Visit Oxfordshire

Business Plan

2010 – 2013

April 2011

V4

Prepared by:
S Golding

Business Plan

Executive Summary

To be completed

1   Introduction

Oxfordshire is one of England's most popular visitor destinations with its distinctive blend of natural beauty, rural character and world class cultural heritage. Its prime attraction, the city of Oxford, receives over 9 million visitors each year, and is regarded as one of the UK's 'must see' cities.

Oxfordshire's other key 'brand' - the Cotswolds, and the county's rural districts, offer the bustle of market towns or the tranquility of stately homes and gardens, riverside walks and picturesque hamlets.

Consequently, visitors make a significant contribution to the economic prosperity of both city and county, and to the quality of life enjoyed by the people who live and work here. Visitor spend supports around 30,000 jobs within the county; approximately 10% of all employees.

Tourism ensures that Oxford, and towns such as Witney, Henley, Banbury and Bicester sustain a greater range and variety of hotels, shops and restaurants than they would do otherwise, whilst tourists also boost the footfall for museums, visitor attractions and events.

However, in the past there has been a lack of co-ordination across the county in regards to tourism marketing and infrastructure. Improved co-ordinated marketing would help increase visitors' length of stay and thus increase both the direct and indirect economic benefit of tourism to the county.

Furthermore, with increased competition not just from other UK destinations but also international destinations, it is essential to ensure that the region maintains its appeal and keeps apace with the demands of an increasingly sophisticated market.

Therefore the creation of a Destination Management Organisation, Visit Oxfordshire, has been seen as an effective way to unlock the potential and enable improved co-ordination.

The Business Plan has been conceived as an evolving document that must anticipate and react to changes in the market place, learn from best practice, and adapt. It is therefore subject to change and should be read as a work in progress.

1.1 Background

Tourism is one of Oxfordshire's major industries.

It is estimated that there are 29,054 jobs (21,059 full time equivalent) in some 1,150 organisations, with £1.365 billion of total tourism expenditure directly benefiting local

businesses in terms of direct business turnover. In 2009, the total economic benefit of tourism to Oxfordshire was some £1.67 billion or 10.8% of the economy[1].

The total expenditure on tourism of £1.4 billion in 2009 represents an increase of 7.9% compared to 2008, at a time when the global economic was in the midst of recession.

1.1.1 This income was made up of:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips	2.53	565	223.05
Day trips	22.7	843	42.18
2009 total	**25.23**	**1.4**	55.70
2008 total	23.8	1.3	54.67

1.1.2   Domestic tourists contributed:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips 2009	1.9	308	158.53
Staying trips 2008	1.8	290	156.63

60% of the domestic visits were for holiday purposes, 24% were those visiting friends and relatives and 13% were business trips. 3% were for other purposes such as education or training, social or sporting events, house hunting, weddings etc.

The average length of stay for domestic overnight trips in 2008 was 2.41 nights (2008: 2.53 nights).

1.1.3   International tourists contributed:

	Number of trips millions	Spend value £ million	Spend per person £
Staying trips 2009	0.587	256.49	436.95
Staying trips 2008	0.596	241.68	405.50

37% of the international visits were for holiday purposes, 31% were to visit friends and relatives, 22% were business trips and study purposes (including language students) made up 5%. 5% trips were for 'other' or mixed reasons.

The average length of stay for staying trips was 7.13 nights (2008:7.1 nights)

These figures reflect the impact of foreign language students who generated 22% of the income.

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[1] The economic impact of tourism on Oxfordshire 2009 - Tourism South East, October 2010
Total economy based on GVA for Oxfordshire (ONS figures) – a 0.5% growth compared to 2008.

1.1.4 The **Oxford Tourism Study**[2] carried out in 2008 identified that there was no consistent, integrated approach to tourism across Oxford and the wider county, and that consequently the county lagged behind other destinations. It also highlighted that, although there were numerous agencies involved with initiatives at both local and county level, the approach was generally fragmented, uncoordinated and poorly resourced, making it difficult to manage the visitor economy and realise its full potential.

The report proposed that a DMO would be the most effective way to unlock this potential.

1.1.5 As a follow up to the Tourism Study, an options appraisal workshop was held in March 2009, at which key public and private sector stakeholders examined successful DMO models elsewhere in the UK and considered a range of management options. A county-wide DMO was selected on the basis of its ability to engage widely at a strategic level, attract financial ''buy-in'' across the sector and deliver best value for money[3].

1.1.6 At the end of March 2010, Oxford City Council Executive Board approved a paper to support the set up of a Destination Management Organisation within a public/private partnership. This enabled set-up work for the organisation to begin.

1.1.7 In March 2011, Oxford City Council Executive Board recognised the establishment of Visit Oxfordshire as a stand alone organisation. This paper also recognised that Visit Oxfordshire and Oxford Inspires would be joining together under common leadership, working towards a new not-for-profit organisation.

2 Mission and Objectives

The mission of Visit Oxfordshire is to make Oxford and Oxfordshire a thriving and sustainable world-class destination for visitors, residents, and local businesses.

It should build an effective co-ordinated infrastructure that can develop and support Oxfordshire's tourism industry and the wider visitor economy, and provide the basis to deliver and build continuous improvement in the sector long into the future with the private and public sectors working together in partnership.

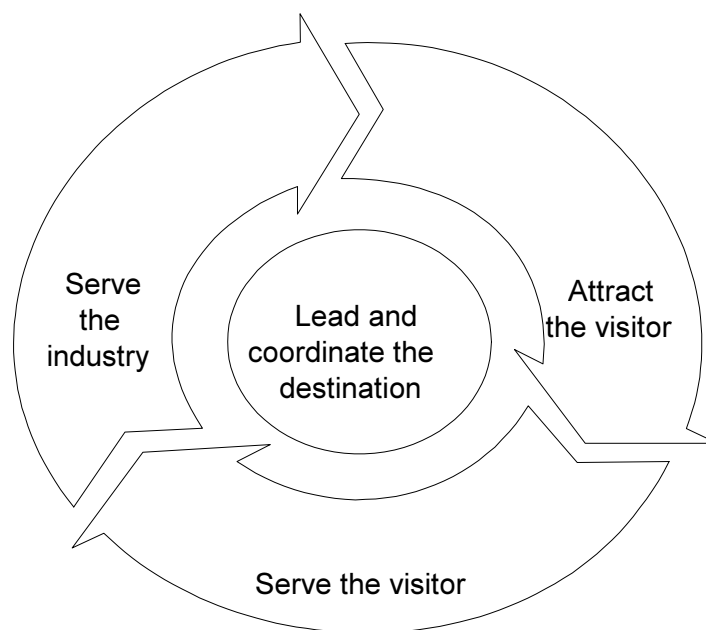It would achieve this through delivery against seven key objectives:

- To undertake and coordinate tourism marketing on behalf of Oxford and Oxfordshire, working with its members and the districts where appropriate, to enhance the visitor offer and promote longer stays

- To develop and implement an integrated tourism strategy that promotes the area's strengths, whilst enhancing its current brands and destinations

- To increase the value and economic benefit of the visitor economy, providing measurable social, cultural and economic benefits to local residents and businesses alike

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[2] Oxford Tourism Study – The Tourism Company, October 2008
[3] Oxford Tourism Management Review Options Appraisal - April 2009

- To engage the energies of businesses and public sector stakeholders including the Local Enterprise Partnership in order to support and sustain a healthy visitor economy

- To work across the sector to improve the visitor experience and to help sustain a world class destination

- To lead on improving the management of resources and infrastructure, and have responsibility for research and dissemination of visitor information

- To represent and promote the tourism industry, championing the sector and speaking with authority on its behalf.

In summary, this can be shown as four inter-relating areas of work, namely to:

3 Governance

3.1   Visit Oxfordshire is a company limited by shares.

3.2   Since April 2010, Visit Oxfordshire has been hosted by Oxford City Council and run in interim mode whilst establishing itself as a fully fledged company with evidence of growing support from the private sector.

3.3   In the initial phase a Shadow Board has been in place with representatives from both the public and private sector and from different areas of the tourism industry.
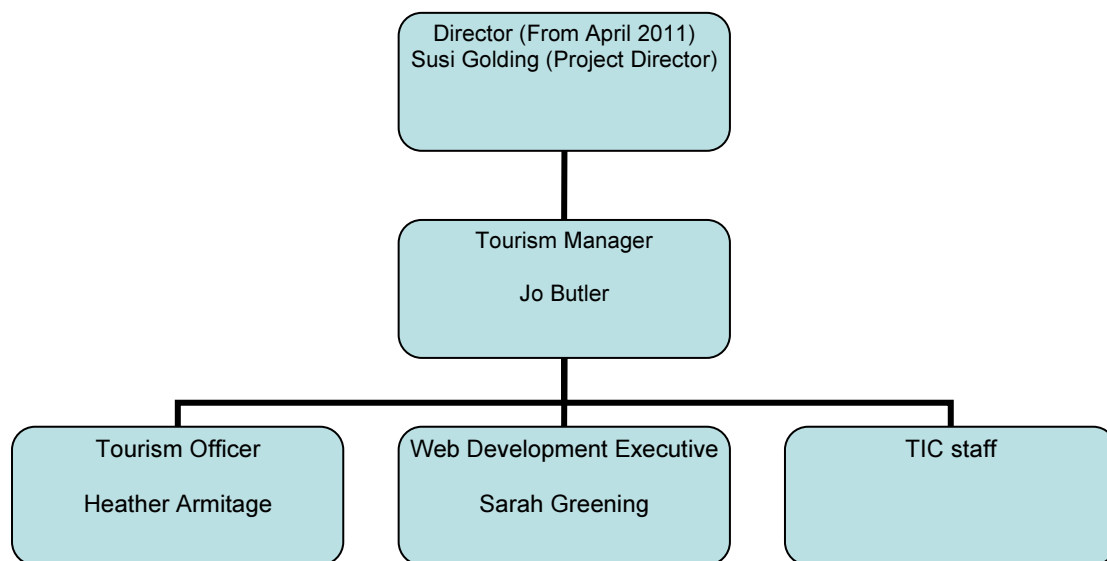
3.4   From April 2011 a new Board will be in place to reflect the joint organisation. It will be consist of four tourism representatives, four cultural representatives and representation from Oxford City Council, Oxfordshire County Council, the University of Oxford and Oxford Brookes University.

The Chairman of the Board will be Tony Stratton.

3.5 All organisations that become partners of Visit Oxfordshire will be entitled to attend and vote at general meetings of the company. Partners' liability in the event of a winding up will be limited to £1.

4 Organisation

4.1 The initial structure of Visit Oxfordshire is outlined below. The Tourism Manager, tourism officer, web development executive and TIC staff are all employed by Oxford City Council and are to be seconded to Visit Oxfordshire for an initial period of two years.

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            ┌─────────────────────────────┐
            │ Director (From April 2011)  │
            │ Susi Golding (Project Director) │
            └─────────────────────────────┘
                          │
            ┌─────────────────────────────┐
            │      Tourism Manager        │
            │        Jo Butler            │
            └─────────────────────────────┘
                          │
    ┌─────────────────────┼─────────────────────┐
┌──────────────┐  ┌────────────────────────┐  ┌──────────────┐
│Tourism Officer│  │Web Development Executive│  │  TIC staff   │
│Heather Armitage│  │    Sarah Greening      │  │              │
└──────────────┘  └────────────────────────┘  └──────────────┘
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All new employment will be made through the new company, with the number of City Council staff therefore gradually reducing.

4.2 Visit Oxfordshire's operations are to be rolled out in a phased manner over a three year period as the agency's capacity increases. The immediate priorities however are to develop its infrastructure and deliver promotional services that provide early benefits for its members.

4.3 The services offered by Destination Oxford are being incorporated into Visit Oxfordshire. Destination Oxfordshire will be initially known as the Visit Oxfordshire Conference Bureau. Location Oxfordshire (the Oxfordshire Film Office) will also gradually be incorporated into Visit Oxfordshire, with the aim of increasing the benefits of film tourism across the county.

5 Operation

5.1 It is proposed that Visit Oxfordshire will be located at the current Tourist Information Centre (TIC) (ground floor and office space above), 15-16 Broad Street, Oxford, OX1 3AS.

5.2 **Phase 1 (2010 – 11)** – see appendix one for detailed action plan

5.2.5   Membership services – devising and promoting a portfolio of membership packages targeted at local tourism businesses.

5.2.6   Web services – developing and maintaining a Destination Management System (DMS) that provides a Single Point of Entry to information on the county's visitor offer, a database of consumer contacts, and online accommodation booking, event ticketing and e-sales.

5.2.7   Collaborative promotion and marketing – developing a targeted range of activities and publicity: themed local and county-wide campaigns, website and e-marketing, national newspaper and other consumer advertising, travel trade and PR activity, and dedicated print promotions for the UK and near overseas markets.

5.2.8   Future planning for tourism – developing a holistic tourism strategy that enables Oxford and Oxfordshire to better position itself to attract target markets. Engaging with regional promotion / planning towards the 2012 Olympics.

5.2.9   Research – commissioning and collating annual tourism statistics to create benchmarks against which future economic impact can be measured.

5.2.10 Development of Service Level/ Commissioning Agreements with core funders ie Oxford City Council, Oxfordshire County Council.

5.2.11 Development of joint membership agreement with Tourism South East.

5.3 **Phase 2 (2011-13)** – see appendix one for detailed action plan

5.3.1   Fully incorporating venue finding, conference organisation and event management services. This would include complete integration of Destination Oxford's services into Visit Oxfordshire. In addition, this should include closer integration and co-development of revenue generating opportunities with the University of Oxford, Oxford Brookes University and the Oxford colleges through Conference Oxford.

5.3.2   Integration of film office (Location Oxfordshire) – providing information, advice and services to film and television agencies that wish to use Oxford and Oxfordshire locations. This should include co-development of revenue generating opportunities.

5.3.3   Business development and support – improving the quality and capacity of businesses within the sector through:

- Engaging with the industry to identify needs, and utilising business support agencies to engage and develop tourism SME's
- Developing training courses / workshops to aid businesses; leading on new initiatives similar to West Oxfordshire's successful green tourism scheme
- Enhancing the quality of the visitor experience by increasing the number of quality assured businesses

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- Engaging schools and colleges about careers in leisure and hospitality.

5.3.4   Detailed market research – undertaking countywide research and analysis that allows the tourism sector to assess factors such as visitor trends, occupancy rates, business and marketing performance, and to gauge the incremental benefits of tourism and its financial impact on the community. To also include research on potential target markets to enable development of better targeted marketing campaigns.

5.3.5   Development of specific travel trade and groups strategy - ensuring there is a targeted, co-ordinated strategy for the UK and international travel trade, and groups market.

5.4   **Proposed KPIs** – Detailed information to be included in action plans above as measurement indicators

Tangible measures and outputs will be defined, put in place and existing data maintained to measure the impact of activities and the sustainable increase in the value of tourism to Oxfordshire.

These outputs will include:

- Increase in number of unique visitors to the DMS / conference website
- Number of visitor enquiries handled by hub TIC
- Tourism economic indicators (Cambridge model II benchmark)
- Return on Investment of marketing campaigns.
- The value of attracted private sector support towards marketing campaigns
- PR: number and value of press articles
- Increase in subscribers to the tourism contact database
- Converted conference business
- Percentage increase in the number of quality assured accommodation
- Percentage increase in accommodation bookings

6   Marketing strategy

6.1   A full 3-year marketing strategy with detailed annual action plans is in development. See 6.3 for indicative activities.

6.2   An overarching identity will be developed to ensure consistency of co-ordinated marketing. The aim of this is not to dilute the effectiveness of already successful existing key brands of Oxford and the Oxfordshire Cotswolds but rather to act as the glue which adds coherence to all activity and makes the offer simpler for the visitor to access and understand.

6.3   Indicative headline activities for years one/two as part of the draft marketing strategy would be:

6.3.1   **Identity**
- Development of overarching visual identity that will reflect the county and city offer. This will include the print, website, and the complete visual

identity of Visit Oxfordshire both internally and externally to visitors and stakeholders (see 6.2).

6.3.2 Markets

- Revisit how the area is promoted to the UK domestic market and develop new marketing campaigns to our target audiences.
- Select key international markets to focus on in partnership with Tourism South East and Visit Britain and in conjunction with the visitor survey and other market research.
- Increase attendance at key UK trade and consumer shows with partner buy in.
- Engage with group and tour operators and offer high quality, good value group products.
- Business Tourism – Evaluate the effectiveness of current interaction with the corporate/conference buyer and how the county is being marketed to this sector to maximise impact of activity. Work towards full integration of Destination Oxford.

6.3.3 PR

- Develop a PR strategy with a time line for press releases and PR activity to ensure a high return of press coverage for the area. The strategy will look at how best to engage with the consumer, trade and conference/incentive media.
- Create a Press and Trade pass for the destination to raise awareness.
- Host and organise press trips for key journalists and travel writers (both national and international).
- Coordinate key marketing themes across the county to ensure the highest level of press coverage is achieved.

6.3.4 Advertising

- Create an annual advertising plan ensuring there are calls to action to deliver maximum return on investment. This plan will assist in the distribution of marketing material and drive potential visitors to contact/book by phone/email or through the website.
- E-marketing will be a strong focus in years 1 and 2 through the e-marketing module. This will include the development of bi-monthly newsletters to the trade, consumer and corporate clients.
- Build on existing databases and break them down into sectors for more targeted consumer/trade and conference/business.

6.3.5 Website

- Develop the website as the leading channel of communication for Visit Oxfordshire to become a world class portal for information delivery and customer fulfilment.
- Further develop the already successful SEO and increase the number of visitors to the website.
- Develop the commercial focus of the website to increase the number of accommodation bookings and additional online sales through data distribution.
- Develop links/co-ordination with existing websites promoting the county.

6.3.6 Partnerships

- Grow and develop existing working relationships with Tourism South East, Visit Britain/Visit England and Heritage Cities.
- Work together with Oxfordshire Cotswolds on combined national and international marketing opportunities.

7   Services

7.1   Seven tiers of membership have been developed with costs ranging from £100 to £10,000 per annum with the level of service and benefits scaled accordingly. A breakdown of membership benefits can be found in Appendix Two.

7.2   Businesses which become members at lower levels will be able to upgrade and/or participate in additional activities for an appropriate cost to allow maximum flexibility.

7.3   As part of their Visit Oxfordshire benefits all members will automatically become members of Tourism South East (TSE). Visit Oxfordshire will work closely with TSE to ensure maximum collaboration and partnership working.

7.4   Only quality assessed accommodation businesses will be allowed to become members of Visit Oxfordshire. This will help ensure that Oxford and Oxfordshire are recognised as promoting a quality offer. Visit Oxfordshire will work with those businesses that are not quality assessed and wish to become part of Visit Oxfordshire to enable them to achieve a rating.

8   Financial forecasts/ budgets

All detailed financial information to be provided separately.

Appendix One - Action Plan 2010 - 2013

Objective 1 – To undertake and coordinate tourism marketing on behalf of Oxford and the county

Ref	Action	Performance indicator	Lead role	Timeline	Progress
1.1	Overarching identity to be established for Visit Oxfordshire	Brief agreed and agency appointed Identity agreed by shadow board	Project Director, Head of City Development, Shadow Board	Q1 2010	Identity agreed
1.2	Develop Marketing strategy	Outline 3 year strategy agreed by shadow board Annual action plan agreed ROI of activity	Project Director, Tourism Manager	Q1 2010 2010 - 2013	Initial draft agreed. Detailed strategy underway.
1.3	Develop co-ordinated domestic marketing activity	Evaluate current domestic activity Domestic marketing campaigns agreed Increase in additional membership support	Project Director, Tourism Manager	2010 - 2013	Initial activity carried out from Q2 2010
1.4	Work with TSE on international campaigns	Key markets defined from research ROI Increase in value of visitors from target destinations	TSE, Project Director, Tourism Manager	2010 - 2013	Initial markets defined Q2 2010
1.5	Develop series of international campaigns	ROI, increase in awareness of diversity of destination, Increase in length and value of visitor stays	LAA Reward Grant steering group	2010 – 2012	Reward grant activity in progress from Q2 2010. Ongoing
1.6	Co-ordinated attendance at key trade and consumer exhibitions	Annual exhibition strategy agreed Increase in partner buy-in ROI	Tourism Manager, District Tourism Managers group	2010 – 2013	2010/11 – trade fairs agreed and attended.

| 1.7 | Develop PR strategy | Outline 3 year strategy agreed by shadow board
Annual action plan agreed and carried out
Increase in PR ROI | Project Director, Tourism Manager | 2010

2010 – 2013 | Part of Marketing strategy. |
| 1.8 | Develop Web and social media strategy | Outline 3 year strategy agreed by shadow board
Annual action plan agreed and carried out
Increased traffic to website
Increased number of e-bookings | Tourism Manager | Q1 2010

2010 – 2013

2011 - 2013 | Outline strategy agreed.
Traffic to site being monitored. |

Objective 2 – To develop and implement an integrated tourism strategy

Ref	Action	Performance indicator	Lead role	Timeline	Progress
2.1	Development of tourism strategy to enable DMO to better position itself to attract target markets	Future strategy agreed by shadow board	Project Director, Tourism Manager, Shadow Board	Q1 – Q2 2010	On hold to Q2 2011
2.2	Development of strategies for the travel trade and groups market	Strategy developed and agreed by shadow board	Project Director/Director Tourism Manager, Shadow Board	2011	
2.3	Research into new target markets	Commission research Develop strategy/action plan to effectively target new markets	Director Tourism Manager	2011 - 2012	

Objective 3 – To increase the value and economic benefit of the visitor economy

Ref	Action	Performance indicator	Lead role	Timeline	Progress
3.1	Commission annual Economic Impact Survey for districts and county	Increase in length and value of stays from baseline	Project Director/ OEP	2010 - 2013	Economic Impact research 2011 (2010 figures) commissioned
3.2	Establish Service Level Agreements with core funders	SLAs agreed with Oxford City Council, Oxfordshire County	Project Director/Chief Executive, Head of City Development,	2010, 2011, 2012	On target

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Ref					
		Council, and TSE Baseline and reporting data agreed			
3.3	Location Oxfordshire to become majority self funding	Baseline data agreed and changes reported Strategy to increase revenue generation agreed	Project Director/Chief Executive, OCC, Oxford City Council	By Q4 2011	

Objective 4 – To engage the energies of businesses

Ref	Action	Performance indicator	Lead role	Timeline	Progress
4.1	Define and develop range of membership benefits across the seven different levels	Agree membership benefits by April 2010

Membership packs produced | Project Director, Tourism Manager, Head of City Development, TSE | Q1 2010 | Done |
4.2	Development of membership strategy	Future membership strategy agreed by shadow board	Project Director, Head of City Development, Tourism Manager	Q1 – Q4 2010	On target
4.3	Develop series of targeted membership campaigns	Baseline agreed Increase in number of members	Tourism Manager	2010 - 2013	Baseline set
4.4	Work with Destination Oxford (DO) to increase volume and value of conference and incentive business	Baseline data set Action plan agreed Increase in value of confirmed business	Project Director, DO	2010	Incorporated into Visit Oxfordshire. Draft action plan and activities agreed.
4.5	Work with Location Oxfordshire to increase revenue generating opportunities for local business	SLA agreed with Location Oxfordshire Full launch of website Film trails developed	Project Director, Oxford City Council, Location Oxfordshire	2010	On hold to 2011
4.6	Business development and support	Identify and promote support available from local agencies	Tourism Manager, Districts	2010 – 2013	On target
4.7	Develop targeted training courses/skills development	Baseline data set Increase in businesses participating in	OEP, LSC, TSE, Business Link	2010 - 2013	Under review as all training /skills provision changing

		training/skills development			
4.8	Develop group and tour operator packages	Number of packages agreed/ baseline set Increase in number of operators featuring the county Increase in value of group and tour operator business	Tourism Manager, Businesses	2010 - 2013	Initial itineraries and packages developed 2010. Promoted at group trade fairs.

Objective 5 – To improve the visitor experience

Ref	Action	Performance indicator	Lead role	Timeline	Progress
5.1	Development of web portal for Visit Oxfordshire	Website launched	Tourism Manager	Q1 – Q2 2010	Done
5.2	Development and maintenance of a co-ordinated Destination Management System (DMS)	DMS system agreed Number of e-bookings increased (baseline to be agreed)	Tourism Manager	Q1 – Q2 2010	Done Baselines set
5.3	Integration of Destination Oxford into Visit Oxfordshire	SLA finalised Referral system defined	Project Director/Chief Executive, Head of City Development, DO	Q3 – Q4 2010	On target
5.4	Increase the number of quality assured businesses	Baseline data set	Tourism Manager, QiT, VisitBritain,Visit England, Districts	2010 – 2013	Baseline data set
5.5	Improve level of customer satisfaction	Visitor survey satisfaction baseline set Increase in level of satisfaction / recommendation	OEP, LSC, TSE, Business Link	2010 – 2013	Under review.
5.6	Develop co-ordinated, improved TIC services	Establish TIC co-ordinated partnership network across the county Agree quality standards	Tourism Manager, District Tourism Managers	2011 - 2013	On target

		for TICs			

Objective 6 – Research and dissemination of visitor information

Ref	Action	Performance indicator	Lead role	Timeline	Progress
6.1	Undertake/commission visitor surveys to inform strategies and activity	Biennial visitor surveys commissioned. Baseline data on visitor satisfaction levels and changes.	Visit Oxfordshire	January 2011	Under review as to most appropriate methodology
6.2	Produce and disseminate visitor information	Annual county wide / accommodation guides produced Distribution plan for dissemination agreed	Project Director, Tourism Manager, TICs	2011 - 2013	2011 guide produced
6.3	Attendance at consumer shows	Increase in awareness ROI	Tourism Manager, District Tourism Managers group	2010 - 2013	On target

Objective 7 – To represent and promote the tourism industry

Ref	Action	Performance indicator	Lead role	Timeline	Progress
7.1	Appoint the shadow board for Visit Oxfordshire	Shadow board successfully appointed to March 2011	OEP Tourism Task Group	Q1 2010	Done
7.2	Recruit Chief Executive	Job description agreed Selection process undergone and successful appointment made Chief Executive in post	Shadow Board	Q1 – Q2 2010 Q2 2010 By December 2010	
7.3	Improve the perception of careers in tourism, hospitality and leisure	Increase in numbers wishing to have career in tourism, hospitality and leisure	OCVC, Oxford Brookes, Abingdon & Witney College, LEP	2011 – 2013	

		Increase in skills level Representation at Careersfest			
7.4	Develop working relationship with TSE, Visit England, VisitBritain and other key tourism partnerships	Increase in partnership working Representation on key committees Oxfordshire participation in 2012 tourism activity agreed Ensuring Oxfordshire view fed in to lobbying activity and new initiatives Establish relationship with City/Town Centre Managers	Project Director, Tourism Manager, Shadow Board	2010 - 2013	Ongoing

Appendix Two - Key Membership benefits

Description	Granite* £100 pa	Copper £300 pa	Bronze £500 pa	Silver £1,000 pa	Gold £2,000 pa	Platinum £5,000 pa	Diamond £10,000 pa
Full membership services of Tourism South East (including listing in Group Travel Guide if applicable to size of business)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
On line promotion through Visit Oxfordshire website (www.visitoxfordandoxfordshire.com).	Web listing	Web entry	Web entry + 1 additional image + link to map	Web entry + 2 additional images + special offers + link to map	Web entry + 3 additional images + special offers + advert + link to map	Web entry + 3additional images + special offers + advert + multi media + link to map	Web entry + 3additional images + special offers + advert + multi media + link to map
Accommodation bookings from Oxford Tourist Information Centre (TIC)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Attraction ticket sales in Oxford TIC and online through the Visit Oxfordshire website	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Listing in 2012 print with targeted distribution	No – but available to purchase	Basic text listing	1/16th listing – no photo	One-eigth page - photo	Quarter page	Half page	Full page
Regular partners newsletters from Visit Oxfordshire	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Collaborative promotion and marketing, including targeted range of activities and publicity, themed local and county wide campaigns, travel trade and PR activity		Yes	Yes	Yes	Yes	Yes	Yes
Access to market research and intelligence		Yes	Yes	Yes	Yes	Yes	Yes
Access to industry training and development courses		Discounted rate	Discounted rate	Discounted rate	Yes	Yes	Yes
Description	**Granite* £100 pa**	**Copper £300 pa**	**Bronze £500 pa**	**Silver £1,000 pa**	**Gold £2,000 pa**	**Platinum £5,000 pa**	**Diamond £10,000 pa**
Opportunity to buy coverage in e-marketing campaigns and banner ads		No discount	Yes - 5%	Yes - 7%	Yes - 10%	Yes - 15%	Yes – 20%
Annual sticker for DMO		Yes	Yes	Yes	Yes	Yes	Yes
Poster site in Oxford Tourist Information Centre		No discount	5% discount	10% discount	15% discount	20% discount	Included (min 2 months in dedicated

							Diamond space)
Leaflet racking in Oxford Tourist Information Centre - subject to space Attraction members only		Yes	Yes	Yes	Yes	Yes	Yes
Representation at trade/consumer shows at discounted rates		No discount	No discount	Yes - 5% discount	Yes – 10% discount	Yes – 20% discount	Full representation included
Opportunity to participate in a tailored visitor/ trade package		No discount	No discount	5% discount	10% discount	20% discount	Full inclusion
Membership of Visit Oxfordshire (previously Destination Oxford) conference bureau		Membership available to purchase (if relevant)	Membership available to purchase (if relevant)	Membership available to purchase (if relevant)	Yes	Yes	Yes
Inclusion in a national press marketing campaign			Yes - No discount	5% discount	10% discount	20% discount	Automatic full inclusion
Enhanced press and PR opportunities				Yes	Yes	Yes	Yes
Promotion of special offers and short breaks on the Visit Oxford and Oxfordshire website – accommodation only	No	No	Yes	Yes	Yes	Yes	Yes

*Granite partnership is a basic membership only available for quality-assessed:
- guesthouses/B&Bs with 1 – 6 rooms
- self-catering accommodation/holiday parks with 1 – 6 units

Web listing = name, address and image. Not bookable – no click through, short description only. Weblink available to purchase

Web entry = name, address, telephone number, email, reciprocal website link, description, bookable, 1 small image

Glossary

DMO   Destination Management Organisation
DMS   Destination Management System
DO   Destination Oxford (the conference and incentive bureau for
       Oxfordshire)
LSC   Learning and Skills Council
OCC   Oxfordshire County Council
OCVC   Oxford and Cherwell Valley College
OEP   Oxfordshire Economic Partnership
OLSP   Oxfordshire Learning and Skills Partnership
QiT   Quality in Tourism
ROI   Return on Investment
SLA   Service Level Agreement
TSE   Tourism South East
TIC   Tourist Information Centre

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