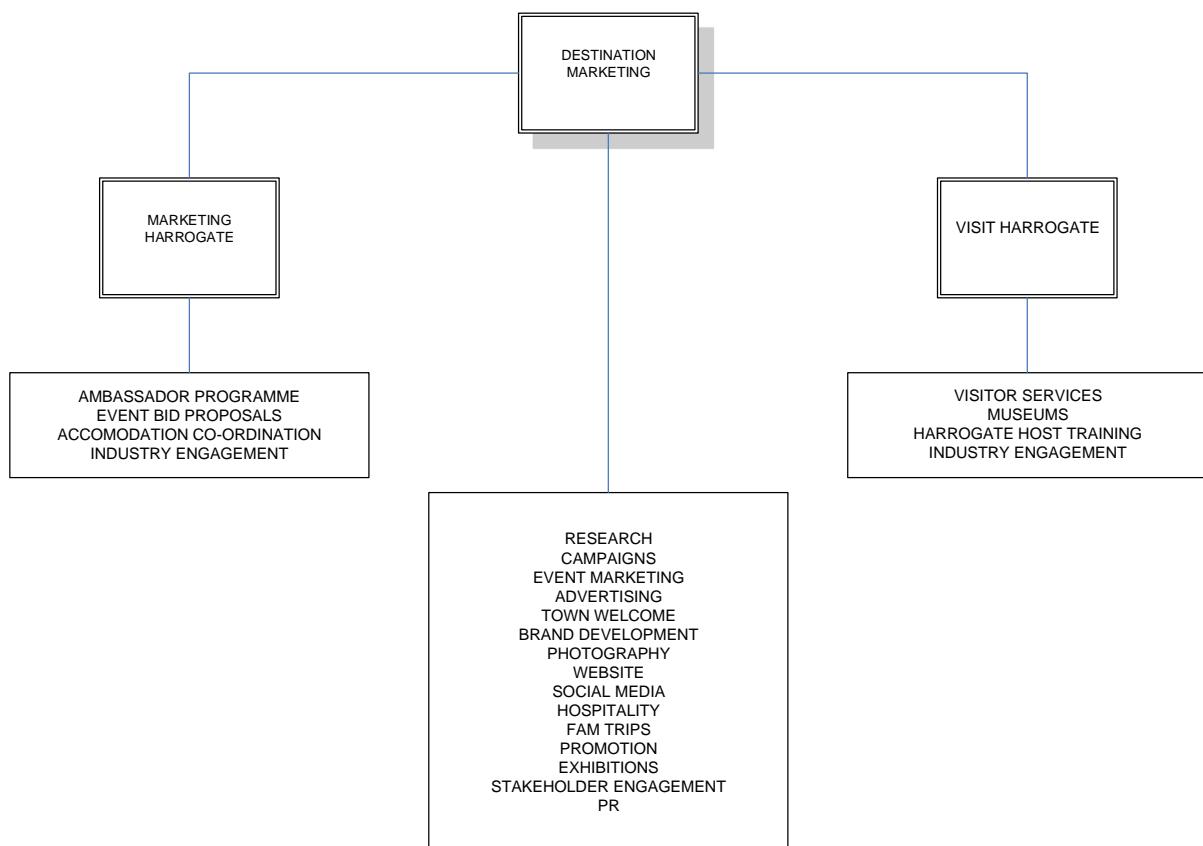


DESTINATION MARKETING PROPOSAL OUTLINE STRUCTURE & SCOPE OF ACTIVITY

The proposal is to appoint a senior person to lead the two specialist areas, Marketing Harrogate, which is focused on bidding to secure new events as well as raising the profile of the District to attract more visitors, and Visit Harrogate which is focused on looking after visitors when they are here.

The specialist areas will be supported by a core team focused on the common supporting activities that are required.



The Senior Destination Marketing role - Is responsible for the overall strategic planning and leadership of the Destination Marketing function. This is a new post required for the overall management of the merged activities.

Visit Harrogate - Is the function responsible for marketing activity and visitor engagement associated with visitors who are planning a visit to, or who are already in, the District, and includes the operation of the Museums. Currently this activity is split between Visit Harrogate, the Tourist Information Centres and the Museums Service.

Marketing Harrogate - Is the function responsible for “convention bureau” activities including researching and developing event bid proposals, managing the ambassador programme, accommodation co-ordination, exhibitions and promotion activity.

Ambassador Programme - Is a recruited group of key individuals who are all leaders in their chosen fields as well as volunteering with many trusts and charities, they are proud to be associated with Harrogate and Yorkshire and help to bring events to Harrogate by way of endorsement or other consultation. This activity is currently managed by the Convention Centre Marketing Team but needs additional resource to assist further development.

Event Bid Proposals – Currently the Sales team at the Convention Centre undertake research on suitable potential events, develop and submit venue proposals. A key aim of the proposed review is to provide employee resources to increase the level of bid activity and focus on broader destination bids with dedicated research and marketing resources.

Accommodation Co-ordination - To work with Hotels and other accommodation providers to allocate rooms and agree rates up front as part of bidding for new events, particularly at the Convention Centre.

Industry Engagement – Whilst the Convention Centre works with the Association of Event Venues it is essential that the restructured team engage with relevant industry partner associations that either impact or inform on the destination marketing and events agenda, forging close working relationships with industry associations that represent or influence specific market segments or industry sectors.

Visitor Services – Whilst “face to face” visitor enquiries are currently handled through the Tourist Information Centres, it is envisaged that following the proposed re-structure these will be handled jointly with the Museums team in Harrogate at the Pump Room and the Mercer, and the Castle Museum in Knaresborough as well as the existing arrangements in Ripon, Boroughbridge, Pateley Bridge and Masham.

Museums – The current museums service will be integrated in to the new merged Destination Marketing structure so that the existing Visitor Service Officer and Museums and Gallery Assistant front of house teams can be redefined as a single Visitor Experience Team, trained and up skilled to be interchangeable between all the Council owned visitor attractions across the District.

Harrogate Host Training – As well as merging the existing Visitor Services and Museums front of house teams to create a single Visitor Experience Team, the new function will also develop and lead on improving visitor service training for attractions and businesses across the District.

Research - Currently the Sales team at the Convention Centre undertake research on suitable potential events in order to submit venue proposals. A key aim of the proposed re-structure is to increase the level of research activity and focus on broader destination bids.

Campaigns – Visit Harrogate, Tourist Information, Museums and the Convention Centre manage their campaign activity currently. Whilst the new merged service will need to support this activity, there are opportunities to co-ordinate strategies through a shared resource.

Event Marketing - There is a need to promote the events program that is being developed as part of the Councils 2024 program and it is envisaged that the new merged function will have additional marketing resource to support this.

Advertising – Visit Harrogate, Tourist Information, Museums and the Convention Centre manage their advertising activity currently. Whilst the new merged service will need to support this advertising activity, there are opportunities to co-ordinate strategies through a shared resource.

Town Welcome – As part of work being undertaken by the Harrogate BID to install banners across the four quarters of the Town centre, around 18 banner sites have been reserved to provide a town welcome for visitors to key annual events, both trade and consumer. It is envisaged that the Destination Marketing function will identify appropriate events and arrange for the banner installations.

Brand Development – Following the successful re-branding of the Convention Centre the new merged destination marketing team will develop the destination brand as there is a need to clarify how the market towns and rural parts relate to the Harrogate brand. A lack of clear brand position and relationships across the District has long been identified as a weakness of the destination

Photography – Visit Harrogate, Tourist Information, Museums and the Convention Centre all commission new photography and maintain separate image libraries. There are opportunities to rationalise this in the new merged service.

Website – Visit Harrogate and the Convention Centre both manage their own websites currently. Whilst the new merged service will need to develop and support several websites, there are opportunities to rationalise this through a shared website support resource.

Social Media – Visit Harrogate, Tourist Information, Museums and the Convention Centre manage their own social media accounts currently. Whilst the new merged service will need to develop and support a number of accounts, there are opportunities to rationalise this through a shared social media resource.

Hospitality - The Convention Centre organises a number of hospitality events, both externally and within the venue, particularly during entertainment events. The new merged function will co-ordinate this activity to promote all aspects of the Destination, not just the Convention Centre.

Fam Trips - Both the Convention Centre and Visit Harrogate currently organise familiarisation visits to promote the Destination. The new merged function will co-ordinate this activity.

Promotion – Both the Convention Centre and Visit Harrogate attends a number of events to promote the Destination. The new merged function will co-ordinate this activity.

Exhibitions – The Convention Centre exhibits at a number of key event industry events to promote the venue and the destination. Visit Harrogate also attends a number of exhibitions. The new service will identify all the key events that we need to attend to promote the Destination, produce appropriate exhibition stands and attend as a destination.

Stakeholder Engagement – Visit Harrogate, Museums and the Convention Centre regularly engage with stakeholders but the new merged organisation will strengthen monitoring and reporting of actions and results as well as levels of stakeholder engagement, such as in networking activity.

PR - Visit Harrogate outsource their PR activity and the Convention Centre activity is delivered internally by the Media & PR Manager. The new, merged service will deliver the PR activity internally, supported by additional external resources when required.