

**ADVANCED GCE  
APPLIED TRAVEL AND TOURISM**

Unit 15: Marketing in Travel and Tourism

**PRE-RELEASE CASE STUDY**

**JANUARY 2008**

**To be opened on receipt**

**G734/CS**



**INSTRUCTIONS TO TEACHERS**

- This case study **must** be opened and given to candidates on receipt.

**INFORMATION FOR CANDIDATES**

- You **must** make yourself familiar with the case study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the case study will be given to you with the question paper.

This document consists of **10** printed pages and **2** blank pages.

All figures given were accurate when sourced, June 2006.



ENGLISH HERITAGE

### **English Heritage Mission Statement**

It is our job at English Heritage to make sure that the historic environment of England is properly maintained and cared for. By employing some of the country's very best architects, archaeologists and historians, we aim to help people understand and appreciate why the historic buildings and landscapes around them matter. From the first trace of civilisation to the most significant buildings of the 20th century we want every important historic site to get the care and attention it deserves.

**Fig. 1**

# English Heritage

## MARKETING STRATEGY

The historic properties managed by English Heritage are supported by active marketing, advertising and public relations campaigns. This has led to a steady increase in the number of visitors to the properties where an entry fee is in force to over 5.5 million. An additional estimated 5 million people visited the 270 properties where no entry fee is charged. English Heritage now has a strong identity of its own and is a major player in the tourism industry of this country.

The Marketing Department is part of the Business Group, based centrally in London. It works closely with Regional Marketing Managers, who are based at offices all over the country, and a variety of agencies in the spheres of advertising, direct marketing, sales promotions and public relations. The Business Group has three strands: marketing, commercial and fundraising. Marketing concentrates on:

- encouraging people to participate in the historic environment through visits to sites;
- supporting English Heritage members and raising awareness of what English Heritage does.

This includes:

- admissions marketing – domestic, overseas and the travel trade;
- membership marketing – new recruits, existing members;
- customer services.

### Marketing Strategy

An annual marketing plan setting out a strategy and specific aims, objectives and targets is developed by the central HQ Marketing Department in consultation with regional colleagues. This entails:

- wide involvement of staff in the marketing process through conferences, liaison and team sessions;
- formulation of shared objectives relevant to everyone, namely targets for income, visitor and member numbers, awareness/understanding and customer service;
- encouraging the longer term commitment of our customers to English Heritage through progressive relationship building.

Publicity programmes are put in place to raise awareness, convey better understanding of our role and attract people to English Heritage as site visitors, members or supporters. Programmes of interpretation, publications, events, concerts, education and customer care enhance understanding and enjoyment.

Specific target markets include:

- domestic holiday makers, particularly family groups with parents in the 35–44 year-old range;
- overseas visitors;
- UK coach operators/travel trade;
- English Heritage members;
- individual and group disabled visitors;
- school groups, vocational studies students and education groups.

**Fig. 2a**

## THE LADDER OF INVOLVEMENT

The 'ladder of involvement' represents a framework for communications, programmes and activities to increase involvement and commitment to English Heritage at various levels. In very general terms, the aim is to encourage the general public firstly to become admission paying visitors and then to progress and become more committed by attending events, concerts and taking out membership. We want to gain greater commitment from existing members by encouraging them to Gift Aid their membership, and so on.

16	Corporate
15	Sponsor
14	Legator
13	Volunteer
12	Donor
11	Long term members
10	Covenantor
9	Direct debtor
8	Membership recruits
7	Mail order purchasers
6	Special events
5	Concerts
4	Merchandise
3	Repeat visitor
2	Admission paying visitor
1	School/Education sector
0	Total public

**Fig. 2b**

# ATTRACTING DOMESTIC VISITORS

## Advertising Campaigns

Advertising has been used by English Heritage for a number of years to raise awareness of the work of English Heritage and to bring information about our sites, membership scheme, special events and exhibitions to the attention of the general public. The objectives of our advertising campaigns are two-fold:

- to build a long-term brand relationship between customers and English Heritage. This entails building an understanding of what English Heritage does, how it does it and building support for it;
- to prompt people to visit English Heritage sites, thus earning us revenue and providing the market for retail, catering and membership recruitment.

The prime target audiences are:

- UK residents, ABC1 C2 adults aged 30–44, with children;
- UK residents, ABC1 adults aged 35+;
- key opinion formers.

Advertising is only one part of a much wider communications strategy to encourage visits. It encompasses site leaflets, tourist posters, sales promotions, local press advertising and public relations. Advertising raises awareness of English Heritage's name, our sites and our wider activities, enabling people to make the connection when they see our name or look in other places such as at a site, on a leaflet or in a press article.

## Leaflet Campaign

Our promotional leaflets aim to provide an attractive, corporate, enduring and flexible communication to convey the benefits of our properties and attract potential customers. They also reinforce a strong and instantly recognisable brand identity for English Heritage consistent with the advertising and other communications to the target markets.

Each English Heritage site is sent a number of leaflets for use throughout the year. English Heritage employs regional merchandising companies which distribute leaflets to local Tourist Information Centres, hotels, guesthouses, hostels etc. A number of merchandising companies are also retained centrally to cover every tourist area in London, coach operators and points of entry to the UK.

## Monitoring

English Heritage conducts an annual survey of visitors to determine the profile of people who are visiting our properties. This looks at social class, age profile, the context of people's visits and where they are from. In addition, this annual visitor monitoring measures visitor satisfaction at our properties which we are able to track over time.

## Public Relations

With a fast-growing range of products and services across all areas of activity, we have identified the need for dedicated public relations support. The public relations effort, like the sales promotion activity, focuses on an integrated approach covering membership, admissions, travel trade, special events, trading, concerts, education and publications.

**Fig. 3**

## English Heritage

# MEMBERSHIP AND DIRECT MARKETING

The English Heritage membership scheme currently has about 500 000 members and produces an annual income of nearly £9m. It acts as a means of communication with key customers, establishing long-term loyalty, participation and support of English Heritage aims. The members' support for our work, and their appreciation of the benefits of membership, is demonstrated in renewals rates which have grown to over 80%. There were in the region of 900 000 member visits to our sites last year.

The key benefits of membership are:

- entry to all properties free of charge;
- free or reduced price entry to special events and concerts;
- opportunity to participate in tours, cruises, lectures and other member activities;
- free exclusive quarterly magazine, *Heritage Today*;
- free membership material annually – *Visitors' Handbook*, *Concerts Diary*, *Special Events Diary*;
- reduced admission to properties owned by other similar organisations, including CADW and Historic Scotland.

The key element to the strategy for membership recruitment is a focus on the 'ladder of involvement'. Some of the major elements of the strategy for membership recruitment are as follows:

- to sell membership as a means of participating in the conservation of England's heritage;
- to put forward a strong conservation message once visitors are recruited;
- to develop a loyalty programme to include more events, openings, previews and activities for membership segments;
- to develop a campaign to increase the renewal rate;
- to take members up the ladder of involvement by encouraging them to take out direct debits, Gift Aid, donations, legacies etc.

### **On-site Recruitment**

Around 80% of all members are recruited on-site. It is vital to recruit visitors on site at the moment when enthusiasm is at its greatest and their mood is disposed towards joining.

### **Off-site Recruitment Campaigns**

It is also important for us to try to recruit members via other means. This allows us to have a profile in the outside world, boost membership figures, recruit bulk numbers via joint promotions and test other recruitment channels. Each year we have a number of promotional tie-ups to increase members recruited off-site, for instance with hotel groups or Air Miles.

### **Promoting Membership Sales Promotion**

The main membership recruitment sales tool is a leaflet. This presents a lively and involving image on the front cover which immediately conveys the benefits of membership.

**The English Heritage Members' and Visitors' Handbook**

This guide, the chief publication to feature all English Heritage sites for members and visitors, has been printed annually since English Heritage was established in 1984.

The Handbook is sent to current members as part of a spring mailing which also contains the new concerts and events diaries. New members receive the Handbook as part of their Welcome Pack. It is also sold in our site shops and some high street shops.

**Heritage Today Magazine**

*Heritage Today* is our full colour membership magazine distributed quarterly. It contains up-to-date news on the wider issues of English Heritage's work, the properties in our care and is the major channel of communication between ourselves and our members.

**Direct Marketing**

For a number of years we have carried out direct mail campaigns to recruit members. Direct marketing is becoming a very effective means of communication with people we would like to reach.

Direct mail recruitment campaigns targeting around 100 000 households with a letter, leaflet and application form have become routine. The mailing lists are sourced from list swaps with other organisations or from lifestyle lists purchased. We are able to accurately gain access to new audiences through these methods. This means we look at the characteristics of our current members (for example, age, profession etc) and send the mailing to people of similar characteristics.

**Market Research**

A market research survey sent to all members resulted in 30 000 returns (15% – an excellent rate). The results of the survey will inform future marketing activity, both for acquisition and retention.

**Fig. 4**

# PROMOTING ENGLISH HERITAGE WITH OTHERS

## National Tourism

English Heritage works closely with all the major tourism organisations in the country.

- It has been represented on the British Tourist Authority's Heritage Committee.
- It has been represented on the English Tourism Council's Visitor Attractions Committee where it helped to draw up the Code of Practice and Minimum Standards for Tourist Attractions and now works closely with Visit Britain.
- It is a member of all Regional Tourist Boards and participates in joint promotions.
- It co-operates in promotions such as the *Great British Heritage* pass which encourages overseas visitors to make more use of the heritage of this country by offering free admission to English Heritage and other heritage attractions. A repayment scheme reimburses English Heritage.
- It is a long-standing member of the Association of Leading Visitor Attractions (ALVA), which represents all attractions admitting one million visitors per annum.

English Heritage also works closely with other national tourism organisations and associations. For example, as part of the early planning for the Stonehenge development, a research exercise was carried out to determine the views of leading travel and tour operators.

## Local Tourism Links

English Heritage also works with local bodies to develop tourism, often in remote sites which are not traditional tourism areas. Joint marketing initiatives and leaflets are produced with many partners such as the Historic Houses Association, The National Trust and local tourism consortia.

Fig. 5



## TRAVEL TRADE

The travel trade has become an extremely important market for English Heritage and represents significant growth potential. Income from group visits has increased significantly since 1990/91 bringing it to over £1 million. Until recently the majority of our group visit business has come from Stonehenge, Osborne House, Battle Abbey, Dover Castle and Audley End House. It is felt that enormous potential exists to increase this business at other sites, so targeting the travel trade remains a key priority.

To encourage visits by groups to our sites we have a range of core benefits which are communicated in the annual *Group Visits Guide* and *Attractions* newsletter. For major customers our central office negotiates directly with clients and briefing notes are sent to relevant sites to keep them informed.

For admission purposes, a group is classed as at least 11 people, excluding the tour leader and coach driver. The core benefits for groups visiting our sites are as follows:

- 15% discount at all sites (except Stonehenge where this is 10%);
- free entry for tour leaders and coach driver;
- one free place for every additional 20 people in the group;
- free familiarisation visit;
- payment on monthly credit through Priority Access Scheme.

### Publications

We have two free publications aimed at the travel trade market.

- *Group Visits Guide*. This is the main platform for communicating to the trade. It presents information on our main group-visited sites, along with listing information of other sites. The objectives are to make clear the benefits to the trade of visiting our properties. It is sent to tour operators whose names are held on our customer database. It is also handed out at trade shows such as the British Travel Trade Fair in March and the World Travel Market in November.
- *Attractions*. This is our newsletter for the travel trade providing information on new site development, promotions, initiatives and general site information. *Attractions* is distributed three times a year to almost 5 000 names and addresses on our travel trade database.



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Fig. 6

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*Copyright Acknowledgements:*

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