


 MOFFAT CENTRE
 FOR TRAVEL & TOURISM BUSINESS DEVELOPMENT

 CASE STUDY: **DEVELOPING A TOURISM STRATEGY**

Hull and East Yorkshire

In Britain, the tourist is spoilt for choice. The natural landscape is packed with beautiful places to visit. With so many destinations to choose from, popularity – and its associated economic benefits – don't happen by accident. When the Visit Hull and East Yorkshire Destination Management Organisation (VHEY) was looking for a tourism strategy and action plan to develop its area's potential, it turned to the Moffat Centre for Travel and Tourism Business Development at Glasgow Caledonian University.

Led by Tony Harrison, Senior Business Development Consultant, the centre started its work with a detailed product audit of the area which sits east of the Plains of York, south of the North Yorkshire Moors, and north of the Humber estuary and includes the North Sea coast from Flamborough Head to Spurn Point. Hull and East Yorkshire effectively forms the easterly part of a triangle of key Yorkshire destinations, with the Yorkshire Dales in the west of the region and North York Moors to

the north. "We identified some major tourism resources – one of them being the East Yorkshire Wolds," said Harrison, who then went on to create product development plans for the Wolds in 2008 and the East Yorkshire Coast in 2009.

"The East Yorkshire Wolds are iconic. In terms of topography – it has the most northerly chalk downs in Europe – the whole landscape is unique. The Wolds Way National Route runs through it so it has walking and cycling resources, and an amazing amount of heritage." The aim of the Wolds product development plan was to improve the area's physical resources and the visitor experience and to raise its profile as a distinct destination. An integrated partnership approach, involving both public and private sector organisations as well as local community stakeholders and representatives, was adopted to ensure buy-in for the final plan. The extensive research and consultation identified resources and possible areas for development.

The plan focussed on the need to create a sense of place and improve visitor orientation in the Wolds. A brand identity, visitor information and signage which were subsequently adopted laid the foundations. However, a brand is much more than simply a logo, so VHEY's innovative customer training programme was adapted for the Wolds context. This has helped staff across the destination be more aware of the Wolds and so improving visitors' experience and satisfaction. Other development projects identified included the commissioning of sculpture art works along the Wolds Way, better walking, cycling and horse riding facilities and an events-based programme. Elements of these projects are currently being put in place and the sense of identity of the Wolds is now clearly defined and developing further every day.

The Moffat Centre's work gave VHEY a practical plan with which to develop the East Yorkshire Wolds into one of Yorkshire's primary visitor destinations.

APPLIED KNOWLEDGE EXCHANGE

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The Moffat Centre

Part of the Caledonian Business School, the Moffat Centre is the UK's largest university-based travel and tourism consultancy and research centre. It was initially endowed by the Moffat family, which owned AT Mays Travel Agency. The Moffat Centre undertakes national and international consumer and market research and business development consultancy. With its profits it funds scholarships for students studying Travel and Tourism. It has an increasing reputation for practical and measurable work in the field of tourism development both in the UK and internationally. It provides practical, vocational guidance for business development and research, helping to build capacity and drive change. Over 300 projects have been undertaken making the centre the most experienced tourism consultancy centre in the UK. Clients include agencies such as VisitScotland and EventScotland, local authorities, visitor attraction operators and B&B owners.

Tony Harrison has delivered other tourism destination strategies including the Scottish Borders Tourism Plan, North West Highlands Geopark Marketing Plan, Ayrshire & Arran Tourist Board's Information Strategy, Sunart Oakwoods Initiative Marketing Plan and has provided tourism development advice to the Ministry of Economy in Lithuania.

He also has been involved in a range of commercial projects at the unit level including reviewing revenue generation within visitor attractions, undertaking feasibility analysis and economic impact studies. He is a DTI accredited business advisor on the UK-wide Profit Through Productivity programme and is on the Board of Directors of the Scottish Football Museum at Hampden Park.

