury
- One that will drive day and overnight visitors, and that will raise awareness/improve perceptions

Campaign KPI's

We have applied SMART KPI's to measure the awareness, response and competition entry metrics of the campaign, for both off and online media, in terms of:

- Estimated campaign impressions
- Estimated Website traffic (clicks)
- Estimated competition response

DEF Campaign ATL Media Mix

Channel Rationale

The postponed spend from phase one funding will be added to the phase two funding to form an overall pot. The channel mix will be reviewed based on this higher spend but likely to include a mix of channels including

National Press advertising in targeted publications

Network advertising – major poster campaign / outdoor advertising

Digital advertising

DEF Press & PR

- Phase 2 will include the planned hosted Influencer Press Trip and media visit/reception
- Inclusion of Salisbury messaging in wider media programme
- A programme of hosted individual national press visits
- Timeframe
 - PR/Influencer Press visits from September (pending recovery timing)
 - Ongoing programme of media and influencer visits through to March 2019

DEF VFR Campaign

This is a new campaign element now possible because of the increased budget, and required to help support the local residents' and businesses' reassurance activity.

Delivery of a locally focused campaign to encourage the VFR market. The campaign will develop assets and incentives to encourage locals to invite friends and family to Salisbury as a kickstart to recovery.

Timeframe: Target September/October 2018

DEF Travel Trade

- Phase two will extend activity undertaken in phase one, including:
 - Ongoing 1:1 tel calls and follow-ups
 - Information updates to trade contacts
 - Dedicated Salisbury travel trade newsletter DM activity to +4,000 contacts
 - Programme of travel trade media and trade events activity
 - Timeframe – ongoing through to March 2019

DEF Building Resilience

As part of phase one funding, work is underway to develop a Salisbury brand positioning strategy that will:

- Achieve memorable distinction and customer recognition
- Influence strategy, behaviour and communication
- Communicate value propositions that are emotive and relevant
- Inspire a wide range of stakeholders and partners to work together
- Be a major catalyst for change.

Phase two funding will be utilised to develop a toolkit, potentially disseminated via workshops to local tourism businesses and wider stakeholders. This will be delivered February/March 2019.

GREAT Activity

Media Campaign

VisitBritain will review forward media strategy using the combined phase one postponed activity budget (assuming booked activity can be cancelled) and phase two media budget.

VB/VE to also look at options / expected impact for a TV advertising campaign.

The aim will be to deliver a campaign of increased impact and reach with timeframe being integrated with DEF campaign activity.

All creative and messaging across DEF and GREAT to be integrated.

GREAT Activity

Asset Creation

Imagery

Digital Asset Creation for Media

Short films

Extend the phase 1 plan to create a series of short films to share across VisitEngland and VisitBritain social channels to be used as part of our 'always on activity' to showcase local businesses and people at the heart of Salisbury and the wider Wiltshire region.

Approximately 20-30 seconds in length, to be used across digital and social, and showcase the great experiences on offer in the region.

Timeframe: VB/VW to agree themes end August 2018. Production Sept-Oct 2018

Overall Consumer Campaign Targets

DEF Consumer Campaign:

- 35:1 ROI
- £4.7 million additional visitor spend
- 25,000 visits
- Reach over 3 million

GREAT brand activation campaign:

- 25:1 ROI
- £3.3 million additional visitor spend
- 14,000 visits

Evaluation and Measurement

- DEF activity will be evaluated as part of normal marketing evaluation, cost paid for by VisitWiltshire
- A small amount of GREAT budget will be used to evaluate GREAT campaign activity