

# **Marketing Strategy to revitalise Tavistock as a World Heritage Town**

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# Marketing Strategy for Tavistock and Tavistock Guildhall

**Objective – To develop a marketing plan for Tavistock to increase visitors to the town with heritage as a main driver with the recent opening of Tavistock Guildhall.**

## Setting the Scene/ Marketing Background

The marketing and the promotion of the town sits with Tavistock BID under the branding Visit Tavistock. They have an annual budget of £10K for marketing and promotion of the town. During 2021/22 they focused the majority of spend on local print advertising in Tavistock Times and Tavy Links with additional spend on membership of Visit Dartmoor and additional campaign work with Visit Dartmoor and Visit Devon.

Tavistock BID also produce a map with a distribution run of 30,000 distributed to the following areas Plymouth & West Devon, South Devon, Exeter Region, North Devon & Bude.

As part of the EDRF funding pot Tavistock Bid have been able to advertise in all Dartmoor National Park Car parks this year.

Tavistock Town Council do not directly fund marketing and promotion of the town, this sits with the Tavistock Bid and private sector.

### Website

Tavistock BID manage and own [www.visit-tavistock.co.uk](http://www.visit-tavistock.co.uk)

Stats from May 21 to May 2022 (12 months)

Page Views	63,212
Sessions	23,219
Unique Visits	21,217

Organic search is the main traffic source for the website with Direct and Social referrals ranking very low in comparison.

The website does not have bookability functionality at present or online sales. You can buy the Tavistock Gift Card online but not through the Visit Tavistock website, you are redirected to another website.

2018-2019 - 40,000 unique visitors to the website.

**Top referring websites on average but these are very low link throughs – less than 10 a month**

[www.tavistock.gov.uk](http://www.tavistock.gov.uk), [www.bedfordhotel.co.uk](http://www.bedfordhotel.co.uk), [www.visittamarvalley.co.uk](http://www.visittamarvalley.co.uk), [www.visitsouthdevon.co.uk](http://www.visitsouthdevon.co.uk), [www.visitdevon.co.uk](http://www.visitdevon.co.uk)

### **Social media**

- Facebook – 3, 582 followers
- Instagram – 1,551 followers
- Twitter - the account is inactive but has 4, 000
- Blogs – very limited and infrequent

### **Consumer Newsletters**

There is a newsletter database in place of approx. 200 and sign up to consumers newsletters are available on the Visit Tavistock website. Unsure of frequency of newsletters to this database. There is a need to grow this database.

### **Current Group Travel activity**

Limited marketing takes place and work has started on developing new Group Itineraries. Promotion of the CTA Coach Friendly award is still present and recognised. No advertising in Group Travel Media or attendance at trade shows. Limited database of GTO's and Travel Trade.

## **Visitor research**

Visitor Research from The South West Research Company commissioned by West Devon District Council in 2019 and 2020 (no 2021 figs yet)

	<b>2019</b>	<b>2020</b>
Staying Visitor Trips	46,000	19,000
Day Visits	381,000	172,000
Direct Visitor Spend	£24.6m	£11.3m
Total visitor related Spend	£25.7m	£11.6m
Jobs related to Visitor Spend	580	260

## **Visitor Profiling Reports from CACI reports**

### **CACI Report Executive Summary - May 2022 Report**

- Tavistock's surrounding catchment comprises an older, affluent demographic with high disposable income.
- Attractive to local residents and pulls visitors from beyond the expected catchment
- Maintains constant footfall throughout the day
- The most commonly visited days are Friday and Saturday. Visitors are coming to Tavistock in higher volumes since April 2021
- Tavistock's visitor profile is skewed towards affluent, older groups.
- The town centre is attracting higher than expected volumes of Executive Wealth.
- There is an opportunity to attract higher volumes of Countryside Communities and Mature Money Acorn Groups who are significantly under-represented in the visitor profile at Tavistock versus the demographic make-up of the catchment. These are very valuable groups to encourage higher visitation from given their high disposable incomes and available time to engage with leisure.
- CACI report is showing Tavistock's visitors are coming from the following catchment areas Plymouth, Dartmoor, West Devon and Teignbridge.

### **Accommodation Stock in Tavistock**

794 bed spaces within a 3 mile radius of Tavistock

33% Touring Caravans

28% second home

## **Tavistock Guildhall Setting the Scene – Marketing Background**

Opened on December 2021 and is the eastern gateway to the Cornwall & West Devon Mining Landscape UNESCO World Heritage Site.

### **Current offer and services from the Guildhall**

- Gateway Exhibition
- Visitor Information Centre
- Space for learning
- Venue Hire
- Walking Tours

Has limited operational capabilities with 1 employed member of staff and a large bank of volunteers.

The Guildhall also has 2 additional functionalities by managing the Tavistock Visitor Centre and the Tavistock Walking Tours.

### **Marketing**

Dedicated website for the Guildhall went live June 2022 – [www.tavistockguildhall.org](http://www.tavistockguildhall.org)

Social media accounts – Facebook 461 likes Instagram - 148 followers

*Please note - A dedicated marketing plan for Tavistock Guildhall will be added to this plan as Appendix 2*

## Target Audiences

Looking at the visitor research from CACI there is an opportunity to attract a higher volume of the existing visitors/audiences, Countryside Communities and Mature Money as these visitor groups have a higher disposable income and are time rich.

**Countryside Communities**, 55 – 74 age range, older people with leisure interests reflecting rural locations. These are areas of the lowest population densities in the country, ranging from remote farming areas to smaller villages and housing on the outskirts of smaller towns.

**Mature Money** – 55+, Older, affluent people with the money and time to enjoy life. These people tend to be older empty nesters and retired couples. Many live in rural towns and villages, others live in the suburbs of larger towns. They are prosperous and live in larger detached or semi-detached houses or bungalows.

### **New Audiences**

There is also a desire to look at attracting new audiences to Tavistock in line with the product offering available. The surrounding area of Tavistock is rich in self-catering accommodation and holiday parks - 33% touring caravans which lends itself to focusing on the family market and the Outdoor Active. Short break Holidays need to be a key focus in the content plan to increase length of stay and visitor spend. Engagement with self-catering accommodation sector is needed.

### **When are they visiting?**

According to the CACI report “Tavistock has high visitation throughout the day, with footfall peaking around lunchtime. Reflective of the behaviour of the local demographic profile, the level of footfall drops off into the evening with very limited late-night activity”

### **Group Travel Audience**

This is an important audience to Tavistock and will continue to be a key focus for the town – please see dedicated Group Travel plan attached

## Themes

Tavistock is mainly seen as a Heritage town which is correct but there are other key themes and products which need to be highlighted and recognised to enable Tavistock to target a new market and retain its existing visitor base. Key USPs and themes need to be developed and product associated to them need to be highlighted. Looking at the response from the CACI report, discussions with Visit Tavistock, reference to the current Tavistock BID plan and key stakeholders these 5 themes have been highlighted and recognised.

These themes need to be a key part of future marketing campaigns and social media content should be developed around them.

This marketing plan needs to hang around these key Product themes/pillars with Heritage being the core theme.

1. Heritage – Core Theme
2. Outdoor active/Dartmoor National Park
3. Independent Retail
4. Food and Drink
5. Sustainability

### Product theme table

<b>Heritage</b>
Tavistock Guildhall and Tavistock Heritage Trust, UNESCO World Heritage Gateway Status, Tavistock Museum, Tavistock Walking Tours, Buckland Abbey and Morwellham Quay Gateway to Cornish Mining, Mining Heritage. Devon's World Heritage Town, An ancient Stannary Town. Home of the Cream Tea
<b>Outdoor Active/Dartmoor</b>
Borders Dartmoor National Park, very dog friendly town, Tamar Trails – tree surfing and canoeing, Horse riding at Chorwell Stables and Liberty Trails. Fishing at Milemead and Tavistock Trout. Cycling – Drakes Trail, West Devon Way. Walking and Wild swimming on Dartmoor. Golf - 3 courses nearby. Fishing trails being created as part of this DEF funding

<b>Independent Retail</b>
Tavistock Pannier Market, arts and crafts stores, local gifts, fashion and jewellery stores. Local produce – Howells Butchers, Continental Fruits, County cheeses, Carters Deli. Local monthly farmer and antique markets. Visitor Information Centre/Gift Shop, Fiverfest, Personal shopping experiences – tbc Tavistock Gift Card Service New Visit Tavistock branded merchandise and online sales promotion
<b>Food and Drink</b>
Local produce retailers, Dartmoor Brewery in Princetown with ales to sample in The Bedford Hotel Farmers market on Bedford Square – 2 <sup>nd</sup> and 4th Sunday of the month Independent cafes and restaurants in the town. Dartmoor Distillery - Princetown; Stannary Ales - Tavistock. Pubs walking tour from Tavistock Guildhall. Home of the Cream Tea
<b>Sustainability</b>
Tavistock is a Fairtrade Town. EcoFest works alongside Tavistock BID. 33 businesses listed on the Sustainable Charter. Desire to promote walking and cycling. Increase awareness of Buy Local. 8 water refill stations in Tavistock. Transition Tavistock. Focus on public transport – new railway at Okehampton and promotion of cycle and bus routes to Tavistock. New panels being installed at Okehampton. Local bus routes.

Website landing pages to be created to showcase these product themes with business listed who fit into the theme. Social media and content to be created to showcase each of themes with Call to Action links back to each landing page. *See content plan – Appendix 1*

Future Marketing campaigns to also be developed around the themes subject to budget.

## Key marketing outcomes from the Visit Tavistock BID Plan for 2021-2026

**To raise the profile of, increasing footfall and visitor spend to the benefit of our businesses. We will redefine our marketing strategy in order to broaden our reach and increase awareness of - through theme 1, Marketing & Promotions.**

“Local and visitor marketing campaigns scored highest amongst the feedback with 100% of respondents saying that these campaigns were essential or important. Over 95% of respondents prioritised the use of social media, development of the Visit website, coach and group travel liaison, town guide and PR/advertising campaigns. Promotion of Enhance from BID 2

We will create a new best in class marketing campaign for the town that continuously drives and meets changing demand, focusing on the most effective marketing activities that are measurable and drive a real return.

Our destination marketing will be delivered all year round, to not only attract visitors during peak periods but also during the shoulder months, growing the overall visitor numbers to the town throughout the year. Campaigns will encourage people to view as the ultimate countryside holiday, the perfect short break and a day-trip must.

**Our core focus will be on the best digital marketing activities, including targeted digital and social media advertising, email marketing and online PR. We will also work to organise coverage with specialist press, social media, blogs and TV/Radio.**

Our execution plans include the creation and broadcast of diverse itineraries, showcasing the broad range of leisure activities including dining and shopping that the town has to offer. And we’ll be mindful to align with prevailing tourism trends of visiting rural locations, connecting with nature and providing a glimpse of local life. Official Town Website & Social Media Channels Enhance from BID 2

Work will continue on the town’s official website and social media channels based on the Visit brand. The official website has 30,000 visitors a year and has a dedicated page worth £50-£75 a year for each levy payer. We aim to double website visitors over the next 12 months, elevating the profile of our offering for all our businesses.

We will enhance our social media marketing activities and online followers.”

### Suggested KPIs for Visit Tavistock.

Achievable KPIs need to be developed and agreed to help this marketing activity succeed and to give clear direction going forward. Here are some suggestions below

- Increase visitor numbers to 30,000 to the town
- Develop new thematic digital campaigns
- Increase visitors to the website by 30% by March 2023
- Develop new thematic group itineraries for GTOs and Travel Trade by December 2023
- Growth of social media engagement – increase followers on each platform by 30% by end of March 2023
- Set up a You Tube Channel for Visit Tavistock content and hold content for BID businesses

Marketing reports are also required to show increase/decrease in trends, visitor numbers to website, social media engagement, consumer newsletter performance and ROI on any advertising taking place. These reports should link back to the Tavistock BID Plan 2021-2026

**Suggested future marketing spend against previous marketing budget - £10k budget**

	<b>2022 Budget Suggestions</b>	<b>2021/22 Budget allocation – Current Situation</b>
<b>DMO/Stakeholders</b> Membership and advertising Visit Dartmoor and Visit Devon	£1500	£1500
<b>Local Advertising</b> Advertising in Tavy/Moor Links Tavistock Times Promote local events	£4000	£7000
<b>Group Travel Marketing</b> – Dedicated Group Travel Plan Attached.	£1500	£0
<b>Digital advertising - Boasted social media posts, web banner ads</b> – using content plan attached as a reference point	£2000	£0
<b>Website development</b> - new landing pages, search facility,	£1000	£0
<b>Total</b>	<b>£10,000</b>	<b>£8,500</b>

Most of the current marketing budget is allocated to local print advertising, there needs to be a change in allocating these marketing funds to ensure we are reaching the new audiences as highlighted and also driving much needed visitors to the Visit Tavistock website. Limited digital marketing has taken place in the past which reflects in the low traffic numbers to the Visit Tavistock website.

Do we have data to show the ROI on the above, high volume of local advertising spend in print at present? Limited focus on digital advertising and digital out of area advertising to increase visitors to the stay and overnight stays.

## Working with Stakeholders

Tavistock has a very supportive group of businesses and stakeholders in the town who are keen to see a more active role for marketing of the town. These businesses are willing to help and support marketing activity for Tavistock. There is a need to formalise this group into a Marketing Committee for Tavistock and this could be the forum to use to help implement this plan and future marketing activity. This group should also have the task of monitoring the agreed KPI's set.

The Marketing Committee should be led by Visit Tavistock and include Tavistock Town Council, Tavistock Heritage Trust and key representative businesses from the following sectors: accommodation, retail, food and drink and local media.

Engagement with local DMOs (Destination Marketing/Management Organization) is key to help give Tavistock another platform to reach new audiences and increase visitor numbers to the town. These organisations are membership organisations and a membership fee or spend on marketing activities with them will need to be budgeted for. Or reciprocal arrangements could be made in terms of joint promotions, website links, joint campaign work.

West Devon District Council are looking to focus on tourism and support the work with the towns in the district. A new website is in the pipeline from WDDC [www.visitwestdevon.co.uk](http://www.visitwestdevon.co.uk) and the overall aim of this website is to support the ongoing work at town level and be used as a referral website. More details to follow on this as this website is at the very early stage of development.

Tamar Valley AONB/Tamara Landscape Project – Tavistock is on the border of the AONB designated area but The Tavy that flows through Tavistock,– is designated as an Area of Outstanding Natural Beauty and much of the area forms part of the Cornish Mining World Heritage Site.

These connections are key in terms of linking up for new visitor experiences and joint marketing opportunities. The TLP is also a new project with 10 pillars of activity from the HLF. Visit Tamar Valley is delivering the visitor experience pillar and there are possible joint opportunities here to investigate. New digital marketing campaigns are being created led by Visit Tamar Valley over the next 3-5 years.

Cornish Mining World Heritage. Tavistock is now a Gateway Town to the Cornish World Heritage Site. Very little mentioned on the website in terms of this. Increase engagement with WHS is needed in partnership with Tavistock Heritage Trust. This can be done through the Heritage Product theme.

THT/VIC- There is a key opportunity for the VIC and THT to be a core partner with Visit Tavistock. The VIC can help with the visitor welcome, support Visit Tavistock in data capture from visitors and sharing local events. In addition, the VIC can be the front facing outlet to group visits and help navigate visitors around the town.

## Future Opportunities for Visit Tavistock

The key issue for increasing the marketing activity of Tavistock is the limited amount of budget available. The marketing budget sits with the Tavistock BID and £10,000 pa is allocated to cover all marketing activity and resources. This marketing budget is paid for by the businesses who fall into the BID area.

There is an opportunity here to work with and engage with businesses who fall outside the BID Levy area and want to work with the branding of Visit Tavistock. Most destinations who have a BID also have a membership scheme which supports the businesses outside the BID area and wants to work with the destination brand, eg Plymouth, Cheltenham and Stratford Upon Avon as examples.

A marketing membership scheme could be created for these surrounding businesses to buy into. This revenue could then be used to help support additional marketing activity. Digital marketing normally sits at the heart of these membership schemes and at present this activity is limited through Visit Tavistock channels, referring to the social media channels and overall website performance. This would need to be significantly improved before a Visit Tavistock membership scheme could be rolled out to Out of Bid area businesses. A redirection of the existing marketing budget will need to take place and more resource applied to content creation, social media channels and website management. The website performance is around 22, 000 a year for unique visits (May 21 – May 22 stats), this will need to be significantly increased before any business would buy in.

Create a Two Tier membership scheme which will also give the opportunity for BID members to upgrade and increase their marketing exposure. This will help generate additional revenue for marketing spend.

### Membership Scheme Suggestions

**Basic level** - Free to BID members – includes 1 image, 30 words of content, contact details, website link plus presentation in marketing activity

Non BID members - £ 150 + VAT per year

**Enhanced Level** – 10 images, 100 words, contact details, website link, social media feeds, host a video, brochure/menu download, host a blog. Plus representation in marketing activity.

£150 upgrade fee for BID levy members per year

£299 fee for Non BID members per year

**Potential Non BID members who could buy in** – Buckland Abbey, Cotehele, Morwellham Quay, Tamar Trails, Garden House, Mount Kelly, Horn of Plenty, Devon Oakes, Dartmoor Museum, DNPA Visitor Centres, Two Bridges Hotel, Plymouth City Bus, Stagecoach, Hotel Endsleigh, surrounding pubs and inns.

This scheme could also be used to help create links with key stakeholders and offered as a reciprocal deal to save on budget.

**Digital advertising opportunities** can also be created through web banner advertising, entry in a consumer newsletter or a feature spotlight on the website. Fees and a rate card to be created. This rate card could have a BID Member Rate and a Non BID Member Rate

Next Steps is look at potential income projections from the number of BID and Non BID members. This can also be discussed through the Marketing Committee and also consultation with local businesses is needed for input and feedback.

## Overall Summary and Closing Remarks

Visit Tavistock has a very difficult remit to increase marketing and promotion of the town on the existing budget of £10,000 and limited resources. The main focus over the next 6-12 months for Visit Tavistock should be to increase performance of the website through quality content and social media engagement. For any additional marketing income to be received or a membership scheme set up businesses will need to see an increase in performance of the website and social media offering for the town.

### Priority activities for 2022

- Increase website performance and content in line with the recommendations from the 2021 -2026 BID Plan.
- Deliver the new content plan and ensure all social media content includes a Call to Action back to [www.visittavistock.co.uk](http://www.visittavistock.co.uk) to help SMO
- Improve relationships with Stakeholders and look how Visit Tavistock can work more closely, set up reciprocal links, share news and content
- Develop the Product Themes with new landing pages on the website and link up social media and consumer newsletters in line with the content plan

- Increase engagement with the accommodation sector and work with them to develop short break/family holidays. Looking at links with holiday parks as well as the hotel and B&B sector in the area.
- Work more closely with THT and the VIC in terms of engaging with the visitor.
- Set timelines for the KPIs and look at when to set up a membership scheme – business engagement/workshops needed to test the water with local businesses on the proposed scheme.
- Continue with the Marketing Committee but look to formalise this more in terms of outputs linked to KPIs and invite additional stakeholders to be part of the groups. Set these meetings quarterly.
- Implement the Group Travel Marketing Plan
- Website development is key over the next 12 months looking at search facilities, new landing pages, links and increased regular content to improve performance. Monthly monitoring/reporting is also needed for all digital channels.
- Visit South Devon will continue to support Visit Tavistock to implement this plan and the content plan and will be part of the Marketing Committee going forward.

## Appendix 1 - Content Plan for Visit Tavistock

	<b>Overview and Product theme</b>	<b>Blog Posts</b>	<b>Social Media</b>	<b>Consumer Newsletters</b>	<b>Press Releases</b>
<b>August</b>	Summer Holidays  <b>Heritage and Outdoor Active</b> – new outdoor active website pages to be built.	Outdoor Active	Family activities over the summer holiday Last minute accommodation offers/short breaks holidays Tavistock as a Gateway Town - UNESCO Wild river swimming Horse Riding Tamar Trails 11 <sup>th</sup> August - Food and Craft Fair 27 <sup>th</sup> August – Street Food Fair Tavistock App	Heritage Open days in September  Tavistock App Feature	Heritage Open Days in Tavistock
<b>September</b>	Kids Back to School 9th September - Emergency Services Day  Heritage Open Days <b>Heritage</b>	Top 10 things to do  Tavistock by night – Wharf and eating out	Emergency Services Day - a series of graphics about the Police Station & Fire Engine house (FB/TW/IG stories) Blog post Events Heritage Open Days Tavistock Guildhall Tavistock Heritage Walking Tours 24 <sup>th</sup> September -Street Food Fair Tavistock App		
<b>October</b>	Half Term 24th - 28th 31st October – Halloween  <b>Independent retail</b> Tavistock Gift Card	Half Term & Halloween Events  Gift shopping ready for Christmas	Halloween (share events blog post & events) Focus on the independent shops and highlight Christmas gifts Tavistock Gift Shops Pannier Market opening times Farmers markets Tavistock Gift Card 12 <sup>th</sup> October – Goose Fair Tavistock App	Christmas in Tavistock  Tavistock App Feature  Gift Card Competition	
<b>November</b>	5th November - Bonfire Night 11th November - Remembrance Day <b>Independent retail</b>	What's On at Christmas in Tavistock Guildhall & in Tavistock	Bonfire Night (highlight events) Remembrance Day (Info about war memorial) Dickensian Evening - 2 <sup>nd</sup> Dec Christmas market 19 <sup>th</sup> December – Christmas markets start Tavistock App		

	<b>Overview and Product theme</b>	<b>Blog Posts</b>	<b>Social Media</b>	<b>Consumer Newsletters</b>	<b>Press Releases</b>
<b>December</b>	2 <sup>nd</sup> Dec - Dickensian What's new for 2023 <b>Food and Drink</b>	What to Look Forward to in 2023  Tavistock Guildhall – 1 year of opening	Christmas (Merry Christmas posts, share Christmas events) Tavistock at Christmas throughout the years (archive photos to share) January offers Focus on local food and drink, Christmas lunches, gift hampers. Shop Local for Christmas Tavistock App	What's new for 2023 and Short break stays in Tavistock  Tavistock App Feature	
<b>January</b>	<b>Sustainability</b>  Group Travel Focus	Spotlight on Sustainable businesses in Tavistock  Local transport	What's new for 2023 Line up of key events for 2023 and book your stay now. Focus on businesses who are Sustainable, case studies.  Local transport and accessibility to Tavistock from neighbouring towns Talk about what is on offer for Groups in Tavistock – Coach parking, driver benefits, walking tours, Market. New itineraries	Sustainable Tavistock  Tavistock App Feature	Sustainable Tavistock.
<b>February</b>	<b>Outdoor Active</b>  Half term stays. Family friendly attractions	Family friendly outdoor attractions in Tavistock	Fishing Golf Tamar Trails Walking on Dartmoor Links to Tamar Valley and Dartmoor Tavistock App	Outdoors Connection to Tamar Valley & Dartmoor  Tavistock App Feature	
<b>March</b>	<b>Heritage</b>	Walking Tour focus	Pre book your walking tours Focus on Tavistock Guildhall Self guided Heritage Trail of Tavistock Tavistock App	Easter in Tavistock  Tavistock App Feature	

## Appendix 2 - Visit Tavistock Group Travel Marketing Plan

In line with the Tavistock BID Plan 2021-2026 the desire is to focus on attracting 25,000 Group visits a year.

This plan will also include recommendations from the very recent Group Travel Destination Audit from Steve Reed Tourism - July 2022

### Product development and marketing activity for 2022/23

Key Aim	Action
Create thematic group itineraries	Using the 5 new product themes, create itineraries to target groups. Group Travel PDF's
Group section on the website	Update the website with new itineraries, coach parking and drop off points. Promote this dedicated area <a href="https://www.visit-tavistock.co.uk">Coaches and Group Travel   Tavistock (visit-tavistock.co.uk)</a> Link through to businesses who are group friendly
Build a group travel database of GTO's and Tour Operators and ongoing management.	Develop an e newsletter plan to send out to this database
Engage with the Group Travel Media and invite them on a fam trip - work with other attractions/hotels/destinations for the press trip	Host a press visit for a Group Travel Publication
Set up a content plan targeting group travel and send out bi monthly newsletters. Use social media to engage with Tour ops, eg LinkedIn and Twitter.	
Social media engagement with the travel trade	Ensure Group Travel is part of Visit Tavistock Content Plan
Images of groups needed	Create a library of group travel images for use on website and social media

<b>Attendance at Group Travel shows</b> Group Leisure in October Excursions in January Britain Travel and Tourism Show in March	Look at what neighbouring destinations are doing and can Visit Tavistock partner or get involved
Allocate marketing budget to work with Wewantgroups.com for example and advertising in group travel media	Review budget – see marketing suggestions

### Partnerships and Associations

Key aim	Action
Ensure DMOs are aware of the new group product and link up with them to host FAM trips and product share.	Work with Visit Devon, Visit South Devon, Visit Plymouth and Visit Dartmoor to ensure they are aware of the group products available in Tavistock
Look at obtaining CPT Coach Friendly status	
Join and engage with Coach/Group Travel Associations	Investigate and recommend AGTO, ETOA, – Costs needed Join CTA
Work with local guides and Blue Badge Guides	Showcase the group offering for Tavistock

## Recommendations from Group Travel Destination Audit from Steve Reed Tourism

Commence work in creating a groups database which will be the basis of all group activities over the years – a role for the Groups Coordinator perhaps. • Enhance the group section on the Visit Tavistock website and make it more obvious to find.

Identify local events of interest to groups and arrange a compelling Group Buyer Educational event to showcase your new offering. Most destinations do this, but the key thing is to target actual and active buyers. This is the quickest and most effective way to start generating bookings -as long as the product is all in place. The set piece could also include a 'Meet the Tour Buyer' workshop of the type already seen in places such as Plymouth and Torbay

- Work with the main accommodation and attractions to put together a monthly Single Operator Fam Visit whereby individual tour companies [typically a couple] are invited to come to Tavistock to enjoy a one or two night complimentary stay whilst enjoying aspects of the local tourism offer such as Buckland Abbey, Garden House, Morwellham Quay etc. This would include a business meeting on the last day and would usually guarantee that company's commitment towards developing tour products based upon your offering.
- Promote the existence of Tavistock Heritage Trails and Walks – in fact the whole range of activities that exist within and around Tavistock. Tour guides are an integral aspect of any group travel destination offering.
- Develop further the existing suggested itineraries that Tavistock has for tourists. These are great ways to join up a tourism product and to help direct business to your partners.
- Collaborate with your regional Devon and indeed Cornwall tourism partners to produce group itineraries, joint promotions, shared events and marketing opportunities – they would include Visit Plymouth and Devon's Top Attractions.
- Work out your best and most VFM route to market in order to both raise awareness and generate group enquiries for Tavistock. These factors could include FAMs [showcases]; travel trade shows and workshops; targeted advertising; mailshots and email broadcasts; production of dedicated pieces of print aimed at generating group visits and also for use during Meet and Greet introductions for coaches arriving in town.
- Look to create – perhaps in year two – a dedicated Tavistock Group Card, an incentive promotion focused upon coach drivers, tour leaders and coach passengers. This would serve to incentivise these important players much in the way that the refreshments for a coach driver idea can work – although on a much more structured level. The card could be the difference between a tour planner choosing Tavistock as opposed to a rival destination.