Project of marketing communication for introducing a new product "A Day OUT at the Wells" on English market

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Zásady pro vypracování:

Úvod

I. Teoretická část

- Zpracujte literární rešerši vztahující se k marketingové komunikaci v prostředí cestovního ruchu.

II. Praktická část

- Sestavte situační analýzu pro uvedení nového produktu cestovního ruchu na anglický trh.
- Vypracujte projekt marketingové komunikace pro uvedení nového produktu na anglický trh.
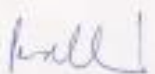- Projekt podrobte nákladové, rizikové a časové analýze.

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[2] STAŇKOVÁ, P., VORLOVÁ, R., VLČKOVÁ, I. Marketing obchodu a služeb. 1. vyd. Zlín: UTB, 2007. 153 s. ISBN 978-80-7318-532-9.
[3] HORNER, S., SWARBROOKE, J. Cestovní ruch, ubytování a stravování, využití volného času. 1. vyd. Praha: Grada Publishing, 2003. 488 s. ISBN 80-247-0202-9.
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ABSTRAKT

Cílem této diplomové práce je vytvořit projekt marketingové komunikace při uvedení nového produktu "A Day OUT at the Wells" na anglický trh. Produkt je nehmatatelná služba – propagace turismu v Tunbridge Wells, což je lázeňské město v hrabství Kent na jihovýchodě Anglie. Produkt je propagován jako balík atrakcí, prodávaný za snížené vstupné a bude zaveden v létě roku 2010. Teoretická část práce popisuje pojem cestovního ruchu, destinace a marketingového mixu v cestovním ruchu s důrazem na marketingovou komunikaci. Analýza prezentuje současnou marketingovou komunikaci města Tunbridge Wells, která je v poslední části rozpracována do podoby rozsáhlé komunikační kampaně za účelem propagace balíku.

Klíčová slova: marketing cestovního ruchu, marketingové strategie, marketing mix, marketingová komunikace, PESTEL analýza, Porterova analýza, BCG analýza, SWOT analýza, komunikační kampaň

ABSTRACT

The aim of this master thesis is to create a project of marketing communication for introducing a new product "A Day OUT at the Wells" on English market. The product is intangible service – promotion of tourism in Tunbridge Wells, which is a spa town in the county of Kent in the south-east of England. The product is promoted as a package of attractions being sold for a reduced admission fee and will be introduced in summer of 2010. The theoretical part describes the conception of tourism, a destination and marketing mix in tourism with an emphasis on the marketing communication. The analysis presents the current marketing communication of Tunbridge Wells, which is in the final part elaborated into an extensive communication campaign in order to promote the package.

Keywords: marketing of tourism, marketing strategies, marketing mix, marketing communication, PESTEL analysis, Porter analysis, BCG analysis, SWOT analysis, communication campaign

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INTRODUCTION

The service for which I am going to create the project of marketing communication is promotion of tourism in the Tunbridge Wells area provided in conjunction with Tunbridge Wells Borough Council and an official tourist organization the South East England Tourist Board.

In my bachelor thesis I have already dealt with this issue, evaluating the idea of Tunbridge Wells's attractions being sold as a package for a reduced all-inclusive admission fee. From secondary and primary marketing research, which I carried out, I discovered that there is a demand for such a product in the tourism market. Therefore I have prepared a marketing strategy based on 4 P´s and now, the project can be finally put into practise.

I have included within the package two well known attractions: A Day at the Wells and Penshurst Place and 3 less known attractions: High Rocks, Penshurst Vineyards and Spa Valley Railway. The product is based on the most popular attraction A Day at the Wells expanded to include other attractions to make up the package. As the remaining attractions are actually situated outside the Tunbridge Wells town centre, the package is called "A Day OUT at the Wells".

In the last part of the project an extensive communication campaign will be designed and, in compliance with elaborated time, cost and risk analysis, finally launched. The package will be marketed within the frame of a Tunbridge Wells Borough Council existing marketing strategy using the same tools of a communication mix. The communication campaign itself will be based on advertising of the package by means of "an entrance ticket", which will be used as a focal, universal promotional material (a logo, a leaflet and an invitation card to visit the attractions) as well as an actual joint entrance ticket to the attractions themselves. This will be the means of branding the product and the destination as well.

I. THEORY

1 MARKETING OF TOURISM

1.1 Definition of tourism

Tourism is understood as temporary stay away from inhabitancy, both from working reasons and also in terms of tourism in our free time.

Tourism can be classified from several views:

- **the length of stay:** long-term (more than 3 days, short-term,

- **the number of participants:** individual, group (organized),

- **the place:** domestic, abroad,

- **participants:** active (foreigners at our place), passive (we abroad). [1, s. 139]

Tourism is specific namely by connection of several services and their mutual cooperation (travelling, accommodation and services of dealers). Failure in one of these areas is perceived by a customer as reduced quality of the whole service.

Just like any other service, tourism can be characterized by 4 basic characteristics − *intangibility, inseparability, variability*, and *perishability*.

- **Intangibility** (a major characteristic of services - they cannot be seen, tasted, heard, or smelled before they are bought) appears mainly in communication, where customers judge the total level of service according to indirect quality signs (photos, description).

- **Inseparability** lies in a fact that they are produced and consumed at the same time and cannot be separated from their providers, whether the providers are people or machines.

- In tourism is also important the provider = **variability** of service is outstanding, depending on who provides them and when, where, and how.

- Tourism services are also **perishable** = are very dependent on time, they cannot be stored for later sale or use. Perishability is not a problem when the demand is steady. Once the demand fluctuates, many companies offering services have problems. There are several strategies, which adjust better demand and supply of services. On the side of demand it is − differential pricing, demand out of season,

complementary services, booking systems. On the side of supply it is – extra staff in the peak of season, increase of effectiveness, increase of consumers` participation, joint services. [2, s. 446]

Specifics of tourism:

- stable distribution channels do not exist,

- shorter operating time of service,

- influence of psyche and emotions – at vacations it is an extraordinary purchase,

- big significance of external side (luxury),

- emphasis on image (specific atmosphere of a place),

- significance of agents (they influence the decision),

- large cohesion of companies (travel agent–transporter–accommodation–catering),

- easy imitation of services (trade secret does not exist),

- extreme seasonality.

Tourism is very sensitive to surrounding changes (on the side of both supply and demand), to which it is necessary to quickly react. It is influenced namely by:

- economy – economic situation of customers,

- legislation – legal restrictions in both home and visiting countries,

- technologies – namely in transport, where standards of travelling quickly change,

- geographical and climatic conditions in given countries,

- socio-cultural factors – trends,

- demography of customers – classical family structure, the number of children, age of customers,...

At present, it is then possible to trace the following trend changes:

On the demand side:

- changing age structure of inhabitants,

- structure of households (the number of children, higher divorce rate),

- changing roles in households (the deciders),

- the change of social, life and cultural style,

- specialised requirements (on luxury or low price).

On the supply side:

- bigger specialization of supply,

- bigger comfort,

- life style (curative, adrenalin, sporting stays),

- attention to frequent guests,

- special packages for the rich,

- resolution of attractive and unattractive terms.

With respect to these specifics, individual companies on the market focus very individually on one or few types of services, or on restricted tourist locations, which ensures them the possibility of a higher control of activities, more experience and thus higher quality of services. [1, s. 140 - 141]

1.2 Possibilities of definition of tourism destination

A destination is represented by **a pack of different services concentrated in a certain place or region**, which are provided in concurrence on **potential of tourism (attraction) of place or region**. Attractivities of the destination thus represent the principle of the destination and the primary motivational incentive of destination visitor rate. A destination is „a geographical space (state, place, region), which is chosen by a visitor as his trip destination".

Destinations are today considered as standard, each other competing entities, therefore their development and sale must be prudently managed.

Under the conception of a destination it is understood **not only a particular region (place), but also a complex of commodities offered in the destination**, so that a destination is sometimes labelled as „recreational product" (tourist recreation product – TRP).

Destinations are „multi-purchasable" (purchasable in more ways), so that it is possible to sell various combinations of commodities in a destination, but it is also possible to sell a destination in various ways to different target markets (the same destination can be sold as a historical destination, cultural destination or „beach" destination). [3, s. 16 - 19]

For marketing management of a destination of a bigger proportion (e.g. a state) it is possible to apply **3 strategies** when creating structures:

1. **Strategy of induction** – lies in enlargement of a popular and well-selling place or region with its internationally known brand to a wider region. The advantage is a pronouncedly marketing creation of the destination based on client´s needs.

2. **Strategy of deduction** – divides the whole destination into individual regional destinations according to geographical parameters or political borders. The client´s needs are not primary when setting destinations on a regional level.

3. **Centralizing strategy** – means creating of one centre for the whole destination, completely handling the marketing management of the destination.

Management of a destination: the conception of management of a destination is typical for regional penetration on a tourism market, because it stems from easier process management in a destination on a regional scale (more transparent structures, easier communication, smaller distances..) than on a national level.

Marketing of a destination: a definition of the marketing of a destination stems from generally valid definitions of marketing.

In a theory of marketing of a destination Coltman specifies **2 definitions of marketing of a destination:**

1. Marketing of a destination as a philosophy of management, stipulating a placing of a product on the market based on consumer´s demand with the aim of profit maximization.

2. Marketing as a controlled complex of targeted activities balancing the aims of the destination with clients´ needs. [3, s. 21 - 24]

1.3   Introduction to marketing of a destination

Marketing of a destination (destination marketing) represents a significant tool of penetration of destinations into international and also domestic tourism market on regional, local and national level. Marketing of a destination connects in itself **strategic, tactical and administrative level** with respect to needs of transformation on new conditions of tourism market.

Marketing of a destination is being labelled as a soul of marketing in tourism. A pivotal part in marketing of a destination on regional, local and national level plays **regional/local/national tourist organization.** [3, s. 76 - 78]

1.4   Specifics of destination marketing

Specifics of destination marketing flow from **specifics of tourism market, its structure and heterogeneity and also from character of tourism services:**

- Tourism is a very **heterogeneous unit** and consists of many smaller subjects and sectors, whose power (e.g. lobbyist) is very small in comparison with more homogenous branches.

- **Tourism services** feature intangibility, high rate of heterogeneity and subjectivity of perception and provision of the same service, inseparability of place, time of drawing and providing of a service, temporary owning and expiry of a service, if it is not provided in a given moment.

- **Tourism is more than any other sector determined by a supply**, which disputes the principle of consumer orientation, respectively it nears the selling level of marketing.

- The product of tourism destination is compound from partial products of different service providers, which lead to **low degree of quality control of a destination product** from the NTOs´ side.

- Tourism market is highly **volatile** and prone to misalignment of external relations from balance, when a strong recession can occur.

 Destination marketing features 5 characteristics:

- **philosophy of client´s orientation** – the art to look at a destination with client´s eyes,

- **usage of analytical processes and concepts to** measuring and evaluation of marketing activities,

- marketing research,

- adoption of strategic decisions and planning functions,

- organizational readiness and request for fulfilment of a marketing plan.

The linchpin of destination marketing is **marketing research** as the primary step and a source of information for decision making. Other parts of destination marketing are **strategic, tactical, transformation and administrative destination marketing.** [3, s. 80 - 82]

1.5 Strategic destination marketing

Strategic destination marketing stems from the destination´s vision and it is built on investigation of destination´s product life cycle, on identification of market opportunities, segmentation and research of motivation. Important part of strategic marketing is represented by positioning, brand strategy and an image of the destination.

1.5.1 Formulation of destination´s vision

All steps of strategic and tactical marketing are in a destination are inferior to a unified **vision, eventually a mission** formulated for a period of 5 to 10 years. The formulation of a vision involves invention, creativity and making things up. The vision means **formulation of future possibilities, wishes and dreams, resp. desired image of the destination in a certain period of time,** which must be watched by all subjects of the destination. Fulfilment of mission (objectives) serves to realization of the vision. [3, s. 88]

1.5.2 Destination product life cycle

Likewise physical products go through their life cycle, destination products do so too. The product lifecycle (PLC) is a description of the life of a product, from its launch to its final withdrawal from the market. Using this analysis will help a business decide whether it is worth investing further in a product.

The derived concept to a PLC is a model analysis life cycle of a Destination, so-called **Destination life cycle curve** (tourist area life cycle – TACL). Its phases are: research, participation, development, fixation, stagnation and decline. [3, s. 89 - 91]

1.5.3   Market segmentation

Market segmentation means a division of source destination market into homogenous groups (target destination markets) according to common characteristics (age, education, nationality, interest in products, interests, opinions..) Primary segmentation character of the source market is **propensity for travelling,** measuring the number of passengers in a state/region to a total number of inhabitants. Higher propensity for travelling have people with a higher education and income, people from cities, with 1 or more cars. The highest propensity for travelling have 3 main segments – **young people without children, families with children and seniors.**

There are two common categories of segmentation – **according to the kind of travelling** (leisure, business tourism and visiting friends and relatives) a **according to the kind of customer** (socio-demographic analysis, family life cycle theory, age, sex..) [3, s. 92 - 94]

1.5.4   Motivation

Every decision-making process starts at finding of **client´s wishes and needs**, which determine his motivation. Motivation includes so-called push factors (escape from everyday life, leisure..) and so-called pull factors which relate to the destination and its attractivities.

Motivation is defines as physical (looking for relaxation, health), cultural (recognition of new places), social moment (visiting friends), fantasy moment (escape from reality). [3, s. 97 - 98]

1.5.5   Identification of market opportunities

Definition of market opportunities: „the area of a client´s need and interest, in which exists high probability, that the seller will gain a profit when satisfying this need". Kotler specifies **three sources of market opportunities:**

1. **Supply of something, which is lacking in the market** – mainly new markets with high demand for a destination or high demand in certain terms.

2. **Supply of already known destination in a new or improved way** – built on 3 methods: **method of problems detection** (is connected with survey of clients´ satisfaction), **method of ideal** (is finding client's perceptions about ideal destination and service), **method of consumption chain** (finding the course of „service chain" – information about destination, reservation, arrival, drawing of services...).

3. **Supply of new destination product** – it is not created on the basis of direct clients´ wishes, as clients do not know the destination.

Exploitation of segmentation, research of motivation and identification of market opportunities serves to the destination as a resource for **setting of common Destination strategy in terms of market occupation and the product,** which has several forms:

- **strategy of one target market** – occupation of a smaller specific market,

- **concentrated marketing strategy** – selection of several market segments with unified product,

- **total marketing strategy** – supply of an individual product for each market segment,

- **indistinctive marketing strategy** – uses unified marketing mix for all segments. [3, s. 103 - 106]

1.5.6   Methods of analysing marketing opportunities

In order to develop a marketing strategy a business must use the primary and secondary market information that it collects to analyse the competitiveness of its product or service and to gain an understanding of the external environment in which it is operating. This requires continuous scanning of the market to spot market opportunities.

Two techniques for carrying out the analysis are:

- PESTEL analysis – an acronym (a word formed from the first letters of other words) for Political, Economic, Social, Technological, Environmental and Legal influences,

- SWOT analysis – an acronym for Strengths, Weaknesses, Opportunities and Threats.

A. PESTEL analysis

In a dynamic environment where the external situation is continually changing this analysis would need to be carried out regularly, particularly by a business which aims to launch new products.

Every organisation will at some time want to launch a new product into the market place. To do this successfully an organisation needs to thoroughly investigate its external environment.

- **P** is for political factors – how is the organisation and/or its products affected by the political environment?

- **E** is for economic factors – economic forces affect both the organisation and its consumers and customers. The impact will depend on whether the business is in the service or manufacturing sector.

- **S** is for social factors – there are many social and cultural changes taking place in society.

- **T** is for technological factors – processes, invention and innovation, Internet

- **E** is for environmental factors – environmental issues are now a major concern for any marketing department because of the need to be environmentally friendly.

- **L** is for legal factors – legal rules and regulations can be either an opportunity or a constraint on the organisation.

B. SWOT analysis

SWOT is a technique for comparing or matching an organisation´s internal strengths and weaknesses with the opportunities and threats found in the external environment.

- **S** is for strength – is a specific asset, skill or competence found within the organisation which would help it achieve its objectives.

- **W** is for a weakness - is a specific feature found within the organisation which could prevent it from achieving its objectives.

- **O** is for an opportunity - is any specific feature found in the organisation´s external environment which would enable it to achieve its objectives.

- **T** is for a threat - is any specific feature found in the organisation´s external environment which would prevent it from achieving its objectives. [4, p. 13 - 14]

1.5.7 Methods of developing different marketing strategies

Once a business has collected and analysed market information about its external environment and carried out a marketing audit of its internal strengths and weaknesses it should be able to identify the best strategy to achieve its objectives.

We examine two techniques for assessing possible strategies - Ansoff matrix and Boston matrix.

1.5.7.1 Ansoff Matrix

H.S. Ansoff first described this in 1957 in the *Harvard Business Review.*

	Existing	New
Existing	**Penetration** Existing products in existing markets Low risk strategy	**Product expansion** New products in existing markets Medium risk strategy
Markets **New**	**Market expansion** Existing products in new markets Medium risk strategy	**Diversification** New products in new markets Highest risk strategy

Existing   Products   New
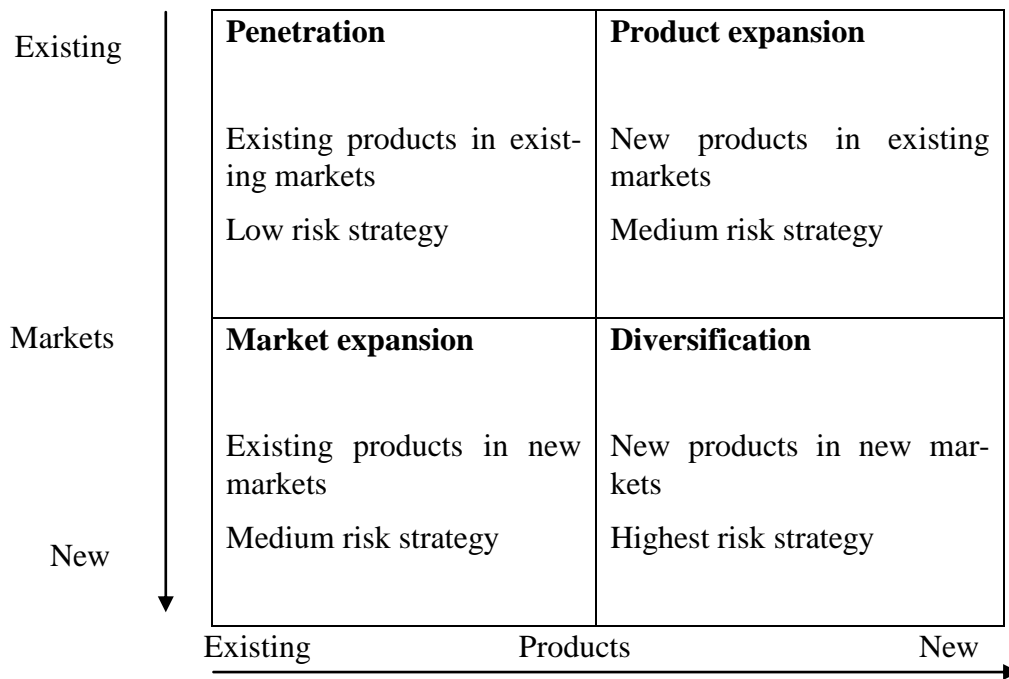
Picture 1. Ansoff Matrix [4, p. 15]

The horizontal axis shows existing and new products. The vertical axis shows new and existing markets. The basic two by two matrix gives four possible strategies for increasing sales.

Initially there are two key choices in the Ansoff matrix: *to exploit the product or the market.* To make a decision a business would have to assess or screen the new markets and

new products, then compare the potential benefits with those expected from continuing with existing markets and products.

Market based strategies

Market penetration – this involves expanding market share in existing markets by using existing products. This can be done by:

- persuading current customers to buy more of the product,

- converting non-users into customers,

- poaching customers from competitors.

Market expansion, entering new markets – this involves using existing products to increase market share by moving into new markets. For example:

- catering for different market segments,

- entering new geographical markets.

Product based strategies

Product expansion, new product development – this means changing or adapting the product so that it sells to more people in existing markets.

- Finding new uses for the product.

- Changing pack size.

- Adapting existing products.

Diversification - developing new products in new markets. This is the most expensive and risky strategy as it requires intensive screening of both the idea for new products and the opportunities in new markets. [4, p. 14 - 16]

1.5.7.2 Boston Matrix

After producing a product life cycle for each of its products the business can use these to carry out an analysis of its product portfolio. This will help the business identify possible areas of growth. A useful technique for doing this is the Boston matrix, originally developed by the Boston Consulting Group, a leading firm of management consultants in the USA.

	Star	Question mark
	Cash caw	Dog

High ... Star ... Question mark

Market growth

Cash caw ... Dog

Low

High ... Market share ... Low
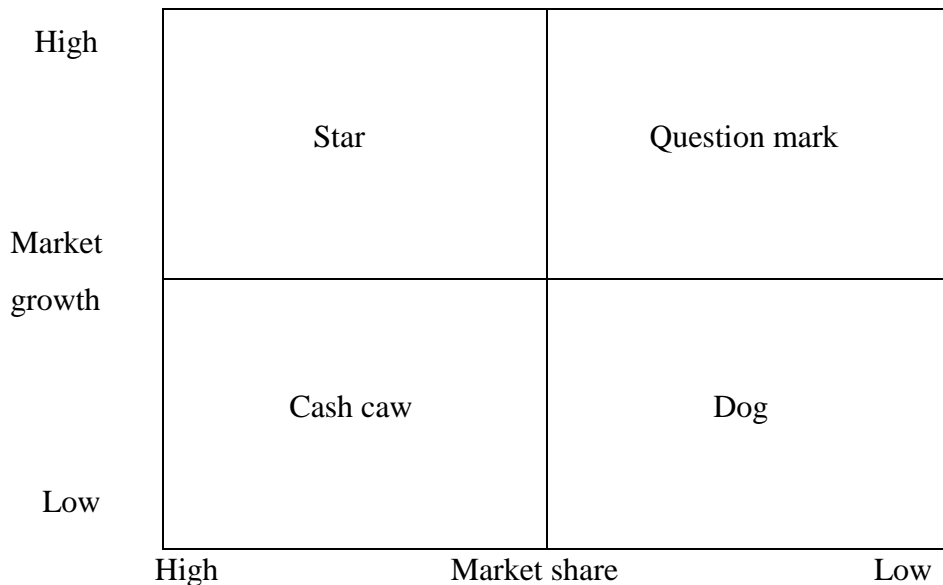
Picture 2. Boston Matrix [4, p. 18]

The horizontal axis shows the market share compared to the largest competitor. The vertical axis shows the growth in the market.

Stars – these are products with a high market share in a rapidly growing industry.

Cash cows – Cash cows have a high market share in a slow growing, probably mature market. This means that the product benefits from high economies of scale and has lower unit costs than its competitors.

Question mark or problem child – this product has a low market share in rapidly growing markets.

Dog - this product has a low market share in markets where there is little or no growth. A dog is probably reaching the end of its product lifecycle. It should be dropped from the product portfolio. [4, p. 17 - 18]

1.5.8   Destination positioning in tourism market

The aim of destination positioning is occupation of a specific place in clients´ minds based on specifics of an offered product, on chosen way of communication and on creation of a total image of the product with regard to competitive destinations. The destination positioning is based on strategic competitive advantages of the destination (unique selling proposition – USP). [3, s. 106 - 108]

1.5.9   Brand strategy – destination branding

The brand of the destination links tangible and intangible values of the destination, experiences and promises for a client. The brand of the destination can be labelled as „**brand portfolio",** whose more lasting part is **a logo** and the second, more flexible part is **promotion** (creation of visual identity – films, advertising shot, prospectuses, web pages). The branding is not a result of advertising campaigns, but it is using the promotion for communication when positioning the brand. [3, s. 112]

1.5.10 Image of destination

It concerns stereotype, selective perception of a place, characterized by expectation of something new and so far unrecognized (=primary motivation in tourism) – communication strategy of destinations is building on it.

Image as a combination of three elements – **cognitive** (consists of information and reality, which we take as true), **emotional** (is based on motives and determines subjective evaluation) and **volitional** (is analogical to behaviour and is decisive when choosing a destination). [3, s. 127 - 128]

2 CREATION OF MARKETING MIX OF DESTINATION – MARKETING MIX IN TOURISM

Marketing mix – the set of controllable tactical marketing tools - product, price, place and promotion – that the firm blends to produce the response it wants in the target market. [4, p. 12]

Marketing mix designed as of early the 1960s by Prof. Jerome McCarthy involves in its original form **4 basic components - product, price, place, promotion**. Over the past 40 years the marketing mix has been tailored to different areas of marketing of goods and services, thus today it is possible to trace a completion of the "classical" marketing by several more "P" when keeping the original four-component structure in destination marketing, e.g. according to Kotler [5, s. 113 - 115] and Morrison [6, s. 225]:

1. politics,

2. public opinion,

3. programming,

4. packaging,

5. people,

6. partnership.

Middleton also expanded the basic marketing by 3 more P´s, one of which is identical with the expansion of Morrison – people and 2 other represent **physical characteristics** (physical evidence) and **process** (process). The physical moment presents tangible sides of tourism product. The process indicates the supply of services itself and incorporation of a customer and a provider. [7, p. 122]

2.1 Politics and Public opinion

Political activities significantly influence a strategy of destination penetration on the tourism market in 2 directions:

- **Inside of a destination**, when political decisions influence an organization of destination marketing and thereby also the system of destination management and tourism politics in a destination.

- **Outside of a destination,** when mainly visa requirement or other regulations pose a difficult obstruction in a destination sale. [3, s. 134]

Public opinion, which can have the same powerful influence as politics, relates to an image of a destination. Perception of a destination by a client and his expectations are important moments, which are used by a marketing mix creation. [3, s. 134]

2.2 Creation of packages and programming

Creation of packages means a concrete compilation of services completing one another into a complex offer, usually for a joint price.

Programming (program specification of packages) is a certain expansion of a product in terms of connection and combination of a range of services with a focus on client's needs, and at exploitation of specialized activities, programs or events, which raise the volume of sale.

Programming and creation of packages is possible to characterize as a specific way of product creation. Programming is an excellent marketing opportunity to support destination sale, which, at the same time, provides the client with new experiences and expands services by new ideas. A problem of packages compilation is the impossibility to control service providers when providing a service itself. Programming and creation of packages **stimulate the demand for a destination and sales growth**, namely in off-season periods. Organizations of destination marketing often use **social events, cultural and sporting actions and other activities within the scope of cooperation** (partnership), which is necessary when creating packages. [3, s. 134 - 135]

Some marketing agencies of destinations pick over the role of travel agencies when cresting packages. The principal of these packages is accommodation in a hotel, to which other services, such as trips, entrances to attractions, trips to a destination and back, transfers and so on, can associate.

Through the packages the agency can promote certain image of a destination, e.g. centres of artistic, cultural or sporting events, which are popular. Such short-term tours are plenty on offer. [8, s. 293]

2.3 People

People are detached as a special component of the tourism marketing mix considering that tourism is a sector built on a personal provision of services, on a contact of people with people, where the level of the provided personal service influences the total evaluation of product quality by a client. The philosophy of provision of quality services must afflict everybody who involves on its provision or preparation. For assurance of the service quality, provided to the client, an important principle applies, saying: „take care of your staff and they will then take care of your clients in the same way". This exactly reflects the importance of human factor in tourism. [3, s. 135]

People represent one of the elements that expand the classical 4 P´s in marketing mix. Inclusion of this element in marketing mix of services results logically from the characteristics of services, that is from the inseparability of their production from the customer. [9, s. 154]

The importance of the human factor in services marketing led to increasing interest in **internal marketing.** The role of internal marketing is to attract, motivate and keep quality staff by means of satisfying of their individual needs. The aim of internal marketing is to ensure effective behaviour of the staff, which will lead to growth of clientele. [10, s. 168]

2.4 Partnership

Partnership represents one of the components of expanded marketing mix, whose importance in tourism is a result of heterogeneity and sectional character of the sector, of certain fragmentation of the market in terms of existence of many small and middle-sized companies (providers) in a destination. For penetration of a destination into international market in conditions of strong international (global) competition is **the partnership of subjects in a destination and coordinating effort of a destination marketing organization vital.** Partnership is the principle of fruitfulness of the remaining P´s in marketing mix. [3, s. 135]

The above mentioned P´s as subsystems of destination marketing represent certain secondary, but significant subsystems of the destination marketing. Let´s have a look at next (original) 4 „P´s" of tactical destination marketing: **1) product, 2) price, 3) place, 4) promotion.** [3, s. 136]

2.5 Creation of a product (exploitation of competitive advantages)

Every destination tries to sell its uniqueness and pose its products so, that they are differentiated by their quality, exploitation of unique, e.g. natural expectations or their variety from the others and were successful in the market. The creation of a product relates to programming and creation of packages. Every destination has its **key products** (relatively reliable in terms of sales volume) and „secondary" products.

Sources of a destination can be divided in 3 groups:

- **physical** (nature, climate),

- **socio-cultural** (cultural heritage, folklore..),

- **economical** (proportion of price/quality, domestic and foreign investment in tourism..).

A product of tourism destination is always understood as a combination of 2 levels:

1. **physical level** – summary of original or derived expectations,

2. **symbolic level** – summary of illusion, fantasy, perceptions and dreams. [3, s. 136]

Definition of a product in destination marketing:

- Service (tourism product) is according to a ČSN ISO 9004-2 standard: a result created by activities on interface between a supplier and a customer and inner activities of the supplier with the aim to fulfil the client´s needs.

- According to Seaton and Bennett, every product can be understood as a set of three levels:

  1. **Merit of a product** connected with identification of client's needs (relaxation, movement, fun and adrenaline).

  2. **Physical product**, including a concrete formal offer with a given term, place and fixed price (a stay).

  3. **Extended product**, providing a value added to the formal product (guarantee of snow).

- Kotler differentiates even 5 levels of understanding of a product for product offer planning:

1. **Basic utility of a product** purchased by a client (e.g. rest in a hotel).

2. **Generally usable product**, which is a transformation of the basic utility thanks to a dealer (a hotel offers a reception).

3. **Expected product** representing characteristics and conditions connected with a demand (in a *** hotel a clean toilet, towels are obvious..).

4. **Extended product** including other advantages, services and additional utility, with which the product provider distinguishes from competition (fruit in a room, dressing gown..).

5. **Possible product** representing the product prospect to the future (building of a hotel pool). [3, s. 136 - 137]

Destination products can be divided into 2 groups independent on one another:

1. So-called **destination products** (regions, places, transit routes).

2. **Thematic products** (activities). [3, s. 138]

2.5.1   Planning of a product, new and existing products

One of the most important decisions of an organization of destination marketing is a **strategic decision about a product mix**. In linkage on target markets **5 variants of a product mix** exist:

1. combination of operation in several markets with an offer of a multiproduct mix for each of them,

2. operation in several markets, but with one product for each market,

3. operation in several markets, with one different product for each of the markets of the market portfolio,

4. operation in only one market with a multiproduct mix,

5. operation in only one market with one product.

The creation of new products is different from keeping the current products. A planning of products must deal with a question, whether the products will be sold in current or new market. [3, s. 141 - 142]

2.6   Price (price level of a destination)

Price level of a destination differentiates from other elements of marketing mix of a destination in two directions:

1. **Price,** in contrast to other 3 elements of marketing mix producing costs, **is producing revenues.**

2. **Organization of destination marketing does not directly set a price of offered products,** many of them do not work with a price at all.. [3, s. 144]

At the destination level, the price becomes an important **tool for control of a demand for a destination, as it enables:**

- **increase the sale of a destination** – e.g. at tourist attractions (namely public) no or very low entrance fee is being charged,

- **reduce the sale of a destination** – the price is being increased to a prohibitive level, a product becomes a luxury goods accessible only to chosen groups of clients (niche markets),

- **regulate the demand for a destination in time** (according to seasons, days) and **in a place.**

Which factors influence the decision-making of a client in relation of Destination – price? Customers tent to create a picture about a destination, where they have never been according to a price level. A high price can effect on some clients negatively, other can be drawn by it. Customers connect a high price with a high quality and a low price with a low quality mainly when they do not have sufficient information about the destination or their own experience. C**lients require for the given price a greater value.**

A price represents one of the first strategic decisions and is often being looked at as one of the tools of strategic marketing. [3, s. 145]

2.6.1   Value of a destination for a client

A value of a destination for a client represents the difference felt between perceived benefit and perceived costs (the price) in comparison with competitive destinations.

The value of a destination is possible to influence by means of so-called **value management** for a client (customer value management - CVM), say through a supply side as well as by means of a position change of a destination in terms of a consumption/costs rate. [3, s. 146 - 147]

2.6.2   Determination of „the right" price on a commercial level

Tourism is a sector featuring **high diversification of a price policy.** Tour operators can offer packages to destinations for first moment prices, loyalty reductions, with last moment prices, or prices for certain market segments.

Which factors influence a product price in a destination:

- A price (and setting price conditions) is influenced by **a cost level, competition and a client.**

- **Competitiveness of a destination is given by a price level**, which is a function of an exchange rate, labour costs and a phase of economic development. The price decision-making starts with an analysis of a client (demand). **Setting of a cost level** in tourism is difficult due to high fixed and low variable costs.

- **Basic factors influencing the price level:** basic characteristics of client, general aims of an organization (Destination), image of a destination, the volume of estimated consumer demand, costs, competition, distribution channels (commission) and complementary services. [3, s. 147 - 148]

2.7   Distribution channels of a destination

The concept of a distribution mix experienced extensive changes namely thanks to a development of information and communication technologies (ICT). Selection of suitable distribution channels and their combination represent one of the most important competitive advantages. Distribution channels of a destination are divided in two areas:

1. **External distribution network** is formed by a combination of foreign representation of national tourist organization (NTO), tour operators and agents. **The NTO does not function** in relation to foreign tour operators or agents **as a business**

> **partner** in the sense, that is does not have contracted services capacity to sell, but tries to mediate the sale of a destination.

2. **Internal distribution network** is built on cooperating regional and local tourist organizations, domestic tour operators and agents and service providers. The domestic tour operators distribute through regional tourist organization (e.g. through regional reservation system). **Tourist information centres** are also a part of internal distribution system. [3, s. 152]

2.7.1   The role of information and communication technologies

Why it is not possible to imagine distribution networks in tourism without information technologies:

- **Intangibility of a tourism destination product,** the impossibility to see it or try before or at the moment of the purchase. ICT enable its perfect presentation (video, picture material, description..), and a check of capacities, a fast communication, easy and fast comparison etc.

- **Fast perishability of a tourism destination product.** NTO does not have to sell capacities directly, but can connect supply and demand through its information system, and thus centrally ensure the sale of capacities.

- **High heterogeneity of a destination product** (effort of comparability).

- **High volatility of a tourism destination product** (continuous market changes). [3, s. 153 - 155]

2.8   Promotion of a destination – marketing communication in tourism

Communication represents the base of promotion of a destination and stems from a fact, that, **a tourism destination product is intangible** and as such cannot be seen, touched, tasted or tested. The client´s awareness of a destination and its choice depends on his **information sources.**

The primary communication includes promotion and information sources. **The information sources** can be divided **in 4 groups** – commercially and non commercially provided information, information provided personally and impersonally (media).

How to define a destination promotional mix (DPM) (**marketing communication mix**)? DPM includes entire communications, used to achieve a required destination demand by means of delivery of right messages, in correct ways, in the right time to target groups.

DPM includes **advertising, PR, personal selling, sales promotions and direct marketing.**

Promotion is primarily focused on **influence of demand**, but it is also regarded as **a tool for risk reduction** (financial, physical and social risk) during a decision-making process. NTO can suggest **communication programs leading to a risk reduction for a client**.

Other significant area of promotion is **a creation of a personal image and favourable profile of NTO** (corporate identity) and a destination brand. [3, s. 156 - 160]

Principles of services communication:

- provision of tangible evidence,

- explain the service so it is understood,

- continuity of communication,

- promise only what is possible to fulfil,

- bet on word of mouth,

- direct communication to staff. [10, s. 158]

2.8.1 Tools of promotional mix

A. Advertising

Advertising is defined as any impersonal presentation and promotion of ideas, goods and services for payment by a particular subject. (Morrison) Planning and management of advertising starts at an analysis of objectives including formulation of a target group and requirements for a form and message content.

The most exploited tools of advertising mix:

- **own printed brochures**, catalogues, leaflets, audiovisual and other materials,

- **printed media** – the most exploited advertising medium in the nineties,

- **TV advertising** – specialized channels about travelling, national channels for more areal destination advertising,

- **radio advertising** – medium suitable for reaching niche markets,

- **posters and billboards** – most often 1 picture and 6 – 10 words. The advantage is a high reach and frequency, geographical selectivity, independence of advertising,

- **advertising at the cinema** – very low frequency,

- **Internet** – does not perform only a role of promotional medium, but also of information source, distribution channel and is also an educational factor.

Advertising activities must be planned with respect to destination objectives. Advertising objectives in tourism stems from **the objectives of a communication mix** and can be divided in 4 areas:

- **Informative advertising objectives** – creation of awareness of a destination, special services or prices, reaching new target groups etc.

- **Persuasive advertising objectives** – effort to strengthen the client´s perception of a destination, to raise his loyalty etc.

- **Reminding advertising objectives** – remind of the destination existence and its products.

- So-called **business objectives** – e.g. improvement of distribution network.

Decision-making about media

NTO must carefully consider the choice of media. It is possible to use a range of **technical concepts** for planning of an advertising campaign: „media class" (radio, TV, press), „media carrier" (concrete newspaper), „media period" (e.g. 30s of TV advertising), „frequency" (it is measured: OTS = opportunity to see and OTH = opportunity to hear, indicating a rate how many times is the target group exposed to transmission), „ cost per thousand" (CPT, indicating the cost effectiveness), etc.

Decision-making about the way of message processing

At an advertising formation, basic rules such as personal involvement of a client, emphasis of a competitive moment and a visual moment, on which tourism is found, should be observed.

The most effective advertising campaigns are those **simplest, unified and well remembered.**

It is necessary to decide on timing and pretesting of advertising, to prepare a final plan of advertising, incl. the budget and to measure and evaluate the fruitfulness of advertising (with indicators such as measuring of interference, response, communication effect, sale etc.). [3, s. 161 - 166]

B. Public relations

PR alias public relations are in contrast to a paid advertising built with lower costs, but with much better results. The common definition of PR: Planned and persistent effort to create and keep a good reputation of an organization and mutual understanding between the organization and its public.

PR fulfil the role of fixing positive relations to the destination, but they are often used as a tool against **negative publicity** (in a context of crisis management, namely when coping with negative events, in context of criminality, assassinations etc.).

PR can be characterized:

- **gratuitousness** (or lower costs in comparison with advertising),

- **higher public trust,**

- **more general coverage that at** advertising,

- wide range of **target groups** – customers, expert public, media, authorities, tourist organizations, etc.,

- wide scale of **PR tools** – political lobby, work with press, actions for public, etc.

PR activities in destination marketing can be divided in 2 areas:

1. **External** (foreign) involving communication programs, work with journalists, etc.

2. **Internal** (domestic) involving building of good relations between an organization and staff and all activities directly in the destination. [3, s. 166 - 168]

C. Sales promotions

Sales promotions are short-term benefits offered to a client or dealers with the aim of book-entry, reservation or sale. The basic difference between advertising and sales promotions is that advertising is largely orientated on a product; meanwhile **sales promotions persuade the target group with something for a product above standard.**

The most often used tool of sales promotions is organizing of identification trips, so-called fam trips (familiarization trips = trips, that are organized by a destination marketing organization for workers from foreign services agents). **Tools of sales promotions** can be divided in 2 groups:

1. **Special tools** – including specialized advertising, offer of samples (fam trips), business roadshows (exhibitions, fairs) in a destination etc.

2. **Specialized short-term offers** (short-term incentives to visit the destination) – including vouchers, price cuts, contests, lotteries, loyalty programs, etc. [3, s. 169 - 170]

D. Personal selling

Personal selling is interpersonal process, with whose help it finds out, activates and meets demands and wishes of a buyer so, that both the seller and the buyer profit.

Morrison differentiates 3 categories of personal selling – **field sale, phone sale and a sale „inside"** and 6 functions of personal selling:

1. identification of the leading personality for decision-making about a purchase,

2. support and promotion of business subjects,

3. contribution to an increased sale in the market point,

4. provision of detailed and actual information,

5. keeping personal relations with key clients,

6. obtaining information about promotive tools of a competition. [3, s. 171]

E. Direct marketing

According to Kotler it forms „an individual part of promotional mix". Morrison places direct marketing to the advertising and formulates it as a direct sending of advertising messages. The label „directs" results from a direct communication between the service provider and an end client without any interlinks. Basic tools of direct marketing are **direct sending** (direct mailing), **telephone sale** (telemarketing) and **use of electronic mail.**

Direct marketing is seeking advantages from a personal attitude, easy measuring of reception and low minimal costs. The disadvantage is aversion of a recipient to an unwanted mail.

Through a database marketing the NTO can **effectively address segments, niches, and even individuals**, which is profitable in electronic form of communication. [3, s. 172]

3   CONCLUSION OF THEORY

The thematic contents of the master thesis is marketing communication for introducing a new product on English market. The master thesis was therefore elaborated in the English language, which was considered as appropriate.

In the theory part it is delimitated and defined the conception of tourism and a destination and the way these are marketed. Other part deals with marketing mix in tourism with an emphasis on the marketing communication itself as this is the core of the project.

Information for elaboration of theoretical resources was gathered from different recognized authors, who are engaged in marketing in general, destination marketing and also marketing communication.

Generally speaking, there are plenty of suitable and high-quality publications in the market, only some of them are rather out of date, so I could not use them. I also had a problem with searching for books written in the English language, therefore it was necessary to translate most of the source-books, which was quite time-consuming.

The publication, from which I gathered information most often, is "*Marketingová strategie destinace cestovního ruchu"* by Monika Palatková, as it deals with majority of the theoretical topics and quotes many recognized authors itself. It is also up to date, comprehensible and of high standard.

II. ANALYSIS

4 ANALYSIS OF THE CURRENT STATE OF MARKETING COMMUNICATION

4.1 Introduction of the region and the product

Picture 3. The Tunbridge Wells town centre (own source)

4.1.1 Identification and territorial delimitation of the region

The region, where the product **'A Day OUT at the Wells'** is placed, is situated in and around Tunbridge Wells (thereinafter as TW), which is a spa town in a county of Kent in
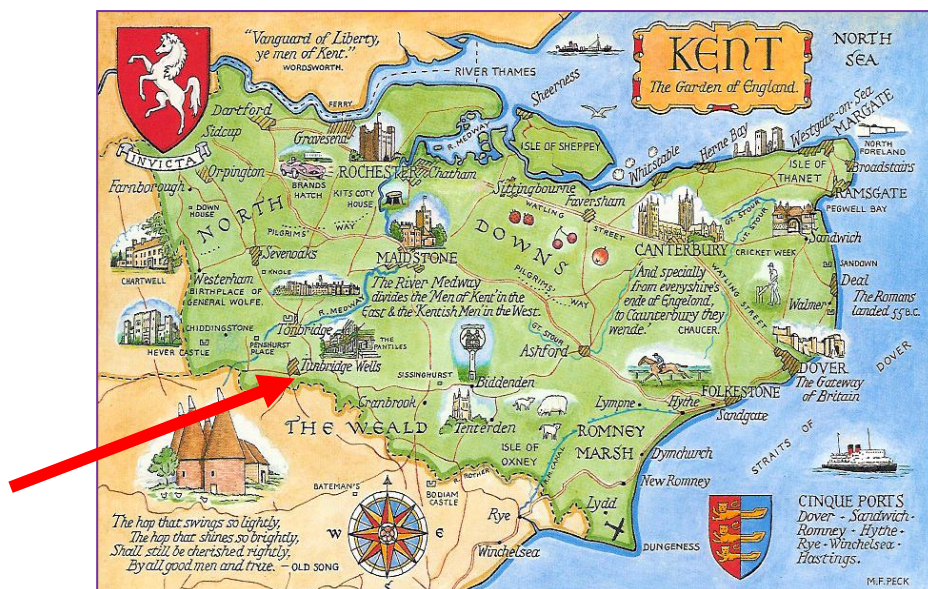
Picture 4. The map of Kent (own source)

the south-east of England. This region is also called "the Heart of Kent".

The TW Borough covers 326 square km (126 miles) from Speldhurst Parish in the west to Sandhurst in the south-east. The Borough borders East Sussex and is located in the south-western corner of Kent forming part of what has become known as the Garden of England. In partnership with Sevenoaks, Maidstone and Tonbridge & Malling Councils it is marketed as the Heart of Kent. The High Weald Area of Outstanding Natural Beauty extends across most of the rural part of the Borough, and the area benefits from orchards, hop gardens, oast houses, Wealden villages and famous attractions.

Royal TW and Cranbrook are both historic towns, and the Borough also benefits from having several picturesque villages within its boundaries to attract visitors.

TW also falls within the "Transmanche" region identified by Kent County Council and the French Misson Cote d´Opale as an area to be marketed for tourism and leisure expansion benefiting from the opening of the Channel Tunnel and existing sea links. Paddock Wood offers the Borough´s direct rail link to the Tunnel via Ashford International Station. [11, p. 6]
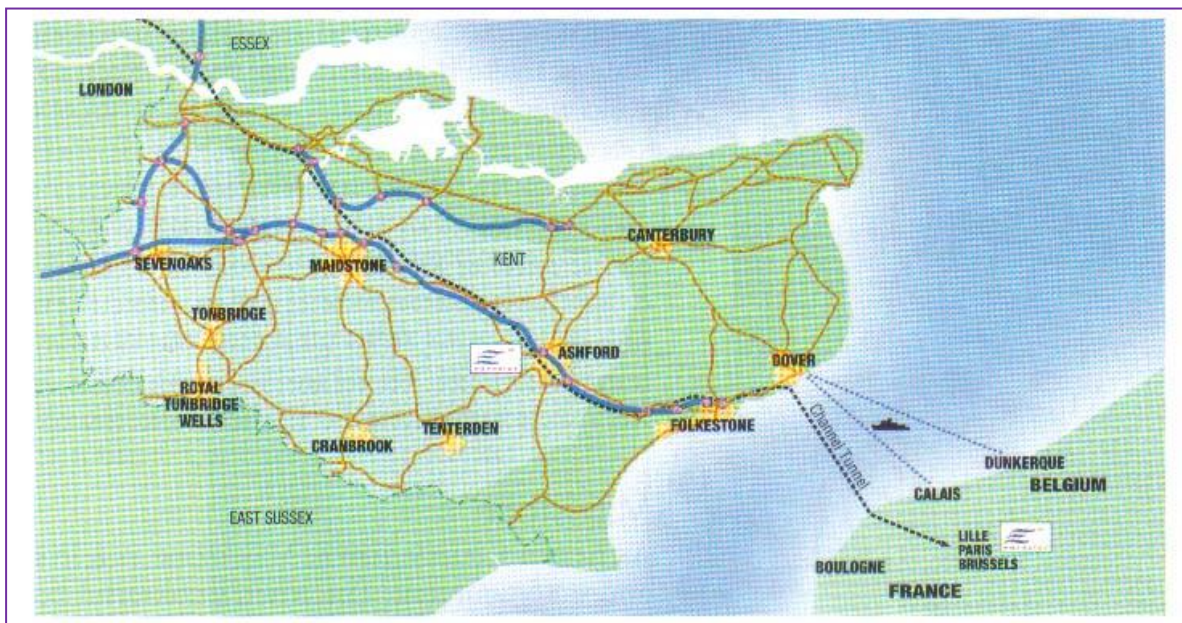
Picture 5. The Heart of Kent region (own source)

4.1.2   History of the region

Royal TW has been attracting visitors for 400 years and has become a landmark in Kent's history, ever since the chance discovery of the Chalybeate Spring by a young nobleman in

1606. Its reputation as the place to see and be seen amongst royalty and the aristocracy over the years makes the history of TW one of the most colourful in England.

Soon after Lord North's discovery, word of the purported health-giving properties of the spring water soon spread, and visitors from London and elsewhere flocked to 'the Wells' to try the waters. Coffee houses, lodgings, shops, taverns and gaming houses soon sprang up in one continuous line near the Spring joined by a covered colonnaded walkway which later became known as the Pantiles. This pretty and well-known colonnade is still to be seen today - full of interesting boutiques and antique shops, open-air cafés, bars and restaurants.

Georgian TW

In Georgian times particularly, TW became a well-known and popular spa resort, a rival to nearby Brighton. Its visitors alternated between Bath for the summer season and TW for the winter season. The lively social scene in TW was famously organised by the dandy, Richard Beau Nash who also divided his time between TW and Bath and made sure that residents and visitors alike adhered to the 'rules' of social behaviour.

Victorian TW

In the early 1800s TW became a very desirable place for rich business and professional people not just for a holiday, but also in which to live. A great deal of building was undertaken to the north of the small spa as large villas and family houses were built - many of them by the architect Decimus Burton. Evidence of this grand period of new architecture in TW still survives today. [12]

4.1.3   Introduction of the product

The product is intangible service - Tourism in TW area being sold as an all-inclusive package for one advantageous price called **'A Day OUT at the Wells'** which connects several tourist attractions with the well-known "A Day at the Wells" (interactive exhibition of Georgian TW in the centre of TW). Visiting the Spa Valley Railway (steam trains from TW to Groombridge), Penshurts Place and other features is being promoted as a package with the Day at the Wells.

The idea is to help promote TW as a tourist base, to encourage people to stay longer and visit more for less (the price of the ticket will be reduced by 30 %). The Day OUT at the

Wells is based on the most popular attraction A Day at the Wells expanded to include other attractions to make up the package. As most of the other attractions are actually situated outside the TW town centre, the package is called A Day OUT at the Wells.

The attractions included are:

- **High Rocks** - ancient national monument in woodland setting, with acres of sandstone rocks interlinked with 11 bridges, 2 miles of TW.

- **A Day at the Wells** - interactive exhibition of Georgian TW in the centre of TW.

- **Penshurst Place** - a medieval baron hall, with state rooms, venture playground, toy museum, restaurant, shop and plant centre, 7 miles north west of TW.

- **Penshurst Vineyards** - vineyards, wallabies, rear birds, exotic waterfowl, sheep. Wine and apple juice to taste.

- **Spa Valley Railway** - steam trains to Groombridge via High Rocks, West Station.

- **Heritage Hooper** - a bus service, which calls at local places to visit during the April to September tourist season. (Not an attraction itself, only a means of transport to get around the attractions).

4.2   PESTEL analysis of the region

In a dynamic environment where the external situation is continually changing this analysis would need to be carried out regularly, particularly by a business which aims to launch new products.

Every organisation will at some time want to launch a new product into the market place. To do this successfully an organisation needs to thoroughly investigate its external environment.

4.2.1   Political

 - There is extra financial help needed from the local council (TW Borough Council) to provide funds to help promote TW tourist attractions better (P1).

- Local government is responsible for providing facilities for general open-air recreation (parks, gardens), museums and art galleries. Licences to operate within the tourism industry are issued by the government/local authority (P2).

- Government is introducing legal guidelines on out-of-town developments: New potential tourist attractions cannot be developed in 'green belt areas'. The local council is forced to regenerate town centres before it is given permission for Greenfield developments (P3).

- Media regulations issued by the government: This may affect advertising of the attractions on TV, on the radio, in newspapers. The regulations do not allow misrepresentation of certain details about the attractions when being advertised (P4).

4.2.2 Economic

How the tourism industry in the Heart of Kent is doing, hugely depends on the economic situation within the UK and worldwide. The points of interest are:

- the current economic situation of the country (E1),

- the disposable income of people visiting the Heart of Kent (E2),

- market segments which are targeted (Level of their disposable income) (E3),

- the levels of interest rates, taxation, and unemployment (Low level is good for businesses and people have more money to spend) (E4),

- the level of the exchange rates (Week pound may encourage foreign visitors to come to England) (E5).

4.2.3 Social

 - Statistics about population are important for business within the tourist industry. There is a need to monitor the size, structure, age, location of the population in the Heart of Kent and nation-wide to help target market segments more precisely (S1).

- People are retiring earlier and are living longer, usually with a private pension, which means that they have more money to spend on themselves, or on leisure activities. Therefore this sector can be targeted more. Also there should be a concession on the admission fees for elderly people (S2).

- Unpaid overtime, longer commuting hours put pressure on leisure time (S3).

4.2.4 Technological

- The Internet is a modern way to promote the Heart of Kent, to offer the possibility of pre-booking entrance tickets over the Internet and to communicate with other businesses (for example tourist information centres, hotels and individual attractions) (T1).

- The Internet or online technologies have the potential to transform customers` lifestyles, in terms of the way time is allocated: less time will be spent on shopping, commuting and communicating and can be available to pursue more leisure activities. (This has not yet been proved) (T2).

4.2.5 Environmental

- Kent County Council`s 'Structure Plan 1996' recognises the need for sustainable development and looks for facilities and attractions to be consistent with environmental transport and green belt policies and to be sited and designed in sympathy with the landscape and setting (E1).

- The need to support the public transport so that visitors can reach the attractions without using a car (E2).

- Events organised at the attractions: e.g. bonfires are not environmentally friendly (E3).

- The Spa Valley Railway: it burns coal, not environmentally friendly, but on the other hand, it is unique and they do not build new trains, only restore the old ones (E4).

4.2.6 Legal

- Competition among businesses: there needs to be a control over possible monopolies if the attractions are owned by one source, however competition between areas and towns will force a competitive market (L1).

- Equal opportunities legislation: to make sure that at all attractions there is the access for disabled (L2).

- Take care when targeting a particular market segment, avoid possible discrimination (L3).

- Need to negotiate with each attraction over the price of the entrance ticket for 'the package'. A legal procedure will be required when all the parties get together to agree on what discount could be offered. The ticket must be sold with all agreed conditions. Council

should put some money into it as well. The price must be attractive (there is no point in adding the current prices together - a need to show the comparison of the two prices - of all attractions being added together and of the cheaper 'package') - the discount will encourage more people to come to TW (L4).

- A legal agreement with some hotels in TW (there will be some sort of advertising by the hotels. Example: If you stay in the Spa Hotel, you get *a further discounted/free* entrance ticket for 'the package') (L5). [4, p. 37 - 39]

Table 1. Factors resulting from the PESTEL analysis (own source)

Advantages	Disadvantages
The right to host the 2012 Olympic Games and Paralympic Games. The South East is a large Region offering a huge range of experiences aimed at many different types of visitor.	The health of tourism in the UK is very dependent on economic conditions. Events such as 9/11, foot&mouth, terrorism incidents in the UK, changes in interest rates, affect people's travel and leisure activities.
The aim is that by 2012 the South East will be recognised as one of the world's 15 top performing regional economies, as measured by a broad range of economic, social and environmental indicators.	Unlike many areas of Kent, TW borough does not have one iconic visitor attraction, such as Leeds Castle or Canterbury Cathedral. None of these attractions have the budgets available to undertake large marketing campaigns of their own.
Well known brands/destinations. Beautiful countryside and coast, much of it AONBs and National Parks. Lively cities, historic towns and villages	The majority of the businesses are privately owned with limited marketing resources and therefore rely on the co-ordinated, local approach to the marketing of the TW area which the Tourism section provides.
A good range of accommodation available from caravans to country house hotels. An extensive rail network and good connections to London.	Perceptions of overcrowding, congestion, expense and unfriendliness. Travel across region is tortuous.
The gateway to Britain and to Europe with a number of major ports and airports. Proximity to London.	Difficulties of recruitment/retention of staff.

4.3 Porter analysis

Porter analysis alias so-called "the Analysis of 5 competitive forces" was used for an analysis of internal environment of the region.

The model deals with an analysis of 5 competitive factors. It analyses the competition at the market and helps to reveal an opportunity or a threat for the organization. The model attends to 5 basic competitive forces which are as follows:

- the competition in the tourism sector,

- the threat of entry of new competitors,

- the threat of substitutes,

- negotiating force of suppliers,

- negotiating force of customers.

4.3.1   The competition in the tourism sector

From experience it is felt that there is a need for better promotion of tourism activities in TW´ area. TW seems to lose out to the more glamorous destinations such as **London**, the South East coastal resorts, such as **Eastbourne**, **Hastings** and **Brighton** with their obvious attractions, and coastal towns like **Folkestone, Margate** and **Ramsgate**. That is why it will be concentrated on the closest destinations for a family weekend or a day out, which is TW itself plus its surroundings. Local tourism should be helped by the fact that the tourist board information office is situated in the town centre.

I was investigating the tourism office in order to find out whether the local attractions are well known to the locals and nation-wide or whether they need advertising by means of TV-ads, radio-ads and leaflets and other means. I found this out by talking to the Tourist Board itself, interviewing the local people and indeed by studying the tourism statistics throughout the UK.

I came to a quite surprising conclusion: Second only to London, *Kent has the biggest of England´s share* for staying visitors and associated expenditure from overseas. The main draw is the area´s scenery, countryside and gardens which is stated by nearly 50 % of visitors as their prime reason for choosing to visit. A brand needs to offer uniqueness and, therefore, the Kent brand does not include all the opportunities available in the destination, but only those that offer differentiation from the competition in region:

The distinctive countryside, with its oast houses and orchards, formal gardens and majestic castles, combined with its location between London and the continent provides a uniqueness and differentiation from the competition.

Royal TW and near TW are both historic towns, and the Borough also benefits from having several picturesque villages within its boundaries to attract visitors.

TW also falls within the "Transmanche" region identified by Kent County Council and the French Misson Cote d´Opale as an area to be marketed for tourism and leisure expansion benefiting from the opening of the Channel Tunnel and existing sea links. [11, p. 6]

4.3.2 The threat of entry of new competitors

The package of attractions in the TW area represents an "unique selling proposition", so there should be no fear of new competitors entering the market. Unless there is any other town or tourist destination offering the same idea, **this idea of 'a package' is unique**. It was necessary to consider carefully how many attractions would be included. If only 2 attractions - it will not be worth introducing. On the other hand, too many attractions will put people off as the price will be too high and people do not want to spend their entire holiday running around attractions!

- The number of attractions included in the offer is 5 and these are possible to visit over a longer period of time (a week) when the ticket is valid.

- Why stay in TW? It is a midway between the coast and London. It is a perfect place to stay as one can visit both the coast and the capital city of England within a week.

- Branding - the number of allurements within the TW area makes the area very attractive. There are a lot of antique shops, TW is famous for Tunbridge Ware (wooden inlaid marquetry) and Pantiles (elegant colonnaded shopping area).

- TW acts as an excellent starting point for a cycling tour of the surrounding countryside. Staying in convenient B&B accommodation, stopping off along the way at the many pretty villages, historical attractions and pubs for refreshment, cycling is a delightful way to see the area around TW at a relaxed pace.

- There is 3,569 miles of footpaths in Kent, many of which run through the picturesque High Weald area surrounding Royal TW.

4.3.3   The threat of substitutes

The potential threat could be substitutive services or attractions in the region, which could replace the already existing services and attractions. Taking into consideration the scope which could be affected by our package, there are in deed many other attractions which could allure visitors. But as mentioned above, this idea of 'a package' is unique unless there is any other town or tourist destination offering the same idea. And as far as we know, there is no other tourist destination offering a package of attractions for a reduced all-inclusive admission fee just as the SEETB does!

4.3.4   Negotiating force of suppliers

Suppliers of the product are the attractions themselves. The attractions have different owners/entrepreneurs which are as follows:

- High Rocks – National Trust,

- A Day at the Wells – TW Borough Council,

- Penshurst Place – National Trust,

- Penshurst Vineyards - National Trust,

- Spa Valley Railway - TW Borough Council.

These are all publicly owned institutions and their main goal is not to gain a higher income, but to promote better the "the Heart of Kent" region, the attractions and mainly the less known attractions within the region.

The promotion of "the Heart of Kent" region is arched over not only by *the South East of England Tourist Board* (the official Tourist Board for the counties of Sussex, Kent and Surrey. It is a public private sector partnership with more than 2000 commercial and 70 local authority members, forming a three-way partnership between private enterprise, local government and central government, thereinafter as SEETB), but also other bodies such as *TW Borough Council, Kent County Council, the Heart of Kent Consortium* (the tourism marketing partnership between TW Borough Council and the Councils of Maidstone, Tonbridge and Sevenoaks), *The South East Regional Leisure Group* (it comprises several regional bodies who came together to examine and co-ordinate common areas of interest in research and strategic planning) and others.

4.3.5   Negotiating force of customers

Customers of the product are the visitors to the attractions. In general, every customer wants to get the best value for money and requires the lowest price possible. But the visitors to the attractions do not tend to push the price of the package down below the stated level as the price is within the amount they are willing to spend on leisure activities per week as found out in my primary research in my Bachelor thesis of 2008. [9, p. 36] The idea of the one advantageous price is also welcomed by them.

It is not only price that can be considered as a negotiating force of customers. We can talk also about their *travel lifestyle, motivations, preferences, perceptions and images.* The majority of respondents frequently took short breaks. Well over half (63 %) had taken between 2 and 5 short breaks in the last 2 years, whilst 22 % had taken over 6 or more. In terms of timing, the majority of short breaks were taken in the spring and autumn. The key motivations for choosing a destination were "value for money", "scenery and countryside", "the quality of accommodation" and "friendliness and hospitality". The preferences most often sought were to "relax away from the stresses of everyday life" and "to be totally independent and flexible". The first images that came to respondents´ minds when they were asked to think of the Heart of Kent were images of the countryside, orchards, hops, fruit, blossom and vineyards. Perceptions of the best things about the Heart of Kent were countryside and scenery, its accessibility, proximity and location. On the other hand, worst things about it were perceived as traffic congestion and motorways. [13, p. 6 - 10]

4.4   Ansoff Matrix

4.4.1   Market based strategies

1/ Market penetration = expanding market share in existing market by using existing products.

Persuading current customers to make more use of leisure facilities/tourist attractions:

- by offering reduced entrance fees (please, see the marketing mix, p. 67),

- by issuing TW Borough Council 'Resident Passport',

- by promoting the Heritage Hooper bus service (which enables visitors without a car to reach the attractions AND encourages drivers to use public transport rather than their own, which is more environmentally friendly).

Converting non-users into customers + Poaching customers from competitors:

- by promoting TW in such a way that it attracts more market segments,

- by trying to persuade the visitors that The Heart of Kent and TW in particular is suitable for a short break and has plenty to offer, just like competitive destinations.

This strategy is safe - no need to invest too much in advertising, launching new products/services, etc. However, in this case it is not very useful as the primary goal is to entice MORE visitors!!

2/ Market expansion = using existing products to increase market share by moving into new markets.

Catering for different market segments/Finding new customers. Although TW area is a successful short break destination with the key market segment of empty nesters, it could also attract younger people and people with families. The branding of the area should be, therefore, turned to these groups as well. (The package offers discounted entrance fee for adults as well as children, concessions and family tickets.)

There is a need to carry out research of the service (I needed to research new markets – as mentioned above – the younger people and people with young families); No need to spend much money on the market research as this has been done already (through primary and secondary research).

4.4.2 Product based strategies

3/ Product expansion = new product development = expanding/changing/adapting the product so that it sells to more people in existing markets.

Finding new users for the product: this is linked to Number 2 (=market expansion): In addition to the core product (which is countryside, history and relaxation) targeted at empty nesters, other products (such as nightlife, entertainment, activities, events and festivals) need to be portrayed to younger age groups and people with families.

Results of the Ansoff matrix

*Both strategies number 2 and 3 are the most useful for the idea of selling TW attractions as a package because they reflect exactly what is being tried to achieve. That is to **entice more visitors*** (new market segments) and expand/develop the already existing offer by introducing the same attractions BUT as a package under one distinguishable name "A Day OUT at the Wells".

The linkages between each of the matrixes are one of the weaknesses of this marketing strategy as it tries to put everything into a box, and as seen from above the service can be defined in more than one way, that is to fall into more than one box.

However, I consider this strategy (the Ansoff matrix) the most useful to the service as there is more than one area the service could come into and from the matrix it is seen that there is still space to expand: For example, in the future, the SEETB may come up with an idea of a new product (new attraction), which could be introduced to a new market: This potential unique attraction would attract local people, more distant visitors as well as foreign tourists.

This would then come into the second matrix (product expansion – the new product would attract not only existing market but also, maybe, new markets) and also into the fourth matrix - **Diversification** = developing new products in new markets, which is the most expensive and risky strategy as it requires intensive screening of both the idea for new products and the opportunities in new markets. [4, p. 42 - 44]

4.5   The BCG analysis of competitive products

4.5.1   The BCG analysis of the package

The model assumes that an organization is seeking a bigger market share (=proportion of a total market held by a business or product) or rapid market growth (=the potential of a product to grow/expand), which is not our case. Although within Kent, TW holds the second largest market share (attracting 14% of the overall market), it does not have too much potential to grow rapidly.

Taking the Ansoff matrix into consideration, it can be assumed that the package falls into the **"Cash cows"** margin as TW tourism is dominant in the market, which is, however, slow growing, probably mature.

The service should:

- benefit from high economies of scale,
- be generating a high level of profits. The profits can be used to support less known tourist attractions (These would fall into **"Question mark"**) and to generate public awareness of The Heart of Kent.

4.5.2 The BCG analysis of the competitive products

As already stated in the Porter analysis, the competitors to the TW region are: London, the south-east coastal resorts, such as Eastbourne, Hastings and Brighton with their obvious attractions, and coastal towns like Folkestone, Margate and Ramsgate.

Regarding the south-east coastal resorts Eastbourne, Hastings and Brighton, all these are rather far away from the TW region, therefore they should not be considered as an eminent threat. Nevertheless all these three resorts, with respect to their old-fashioned attractions on offer, fall into the **"Dogs"** margin.

On the other hand, the coastal towns Folkestone, Margate and Ramsgate are being marketed as renewed and refreshed places to stay and therefore fall into the **"Stars"** margin of the matrix. The following marketing promotion is talking for it:

"Margate is a timeless seaside resort where traditional seaside fun and entertainment sits happily alongside modern water spots and exciting new developments.

Ramsgate is home to the only "Royal" Harbour in the country and has a sparkling marina, award-winning sandy beach, cater-for-all town centre and clifftops that beg to be rambled.

Folkestone – everyone enjoys coming to this corner of the Garden of England. Here, a short break quickly turns into a great experience. And a refreshing stroll by the sea or a country walk to blow away the cobwebs makes even a day trip out of the ordinary." [14]
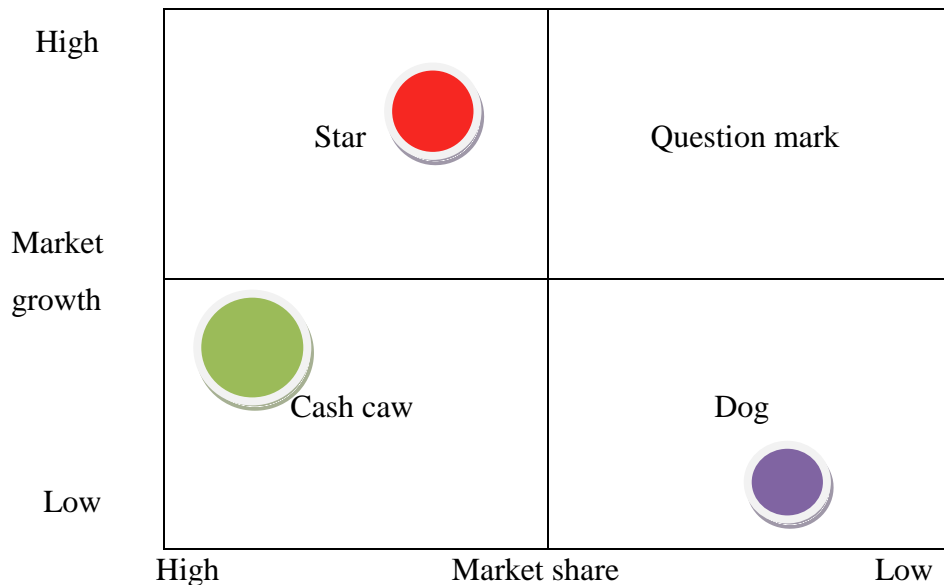
Picture 6. BCG analysis of competitive products (own source)

(Legend: The package is marked in green, the competitive products - the south-east coastal resorts in violet, the coastal towns in red.)

4.6 Analysis of the current marketing communication of the tourist board

Marketing communication in TW and Kent is arched over by the official tourist board for the county of Kent, the *South East of England Tourist Board* (SEETB). It is a public private sector partnership with more than 2000 commercial and 70 local authority members, trading as *Tourism South East* (thereinafter as TSE). It is the strategic tourism body tasked with assisting and supporting the tourism industry in South East England, with offices in Eastleigh, Hampshire and Royal Tunbridge Wells. Its principal public funder is the *South East England Development Agency* (thereinafter as SEEDA).

Picture 7. The official logo of TSE. [15]

SEETB´s mission is to create the conditions in South East England to allow the local tourism industry to be successful, develop and grow. They hope to achieve this by providing high quality support to their members, lead regional marketing campaigns, encourage high skill and customer service levels, support regeneration projects, lobby on behalf of local businesses and set up strategic partnership projects. SEETB also plays a leading role in representing the South East England tourism industry's interests, raising awareness of the economic and social significance of tourism and encouraging a supportive political and policy climate. [15]

SEETB communicates with the existing and potential visitors by the following means:

- official local tourist organizations,

- branding,

- advertising,

- internet and direct mail,

- production of printed materials,

- Public relations and Sales promotion.

4.6.1   Official local tourist organisations

Tourist information centres (thereinafter as TIC) in TW and around TW, SEETB in TW, Kent County Council (thereinafter as KCC) and the Tourism and Marketing Unit of TW Borough Council (thereinafter as TMU of TWBC).

The TIC in TW has been located at the Old Fish Market in the Pantiles since 1995 and plays a key part in attracting visitors to that area of the town and therefore in attracting footfall to other businesses situated in the Pantiles. Visitors often choose a destination because it has a TIC. It is known from the Visitor Survey carried out in 2001 that 80% of visitors who visited a TIC in this part of Kent visited the TIC in the Pantiles.

The TIC in the Pantiles is one of the busiest in Kent ($80,000 - 100,000$ visitors per year), and second only to Canterbury TIC in terms of value of accommodation bookings made via the Centre (Kent Audit of TICs 2005). It has the highest number of visitors and handles the highest value of accommodation bookings per year of all the seven TICs within the Heart of Kent area. It has recently been recognised as part of VisitBritain's Quality Partner

Scheme for its high levels of customer service and commitment to using new technology in providing efficient services to visitors and local businesses – the only TIC in the Heart of Kent to have this status.

The Tourist Information Centre is key in ensuring that visitors to the area have all the information they need to enhance their visit, encouraging them to stay longer and spend more at local businesses within the borough. Local residents also benefit from this service as a source for information on local events, leisure facilities, and things to do and see in the borough. The TIC also often becomes an important port of call for potential residents wishing to find out more about the local area before moving.

Importantly, the Centre provides vital marketing support to local businesses, such as visitor attractions, accommodation, restaurants and shops – many of which are too small to undertake marketing activities on their own.

The TIC provides the following information and services: accommodation booking service, places to visit, event information + tickets, places to eat, leisure facilities, shopping, local maps + guidebooks, souvenirs, postcards, local history, organisation and sale of tickets for Guided Walking Tours of Royal TW for individuals and for pre-booked groups of visitors, one to one business advice for local accommodation providers, including training on the use of online booking system and on marketing and raising quality, maintenance and updating of the Heart of Kent DMS system - the databases used to feed the Heart of Kent website and the national tourism websites – www.visitbritain.com, www.enjoyengland.com, fulfilment of marketing activities undertaken by Tourism section (e.g. events information, brochure requests) and compilation of visitor databases.

The TIC plays a key role in TWBC's commitment to the Heart of Kent partnership. It is responsible for ensuring that all tourism products within the Tunbridge Wells borough are accurately represented on the Heart of Kent website and shared Destination Management System; and is a key fulfilment point for enquiries made to the Heart of Kent area.

The TIC and the tourism team based at the Town Hall work very closely together and rely on each other to deliver marketing and business support activities for the local tourism businesses. The TIC provides a key link with businesses and customers providing valuable market information and contacts, as well as providing a vital point of fulfilment for all the marketing activities of the tourism unit. The tourism unit in turn provides all key marketing

materials specific to Tunbridge Wells borough, and marketing support for TIC services such as the Guided Walking Tours which operate from the TIC. [12], [16, p. 7 - 8]

The SEETB considers provision of Intranet system with tourist information within all tourist organizations.

Summary:

+ visitors choose a destination because is has a TIC

+ the TIC in TW was recognised as part of VisitBritain's Quality Partner providing high levels of customer service and using new technology (the Heart of Kent DMS system)

+ local residents also benefit from this service

- at present, the missing Intranet system with tourist information within all tourist organizations − so that all organizations can work closely together (e.g. when a more specific information is needed, the TIC cannot answer and has to point towards the TMU of TWBC)

4.6.2   Branding

The SEETB communicates with the visitors mainly through the brand of the region. **What is a brand?** A brand is a combination of:

- *Rational benefits,* i.e. the strengths of the tangible reasons why a customer buys a product or destination.
- *Emotional benefits,* i.e. how it makes the customer feel.

Combined these rational and emotional benefits make up "the personality of the brand", i.e. that which makes it unique.

When applying the above mentioned to the product, the rational benefit is that it makes sense to buy the ticket offering a discount when on a short break in TW, and the emotional benefit is that the customer feels good as he/she is getting a bargain.

The following combination of benefits and personality is the Kent brand, which has been confirmed as credible and motivating and offering differentiation, through focus group research in the key target markets.

A brand needs to offer uniqueness and, therefore, the Kent brand does not include all the opportunities available in the destination, but only those that offer differentiation from the competition in region:

The distinctive countryside, with its oast houses and orchards, formal gardens and majestic castles, combined with its location between London and the continent provides a uniqueness and differentiation from the competition.

Kent´s personality has been defined as **captivating** - to literally hold one´s attention by fascinating. The words charming and enchanting, implicit in the word captivating, have also been identified as important descriptors for Kent.

The Kent positioning can be summed up in the following positioning statement and is the "heart" of Kent brand:

"Kent, England´s captivating coastal garden offering enriching and revitalising experiences."

This brand positioning should be used to brief all communication of the Kent tourism product. Messages arising from it should be adapted to appeal to the target markets´ particular needs and motivations, as the research showed that these differed greatly between the various target markets.

When targeting elderly, the communication should concentrate on nature, scenery, and relaxation. When targeting young - activities, events, nightlife. [17]

Summary:

+ rational and emotional benefits make up "the personality of the brand" offering differentiation

+ is being used to brief all communication of the Kent tourism product

4.6.3 Advertising

Up to this day and even at the present time the package has not been advertised at all, although it was designed one and half year ago. But now, at the time of an economic crisis, it is an ideal opportunity to finally put the project into practice. It was found out that the less known attractions now want to take advantage of the idea of tourist attractions being sold as a package and also the well-known attractions want to ensure a guaranteed income when

subscribing to the joint scheme (please, see the explanation on p. 69, regarding the price of the entrance ticket).

It is planned to advertise the package in the local newspaper (The Courier), magazine inserts and the local radio (Radio Kent).

The SEETB came with an idea to install attractive and eye-catching sign-posts with the package at key junctions within the vicinity of the town of TW.

Summary:

+ at the time of an economic crisis, it is the right time to finally put the project into practice

- Up to now the package has not been advertised at all

4.6.4   Internet and Direct mail

Internet – web pages of the region (www.visitheartofkent.com, www.kenttourism.co.uk), TW (tunbridgewells.gov.uk, www.visittunbridgewells.com) and attractions themselves (www.penshurstplace.co.uk, www.spavalleyrailway.co.uk).
It is being worked on to develop existing web pages to become more visitor focused with addition of new pages, and to introduce new page(s) with details of the package for individuals and groups. It is necessary to liaise with partners to ensure all appropriate links are in place.

Direct mail – existing registered visitors receive on an annual basis several publications and other promotional material.

The SEETB has a direct marketing team specialising in direct mail campaigns, response management, data analysis and target marketing. It is able to offer a range of targeted mailings to its Group Organisers' database on a bespoke basis. Contacts can be split by organisation type, county or postcode area. Costs are based on weight & quantity and dependent on the number of contacts. [18]
The SEETB wants to establish a joint mailing (preferably via e-mail) to coach and tour operators offering the package.

Summary:

+ the web pages are sufficient now but

- with introducing the package they need to be more visitor focused introducing new pages with details of the package

+ the SEETB has a direct marketing team

4.6.5 Production of printed materials

Brochures, leaflets, flyers and handouts, such as the Heart of Kent Holiday Guide, Kent – Relax, refresh, Inspire, The TW Borough Council Residents´ Passport and so on.
The SEETB wants to continue to produce the above mentioned materials, with added emphasis on visitor attractions in the wider area and to increase print run by 10,000.

Summary:

+ continue to produce the printed materials

- add emphasis on visitor attractions

4.6.6 Public relations and Sales promotion

Public relations - is a process of communicating a specific message to the visitors so as to achieve favourable publicity. The objective is to plan and control news to get good publicity and avoid bad publicity.
The SEETB is working on to assess coverage of TW and the package itself within major published guides to the UK and South East and suggest inclusion where lacking.
PR includes organisation of itineraries for and hosting of visits by travel journalists and tour operators to the borough. Seven groups hosted since January 2007 from Germany, France, Belgium and Netherlands. Publications which have featured articles on the Tunbridge Wells area include the Washington Post, English Home, and Heritage magazines, as well as numerous European publications. [12, p. 6]

Sales promotion - refers to the techniques and methods used by SEETB to sell more of its products. The attractions can co-operate with accommodation and transport services and offer the visitors who will buy the package some sort of loyalty cards or offers.

Summary:

+ PR includes hosting of visits by travel journalists and tour operators to the borough

+ the attractions co-operate with accommodation and transport services

4.7 SWOT analysis

SWOT is a technique for comparing or matching an organization's internal strengths and weaknesses with the opportunities and threats found in the external environment.

4.7.1 Strengths

- TW is a very popular, well-known spa town with 'Royal Charter'. So because of this fact, the surrounding area and the attractions are well advertised (as people coming to TW to relax, will also come across the tourist attractions, and even if they do not visit them, they will hear of them and may well recommend them to their friends, relatives) (S1).

- The consumer confidence is high (may be only locally after the 11 September events), people are willing to spend more on leisure activities (falling interest rates) (S2).

- Investment by the local government in leisure sectors has improved facilities, services and tourist attractions (S3).

- More adults and children take part in wider variety of leisure activities (there is a higher demand for entertainment and therefore for tourist attractions) (S4).

- Opening of the Channel Tunnel helped expand tourism and leisure. In 2006, cross-channel recorded a 1.5% rise in traffic, thus going from 30.1 million passengers in 2005 to 30.6 millions. (Paddock Wood offers the Borough's direct rail link to the Tunnel via Ashford International Station. Therefore 'Destination Accessibility' is emerging as a key factor for tourists and investors (S5).

- Short breaks are identified as the dominant growth market, focused on 2-3 day visits (S6).

- The average age of visitors is increasing and the typical 'visitor unit' is reducing from traditional family size units; therefore TW should target this market sector (S7).

4.7.2 Opportunities

- To promote less known attractions (introducing them to 'the package' for less or even completely free of charge) (O1).

- To organise special events to depict the history of TW (O2).

- To improve public transport so that the attraction can be reachable by train/coach (see the Heritage Hopper bus service, which calls at local places to visit during tourist season. This

encourages visitors to use other forms of transport as well as making it possible for visitors without their own transport to reach previously inaccessible attractions) (O3).

- To continue to issue the TW Borough Council 'Residential Passport', which offers incentives for local residents and also targets the May to September period? This is governed by the seasonality of the attractions themselves (O4).

- To concentrate TW Borough's resources on attracting high spending, staying visitors as these are thought to offer the best opportunity for the Heart of Kent in terms of economic value, growth potential, product interest, locational advantage and ease of influence (O5).

- To work in close co-operation with the British Tourism Authority, SEETB, Kent County Council and the Heart of Kent partners to strengthen the Borough's position in the marketplace (O6).

- Within Royal TW concentrate activity and developments in the town centre, in order to maintain a strong core that will help to sustain a healthy retail and restaurant mix, reduce local car journeys and support the arts, culture and an evening economy (O7).

- To successfully launch the idea of TW being sold as a 'package' offering several tourist attractions as a package with reduced entrance fees. (More on this in the actual Marketing strategy) (O8).

After the events of 11 September, the inbound tourism has decreased, but on the other hand, holidaying abroad also decreased (more domestic people are taking advantage of potentially safer and cheaper holidays within the UK) (O9).

On 6 July 2005, the United Kingdom won the right to host the 2012 Olympic Games and Paralympic Games, having shown how London will offer a world-class stage to the world's greatest athletes. Between 50 and 70% of the net economic benefit for staging the Games measured over a 7 - 10 year period will accrue through tourism, with early estimates suggesting this might generate around £2bn for the international visitor economy of Britain. Almost two-thirds of this growth will occur in the four years after the Games. Focusing on what will be needed to achieve this growth within Kent, as well as a focus on getting the welcome offer right, are therefore the critical factors to delivering this tourism legacy with this county (O10).

4.7.3 Weaknesses

- Tourism is seasonal; many of the Borough's attractions close down in winter months (W1).

- There is lack of high-profile attractions within the Borough. (Many people prefer more glamorous tourist destinations, such as London, the seaside) (W2).

- People are busy working; commuting pressures plus childcare have eaten in to many peoples' leisure time (W3).

- Some attractions are more popular than others, and these are forced into marginal or supportive role. (Smaller/less known attractions are suffering as they do not get sufficient financial support) (W4).

- Many companies/attractions use part-time, unskilled, and low paid workers, which may result in poor customer service (W5).

4.7.4 Threats

- Every industry would suffer (and the tourism industry in particular as it is one of the significant source of national income) if the national economy goes into recession (T1).

- Every major political event or terrorist act within the UK and worldwide will have an impact on tourism industry. The events of 11 September have already caused a decline in travelling, which has a direct impact on tourism (T2).

- Inbound tourism is affected, as people are afraid of flying. (Huge losses as Americans, who make a significant contribution to UK economy, were not flying) (T3). [4, p. 39 - 42]

4.7.5 Evaluation of the SWOT analysis

For comparison of strengths and weaknesses with opportunities and threats I have used the Plus-minus matrix. By a sum of plus and minus values we will get areas designed for our attention.

	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	T1	T2	T3	Sum	No.
S1	+	++	++	++	++	+	+	-	-	0	-	++	++	+12	1.
S2	0	0	0	+	0	0	0	0	++	++	0	--	--	+1	
S3	0	+	++	++	-	0	+	+	0	-	-	++	++	+8	3.

														Sum	No.
S4	0	0	0	0	0	0	0	0	+	++	0	--	--	-1	
S5	-	++	++	++	++	-	++	0	0	-	-	++	+	+9	2.
S6	0	0	0	++	0	0	0	0	++	++	-	--	-	+2	
S7	0	0	0	0	0	0	0	0	+	++	+	--	0	+2	
W1	0	0	0	0	0	0	0	0	0	++	0	-	--	-1	
W2	-	--	-	-	--	0	-	0	0	0	-	--	-	-12	1.
W3	0	0	0	0	0	0	0	0	++	++	+	0	--	3	
W4	-	0	-	-	--	0	0	0	0	-	-	--	-	-10	2.
W5	0	0	-	-	--	0	-	0	0	-	-	-	-	-9	3.
Sum	-2	+3	+3	+6	-3	0	+2	0	+7	+8	-5	-8	-7		
No.				3.					2.	1.	3.	1.	2.		

Most important strengths

S1 - attractions in and around TW well advertised

S5 - Opening of the Channel Tunnel

S3 - Investment by the local government in leisure sectors

Most important weaknesses

W2 - lack of high-profile attractions within the Borough

W4 - less popular attractions are forced into marginal or supportive role

W5 - poor customer service

Most significant opportunities

O10 - Olympic Games and Paralympic Games in 2012

O9 - effects of events of 11 September

O4 - issuing the TW Borough Council 'Residential Passport'

Most feared threats

T2 - any potential political event or terrorist act

T3 - fear of flying

T1 - national economy in recession

5 THE PROJECT OF MARKETING COMMUNICATION FOR INTRODUCING A NEW PRODUCT "A DAY OUT AT THE WELLS" ON ENGLISH MARKET

The aim of the master thesis is to compile a project of marketing communication for introducing a new product "A Day OUT at the Wells" on an English market.

The resource was the executed analysis and its main outcomes that define problems, which stem from the current state of marketing communication of the SEETB with visitors to the region.

The proposed project will contain the following subheadings:

- marketing missions, visions and objectives,

- target markets,

- communication strategies,

- marketing mix of the product,

- communication campaign and its goals,

- action plans,

- time analysis of the project,

- cost analysis of the project,

- risk analysis of the project,

- evaluation of the project efficiency.

5.1 Marketing mission, vision and objectives for tourism in TW

Marketing mission – the purpose of a mission is to communicate to all concerned subjects a clear objective and a direction of business.

Marketing vision – it is a desirable future behaviour of a company, the concept of a subject of business, what the customers will be like, with what products will the company meet customers´ needs.

Marketing objectives – layout of company objectives, which serve to evaluation of fruitfulness of the mission. [1, s. 121]

The mission for tourism in TW and Kent – "Generating a Step Change" through sustainability, quality, partnership and innovation.

The vision for tourism in TW and Kent - "Tourism Excellence"

A vision for tourism in TW should seek to:

- develop TW as an excellent, strong and viable tourism destination through promotion of a special offer regarding an unforgettable "A Day OUT at the Wells" for a reduced all-inclusive admission fee,

- based upon delivering a quality, locally distinctive offer to the visitor,

- with a focus on securing added value from those who visit (in relation to spend, length of stay, and return visits),

- ensuring maximum economic benefit for TW and its surrounds,

- contributing to the creation of a vibrant, healthy and sustainable future for residents, businesses and visitors alike,

- through working in partnership, locally and strategically, to secure an integrated approach to tourism marketing and development.

To achieve this vision, a variety of marketing, product development and organizational initiatives will need to be implemented. These form the basis of the Action Plan which will follow. [19, p. 32]

The key objectives are:

- promoting a "must visit" region,

- providing an unrivalled experience for the visitor,

- establishing effective management and organization.

Key objective I - promoting a "must visit" region

Our aim is to raise the level of interest in the Region, and establish it as a desirable and exciting destination which people aspire to visit. To achieve greater impact we will need to become more focused and selective. The Region is now too big and too diverse to be mar-

keted as a single coherent destination. Instead we must treat it as a collection of brands and destinations and recognise that whilst some have a high profile other destinations are not well known outside the Region. We need to stimulate interest in those places, products and experiences where we have acknowledged strengths and use these to draw people into the Region. We believe there is potential and capacity to attract more visitors but above all we want to get better value and a bigger and more stable economic contribution from those that do come.

Key objective II - providing an unrivalled experience for the visitor

Developing and improving the product on the ground is essential if we are to remain competitive and meet the changing demands of our visitors. This is not just about the bricks and mortar of new facilities but is also about providing and packaging new experiences and equipping people to deliver a quality service. This is crucial to attracting people in the first place, getting people to return and building our reputation. It needs informed and professional staff, profitable businesses which can invest in the future, quality products which prove special experiences, and places which are attractive and well cared-for.

Key objective III - establishing effective management and organization

The tourism sector is both highly fragmented and highly interdependent. To a large extent we sink or swim together and if we are to achieve a step change in tourism we have to find ways of working together more effectively. It is only by doing this that we will be able to generate sufficient resources, make a real impact in the marketplace and attract wider stakeholder support. Public and private sector co-operation is more critical in tourism than any other sector. [20]

5.2 Target markets

Kent's target markets include all those of the Heart of Kent and TW Borough Council. From TW's perspective they could be placed in the following order of priority:

- Domestic staying visitors, mainly ABC1, 50+ (empty-nesters) from London and the South East. This market includes those staying in TW itself and in the vicinity, on short breaks and second holidays.

- Overseas visitors, mainly couples without children, aged 35 – 70 from Belgium, Holland and Germany. These would probably be staying in the region for several days, either touring around or having one base.

- Day Visitors travelling by car, mainly ABC1[1] 45-65 from London and the South East. This group would probably combine a visit to TW with another attraction in the area.

- Day Visitors travelling by coach, mainly ABC1 50+ from London, the South East and further afield.

- Visitors in transit to and from continental Europe. TW is a relatively convenient place for an overnight stay and offers a pleasant holiday experience rather than merely a functional stop-over.

- Families and couples 50+ visiting Friends and Relatives living in the area.

- Local residents, from the Borough of TW and the surrounding area of Maidstone and Ashford. [19, p. 33]

5.3 Communication strategy

The communication strategy more closely expands set strategic objectives of marketing communication and should correspond with the defined mission of the organization. For our organization, the SEETB, it is the **"pull strategy".** This strategy is used when there is a new offer in the market, which is not sufficiently promoted by contracting parties. Through communication messages the SEETB influences visitors directly and evokes desire to visit the attractions within the package.

The communication strategy is established for the defined target groups of visitors (defined on p. 65). ***The main intention is to make the visitors aware of the package, to explain***

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[1] The NRS (National Readership Survey) social graders are a system of demographic classification. A = upper middle class, B = middle class, C1 = lower middle class. These three groups account for about 54 % of the UK population.

them the convenience of the one reduced entrance fee and finally to make them take action - to actually go and buy the ticket. Individual tactical objectives stem from strategic objectives of marketing communication and are further elaborated in the action plans of the project. The strategic objectives are feasible by means of these specified tactical activities:

- reinforcing of promotional activities of SEETB mainly in advertising, direct mail and PR,

- train staff in TIC´s to promote the idea of the package, to be able to give all necessary information to visitors,

- utilization of Internet in all of its accessible potentialities of use,

- regular and sufficient informing of visitors about the package by the help of advertising means and PR tools,

- take part in special events in other surrounding attractions in TW area,

- providing a feedback and evaluation of effectivity of all communication campaigns.

5.4 Marketing mix of the product

5.4.1 Product

My product is intangible service - Tourism in TW area being sold as a package for one advantageous price called **'A Day OUT at the Wells'.**

Feature of the product

It is an all-inclusive price. This principle has already been tried and tested, for example: tour operators offering all-inclusive holidays, the customer knows beforehand what he/she is going to pay for (accommodation, food and drinks, transport).

With my product, all-inclusive means one price for an entrance ticket to more than one attraction. Which attractions will be included is based on my primary and secondary research.

Benefits

This idea will save money to the customers coming to TW for a short break, will encourage them to visit all the attractions rather than one or two and encourage them to visit the TW area more often. From the business point of view this idea will be profitable.

The unique selling proposition

1/ Unless there is any other town/tourist destination offering the same idea, **this idea of 'package' is UNIQUE**. However, there is a need to consider carefully how many attractions will be included! Only 2 attractions: it will not be worth introducing. On the other hand, too many attractions will put people off as the price will be too high and people do not want to spend their entire holiday running around the attractions!

2/ The number of attractions included in the offer will be about 5 and these are possible to visit over a longer period of time (a week) when the ticket is valid.

3/ Why stay in TW? It is a midway between the coast and London. It is a perfect place to stay as one can visit both the coast and the capital city of England within a week.

4/ Branding - the number of allurements within the TW area makes the area very attractive. There are a lot of antique shops, TW is famous for Tunbridge Ware (wooden inlaid marquetry) and Pantiles (elegant colonnaded shopping area), in TW there is a cycling tour and 3,569 miles of footpaths and much more..

5.4.2 Price

The price of the ticket will be based on the prices of individual attractions being added together and then 30 % will be taken off.

The attractions included are:

- **High Rocks** - ancient national monument in woodland setting, with acres of sandstone rocks interlinked with 11 bridges, 2 miles of TW,

- **A Day at the Wells** - interactive exhibition of Georgian TW in the centre of TW,

- **Penshurst Place** - a medieval baron hall, with state rooms, venture playground, toy museum, restaurant, shop and plant centre, 7 miles north west of TW,

- **Penshurst Vineyards** - vineyards, wallabies, rear birds, exotic waterfowl, sheep. Wine and apple juice to taste,

- **Spa Valley Railway** - steam trains to Groombridge via High Rocks, West Station,

- **Heritage Hooper** - a bus service, which calls at local places to visit during the April to September tourist season.

This offer will be valid from April until September only as most of the attractions included are open during spring, summer and autumn time.

The price after reduction does look very promising and attractive. However, it is important to know whether all the attractions involved will accept this. If they assumed that they might make less profit or become less attractive when being compared to the other attractions, they may reject the deal. For example, Penshurst Place is likely to be less inclined to get into the scheme as they are quite well-known and successful in their own right. They have plenty of their own events and do not need to be supported by this joint scheme.

BUT: Why should the attractions accept the 30 % off their prices? Because by having the all-inclusive price it encourages people to visit all the attractions rather then just picking one or two. This ensures that all the attractions are guaranteed an income rather then leaving it to people's discretion which attractions they may visit.

It is better to have 70 % than 0 %.

Working out the price for the ticket:

Table 2. Working out the Price for the Ticket. (own source)

Attraction	Price/adult in £	Price/child in £	Price/concessions in £	Price/family ticket in £
High Rocks	2.00	1.00	1.00	(6.00)
A Day at the Wells	6.50	5.50	5.50	17.00
Penshurst Place	8,50	5.50	5.50	23.00
Penshurst Vineyards	1.50	free	1.00	(3.00)
Spa Valley Railway	6.00	3.50	5.00	16.00
Heritage Hooper	3.50	2.50	2.50	(12.00)
TOTAL	28.00	18.00	20.50	77.00
TOTAL with the discount of 30%, in £	**19.50**	**12.50**	**14.50**	**54.00**

(Note: The prices for family tickets in brackets are where the attraction does not offer a family discount ticket and is purely the sum of 2 adults and 2 children.)

Getting a family ticket (2 adults and 2 children) works out cheaper than getting individual tickets for the family.

Justification of the 30 % discount and the idea of the package:

From my primary research I know that people prefer to pay for all the attractions in TW area as a package with reduced fees and that on average, most of them spend £20 on leisure activities per week. So my price of £19.50 is within the limit.

Why I need to be more competitive (by offering 30 % discount)? The government policy made all national galleries and museums free of charge and this could lead to tourism in TW getting into decline in the product life cycle if nothing is being done about it. The 30% off should keep visitor rate in TW area high despite the attractiveness of free galleries and museums in bigger towns/cities.

5.4.3 Promotion

Advertising

From my primary research is seen that people do read the local newspaper The Courier and that they also read about local events. This would give a good opportunity to promote my package on a local level. This way of promotion is less expensive than for example TV promotion, (which can target a wide range of market segments and has a better effect).

From the Ansoff matrix the primary market target are new visitors (people coming to TW) rather than locals. These non-local people from different parts of England and abroad could hear about the package through existing adverts in trade press, magazines and national newspapers already used by TW council.

An inexpensive way is advertising through leaflets, flyers and handouts. This can be delivered by hand or distributed as newspaper or magazine inserts.

Radio advertising offers access to a wide audience, which on a local level may be worth considering. However when advertising a tourist destination people like to see images of the places they are going to visit.

Direct Mail

This is now the fastest growing method of advertising and can be also more closely targeted. This can be based on postcodes, addresses of people who have ordered a certain brochure on tourist attractions in the Heart of Kent or on addresses of visitors to the attractions who filled in questionnaires, feedbacks.

Internet

This is very cheap, sometimes even a free way of advertising providing you are a member of SEETB. Again, based on my primary research, people would use the Internet to book their entrance ticket/accommodation and therefore advertising here is relevant.

Public relations

It is the process of communicating a specific message to its stakeholders (in this case, the visitors) so as to achieve favourable publicity. The objective is to plan and control news to get good publicity and avoid bad publicity.

Public relations involve:

- Keeping the media informed of a new product (in my case, of a new idea of TW being sold as a package), providing press releases, stories, facts, photos.

- Lobbying: persuading journalists, TV presenters etc. to write or mention the package.

Sales promotion

It refers to the techniques and methods used by a business to sell more of its products.

The attractions can co-operate with accommodation and transport services and offer the visitors who will buy the package some sort of loyalty cards or offers.

When promoting the package, I need to consider the following:

- At whom am I aiming the message? Who do I want to get to accept the offer? Please, see the Ansoff matrix: These are going to be the current visitors *(=in the Ansoff matrix - Market penetration)*, who have visited the attractions in the past and may have liked them. This would be an excellent opportunity for them to see the attractions again, for less. And obviously this offer should attract more visitors *(=Market expansion)*, maybe even new markets - such as people who are coming to TW to relax and spend time in one of the hotels *(=Product expansion)*. The hotel would have the contract with the package and the offer may persuade those visitors to go out and explore TW tourist attractions.

- What am I telling them? I need to emphasise the advantageous price of the ticket plus other discounts coming with the ticket.

- What are the objectives in trying to communicate with the customers? This is simply to make them aware of the offer and try to make them to take action (to actually go and buy the ticket)

- How much will the promotion cost? It does not need to cost much as the attractions are the same and already known. So I do not need to promote those, only the idea of the cheaper ticket. This can be done virtually for free - telling visitors about the launch of the package when they are actually visiting these places or the staff of TIC can emphasise this.

- How can I evaluate the communication campaign? The way to monitor the successful communications will be through the number of package tickets sold; through question-naires conducted by TIC and the attractions themselves.

5.4.4 Place

How do I distribute my service?

A service is intangible (nothing physical) so I need to use **the fifth "P" – People**, the customer service (getting advice, guidelines from a member of staff), which is very important for a service especially as well as for a product. The most important are the people in the SEETB, TIC, attractions themselves who deal with customers. The way they treat the visitors may reflect the image of the attractions and the whole idea of the package itself. It is important that any staff dealing with visitors is well trained, they may have gone through a special training where they learn how to deal with customers, how to deal with complaints and how to understand them better (try to be the customer themselves)

An image may help remember the package and TW itself subconsciously. All the members of staff within the TIC wear a uniform, which makes them "stand out from the crowd" and simply makes them recognisable from the others so when a customer needs a help they know to whom to speak. The staff in SEETB does not wear a uniform, as they do not get into physical contact with a visitor at all. The only place for public to go and ask for help is the TIC. It would be probably too expensive to have a uniform for all the staff within the attractions and also, many of them do not even get into contact with visitors. Therefore they should at least wear a tag with their name and function to make them recognisable.

When promoting, the idea of the package it will have one or two visible, recognisable image, logo, something that is common to both TW as a town/tourist destination and the attractions. This could be represented by the logo/slogan *'A Day OUT at the Wells'*.

Where is the service?

All the attractions are within the TW area, some are right in the town centre and other no more that 7 miles away.

When planning the itinerary, visitors are expected to be staying in TW at least for a weekend, as it would not be possible to visit all the attractions within one day. The visitors are free to plan the itinerary themselves over a week time, as this is the length of validity of the ticket. They will be given all the details about the attractions together with a timetable of the Heritage Hooper bus service. It runs quite often so this again, will not restrict them when deciding what place to visit when.

The visitors are also free to use their own transport if they wish to, but there will not be a refund of the part of the ticket including the price of the bus service. Emphasising the price of the bus service (which would normally be 30% more expensive) encourages the visitors to make use of the bus rather than go by car, which is not environmentally friendly!

In leaflets and brochures promoting the package, there should also be a full explanation of how the package works and its advantages. [4, p. 46 - 51]

5.5 Communication campaign and its objectives

The choice of a communication campaign is influenced by chosen target groups, the analysis of marketing environment and financial possibilities of the SEETB, and is created based on principles of marketing communication, where individual communication tools work jointly and support each other in their effect. The most important communication tools of SEETB are **advertising** and **direct mail** together with the importance of **Internet**. Last, but now least, are **PR** and **sales promotion.** As these two apply to the marketing promotion of the region in general, are ongoing independently of introducing of the package, there will be no action plan prepared for them.

5.5.1 Advertising

Activities in advertising

1. promotional materials ("entrance ticket", leaflet),

2. installation of sign-posts,

3. local newspaper The Courier,

4. local radio The Radio Kent,

5. local television The Kent TV.

5.5.1.1 Entrance ticket and leaflet

The communication campaign of SEETB will be based on advertising of the package by means of **"an entrance ticket",** which will be used as a focal, universal promotional material (a logo, a leaflet and an invitation card to visit the attractions) as well as an actual joint entrance ticket to the attractions themselves. This will be the means of branding the product and the destination as well.

This new communication campaign of SEETB will represent a different approach to creation of communication campaigns in England.

The new logo of the product will be based on **the current logo of the destination of Kent**, in which the new logo = the entrance ticket, will be incorporated.

Picture 8. The official logo of the Kent destination [14]

Description of the ticket

The entrance ticket will have as a focal motive the name of the package "A Day OUT at the Wells" and also a slogan *"Tunbridge Wells = the Heart of Kent = the Garden of England".* The token on the right side to be torn off will hold all the attraction names with a tick box, which will be blacked out by a member of staff upon visiting a particular attraction. The

reverse side of the entrance ticket will contain a simple description of the attractions incl. a How to get there itinerary.

Description of the leaflet

The leaflet with the entrance ticket will be the main promotional material, which will be accompanied by slogans, which are already used by SEETB to promote the region of Kent, so the ticket will be recognisable. Today, the slogans as a verbal communication of SEETB are the foundation-stone on which the whole communication campaign is standing when creating prospectuses, advertising on the Internet and so on.

The leaflet will have a similar structure as the entrance ticket. An A4 sheet will be folded two times to create a booklet of 3 front pages + 3 pages on the **reverse** side where there will be a map of the region across **2 pages**. The **third** back side of the leaflet will have again the image of the entrance ticket (identical with it) with a full explanation of how the package works and its advantages with all the possible variants. The **first** front side will contain information regarding description of the attractions, incl. an original price of the attraction itself + Working out the price for the joint ticket, so it is clear how convenient is to buy the package. The **second** front page will contain the How to get there itinerary - the visitors are free to plan the itinerary themselves over a week time, as this is the length of validity of the ticket. They will be given all the details about the attractions together with a timetable of the Heritage Hooper bus service, which will be inserted in the leaflet. The last, **third** back page will describe Kent on the whole as a tourist destination saying why to visit TW and Kent + useful contacts. The whole leaflet will be accompanied by the slogans used by SEETB and the reasons boosting the convenience of the package.
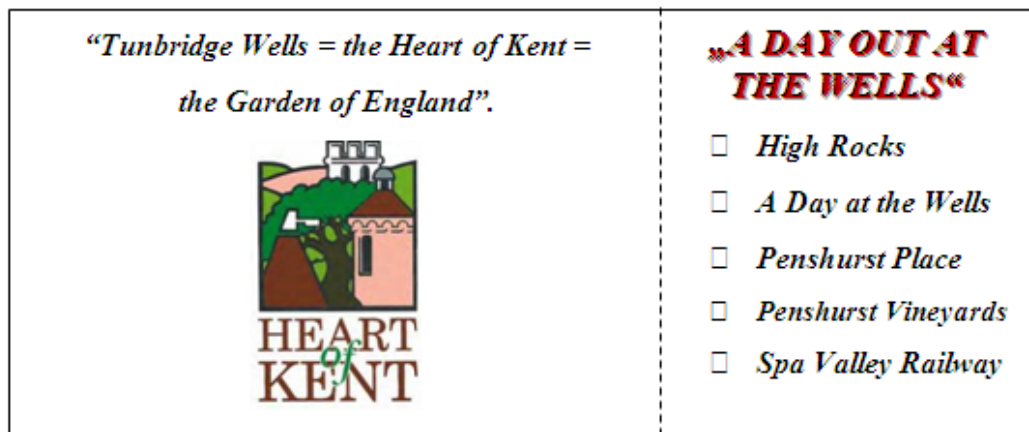
Picture 9. The design of the entrance ticket. (own source)

Picture 10. The design of the leaflet. (own source)

The entrance ticket can be found in current brochures, leaflets, prospectuses, menu cards in local restaurants and pubs, price lists in hotels, on **the Internet** (websites of SEETB, the Heart of Kent corporation, KCC and the TW official website), in TIC´s and other tourism bodies, in **the local newspaper The Courier,** magazine inserts, **local radio the Radio Kent** and **local television the Kent TV**, at the railway station in TW and other close towns, in public transport, on sign-posts at key junctions within the vicinity of the town of TW and in a mass distributed correspondation.

Table 3. Action plan for realization of promotional materials. (own source)

Promotional materials	
Supporting activity	• design of the promotional materials • design of the graphics • placing an order of print • print and distribution
Responsibility	SEETB
Deadline	3 months
Costs	1 pc/ £ 0,275 (leaflet A4) 1 pc/ £ 0,258 (ticket 3 pcs on A4)
Specification	calculated for 1 500 pcs for both promo materials
Total costs	£ 0,275 x 1500 = **412** £ 0,258 x 500 (1 500/3) = **129** **£ 541 (412 + 129)**

5.5.1.2 Sign-posts

The SEETB will also install attractive and eye-catching sign-posts with the entrance ticket at key junctions within the vicinity of the town of TW. This will be done at the expense of SEETB, who have special funds for such promotion.

Picture 11. Examples of a sign-post.

Since their introduction in the 1980s, brown & white signs have been recognised as being hugely beneficial for the industry. They act as both directional signposts to make sure your guests can find you easily and as a marketing tool for passing and future custom.

The responsibility for brown & white signs lies with two bodies; the Highways Agency on national trunk roads (motorways and other major routes) and local authorities on all other roads. No matter where your sign will be located. [21]

Table 4. Action plan for installation of sign-posts. (own source)

Installation of sign-posts	
Supporting activity	• design of the sign-posts • design of the graphics • installation
Responsibility	SEETB
Deadline	1 month
Costs	**£ 367** (£300 sign-post + £67 installation)

5.5.1.3 Local newspaper The Courier

From my primary research (carried out in my bachelor thesis) it is seen that people do read the local newspaper The Courier and that they also read about local events. This would

give a good opportunity to promote the package on a local level. This way of promotion is less expensive than for example TV promotion, (which can target a wide range of market segments and has a better effect).

The size of the advert will be 18,5 x 10 cm, which according to "Media Pack" found at http://www.yourkenttv.co.uk/ costs £129,5. The advert will be imprinted in 3 editions.

Table 5. Action plan of local newspaper. (own source)

Local newspaper The Courier	
Supporting activity	• design of the advertisement • design of the graphics • placing an order of print
Responsibility	SEETB, redaction
Deadline	3 months
Costs	**£ 389** (£129,5 x 3)

5.5.1.4 Local radio the Radio Kent

Radio advertising offers access to a wide audience, which on a local level may be worth considering. However when advertising a tourist destination people like to see images of the places they are going to visit (that is why advertising in the local TV was also used).

The most listened to radio in Kent is the Radio Kent that is why this one was chosen for the advertising activities.

The table below shows the price list of the radio for individual time zones. The most suitable time for advertising is a period from 7 am to 6 pm, as people listen to the broadcasting during their breakfast, when commuting to work and while at work.

The 30´´ advertising spot will be broadcasted twice an hour every day (from 7 am to 6 pm) during a 2 workweeks period before the launch of the package.

Table 6. Price list of the Radio Kent (30´´ spot). (own source)

Time zone	5 - 6	6 - 9	9 - 12	12- 15	15- 19	19- 20	20- 22	22- 24
Cost (in £)	5	8,33	8,33	8,17	8,17	7,33	6,67	5

Table 7. Calculation of costs for radio advertising. (own source)

	Cost per spot	Number of spots	Total (in £)
advertising spot (7am – 12am)	£8,33	10	£83,3
advertising spot (12am – 6pm)	£8,17	12	£98
Total for 1 broadcasting day			£181,3
Total for the advertising campaign			**£1 813**

The total costs for radio advertising for a 2 workweeks period will be **£1 813.**

Table 8. Action plan of local radio. (own source)

Local radio the Radio Kent	
Supporting activity	• design of the advertisement • placing an order of broadcast
Responsibility	SEETB, redaction
Deadline	3 months
Costs	**£ 1 813**

5.5.1.5 *Local television the Kent TV*

The local television is very well-known so again, this would give a good opportunity to promote the package on a local level. This way of promotion is more expensive than for example radio promotion or promotion in a newspaper, but can target a wide range of market segments and has a better effect.

For the cost reasons the 30´´ TV advertising spot will be broadcasted only twice a day (before regional TV news at 5 pm and 7 pm) during a 1 workweek period before the launch of the package. The cost, according to the "Media Pack", per one 30´´ spot broadcasted at 5 pm is £66,67 and £116,67 at 7 pm. The total cost will be 5 x 66,67 + 5 x 116,67 = £**917.**

Table 9. Action plan of local television. (own source)

Local television the Kent TV	
Supporting activity	• design of the advertisement • placing an order of broadcast

Responsibility	SEETB, redaction
Deadline	3 months
Costs	**£ 917**

5.5.2 Direct mail

This is now the fastest growing method of advertising and can be also more closely targeted. This is based on postcodes, addresses of people who have ordered a certain brochure on tourist attractions in the Heart of Kent or on addresses of visitors to the attractions who filled in questionnaires and feedbacks. Existing registered visitors receive on an annual basis several publications and other promotional material like the Heart of Kent Holiday Guide, Kent – Relax, refresh, Inspire, The TW Borough Council Residents´ Passport.

The SEETB will establish a joint mailing (preferably via e-mail) to coach and tour operators offering the package.

Table 10. Action plan for receiving promotional materials by post. (own source)

| Receiving promotional materials by post	
Supporting activity	- keeping the database - sending out the promotional materials - joint mailing (via e-mail)
Responsibility	SEETB
Deadline	ongoing
Costs	**£ 10 000** (£1 x 10,000 pcs)

5.5.3 Internet

The Internet will be used to promote the package on the existing websites of Kent, which are as follows: www.visitheartofkent.com, www.kenttourism.co.uk, www.visitkent.co.uk, then official web site of TW: tunbridgewells.gov.uk, www.visittunbridgewells.com and the site of SEETB – www.visitsoutheastengland.com.
All these web sites will promote the package on their current sites.
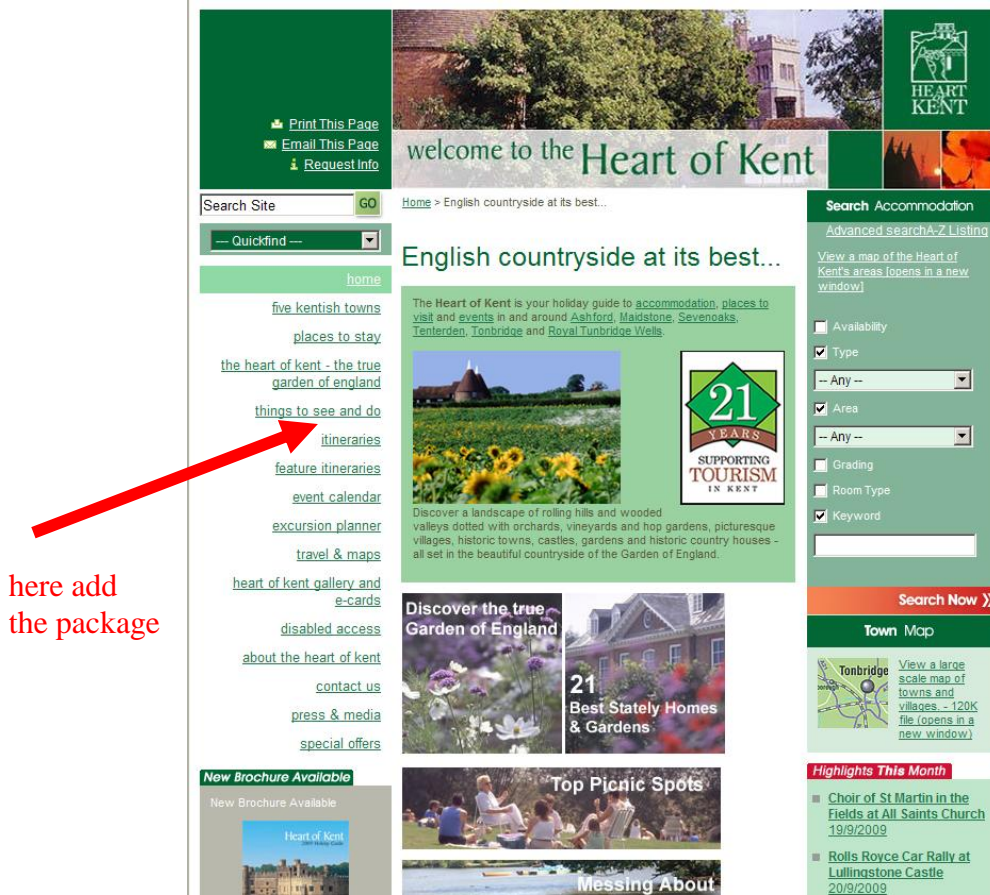
Picture 12. Home page of the Kent web site. [22]
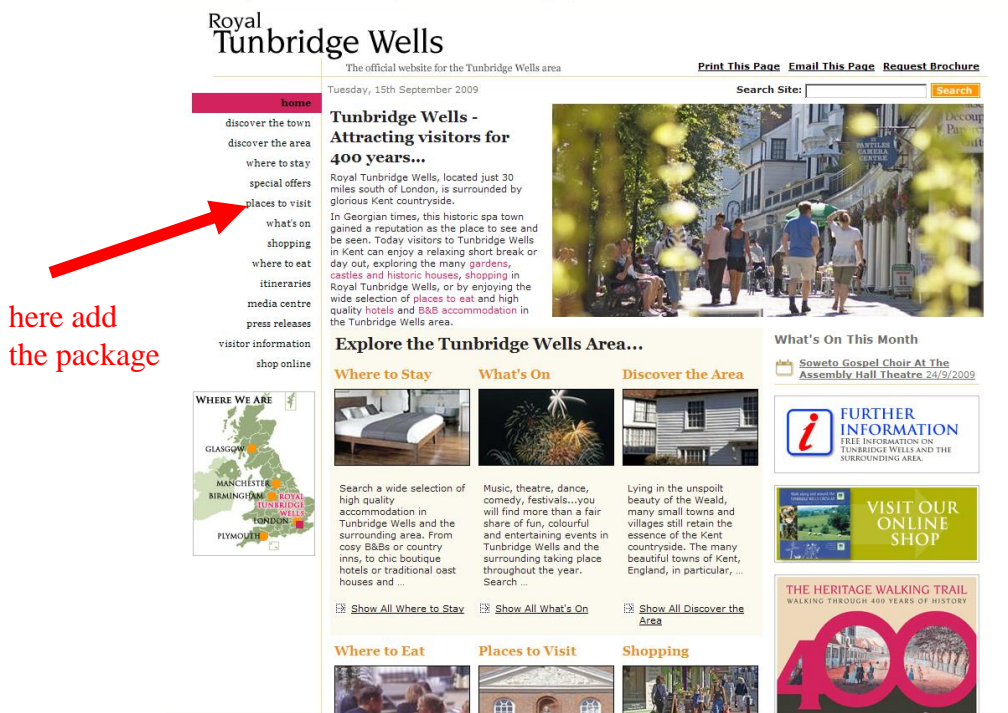
Picture 13. Home page of the TW web site. [23]

It is being worked on to develop existing web pages to become more visitor focused with addition of new pages, and to introduce new page(s) with details of the package for individuals and groups. It is necessary to liaise with partners to ensure all appropriate links are in place.

Table 11. Action plan for adjusting existing web pages. (own source)

Adjusting existing web pages	
Supporting activity	- preparation of the project - putting the project into practice
Responsibility	SEETB, KCC, TWBC, IT company
Deadline	2 months
Costs	**£ 80** (1,5 hours of work)

5.5.4 Public relations

Public relations involve:

- Keeping the media informed of the new product - of a new idea of TW being sold as a package, providing the leaflet, the "entrance ticket", press releases, stories, facts, photos

- Lobbying: persuading journalists, TV presenters etc. to write or mention the package

- Organising functions and events with a famous personality at the attractions.

5.5.5 Sales promotion

(by the Tourism South East, The Strategy for Tourism in Kent)

"Where we want to be - Tourism 2014"

- **A sustainable and prosperous industry,** generating more value throughout the year and across the Region.

- **Smart marketing.** Focused around strong brands and themes which strike a chord with customers. Greater awareness of what the Region has to offer and increased interest. Each part of the Region area capitalising on its own special strengths and profile.

- **An outstanding experience.** Welcoming and professional people working in jobs that are valued. Appealing and well-managed destinations providing special experiences. Accommodation, attractions and other facilities offering unrivalled quality and value for money.

- **Effective organisation.** Rationalisation of organisations involved in tourism. Strong and active engagement of private and public sectors. Widespread support from politicians and local communities with tourism recognised as an essential strand of life in the Region.

Core principles

Running through and underpinning the above are a number of core principles which will dictate the nature and type of initiatives we will pursue. These are the bedrock on which the strategy is anchored and the criteria against which actions should be measured.

Sustainability

Tourism has potential for further growth but it can only be sustained in the Region if we maintain the quality of the natural and built environment which underpins our appeal and if it is welcomed by the communities where it takes place. Alienating people and destroying the environment will result in inevitable decline. The measures outlined in this strategy will need to be tested against the criteria of sustainable development to ensure that they contribute to economic diversity and stability, protect and enhance the environment, generate benefits for people and communities and minimise the use of natural resources.

Quality

All the evidence indicates that continuing pursuit of quality is the key to future success in tourism. Quality is about exceeding visitors' expectations and providing value, not necessarily about luxurious facilities and is as relevant to a caravan holiday as a 5 star spa hotel.

Innovation

We are not advocating change for change sake but it is important that we critically examine what we have done in the past and look for new and innovative ways to become more effective reduce cost and deliver new experiences.

Partnership

Tourism is different to most other economic sectors in the range and diversity of people and organisations involved. Success in tourism is critically dependent on good working relationships between public and private sector and between tourism enterprises. This is the key to maximising impacts and reducing duplication.

Priorities for action

Realising the three key objectives on p.64 and making the strategy happen will require action under each of the 5 priority areas by a range of actors – TSE, SEETB, local authorities, regional agencies and the private sector. The following section outlines in more detail what is wanted to happen under each of these priority areas and identifies a series of actions to be taken by SEETB and its partners to address these. The relationship between themes, principles and priorities is shown in the following diagram.

SWOT analysis

Capitalising on Strengths and Opportunities

Recognising and Tackling Weaknesses and Threats

Challenges

- Making the most of our locational advantages
- Co-ordinating public and private sector resources to best effect
- Building real partnerships
- Improving product quality and standards of service
- Concentrating marketing on those brands which mean most to consumers
- Developing the vital role of training for the people working in our industry

Picture 14. The strategy process: Summary chart. [20]

Priority area 1 - Exploit new channels of communication

We must make full use of new media to get our message and product across to an increasingly Internet aware market and to benefit from the reduced costs and improved efficiency that e-commerce and e-marketing offers. This doesn't mean abandoning traditional media entirely – in some markets and some circumstances this is still the most sensible route. But unless we are equipped and encouraged to take advantage of the opportunities that ICT technology brings we will fall behind our competitors.

The priorities are to:

- Ensure the Region is covered by Destination Management systems (DMS) which can talk to each other

- Facilitate and extend the capacity to book online.

- Wire up the tourism industry and encourage enterprises to use IT and engage in e-commerce.

- Improve the standard and usability of web-sites and portals as a platform for presenting and selling the Region.

Priority area 2 - Improve information and access

To help people get the most from their visit we need to make it easy for people. Easy to find out what the Region has to offer and easy to access facilities. We need to:

- Provide reliable, objective information about what is available in places where visitors can access it. TIC´s will continue to play a key role in this but we review how these can most effectively used in the light of changing information channels.

- Improve access to tourism for all members of the community. We will aim to make the Region a welcoming place for all irrespective of disabilities or other handicaps.

Transport infrastructure is absolutely key to tourism but tourism interests have relatively influence over its provision and management. Too often the needs of visitors are simply not taken into account. We need to become more focused about this and identify areas where there are unexploited opportunities or where improvements will make a significant difference to visitor satisfaction. This might relate to information provision at interchanges, timing and penetration of services, or quality of service.

Priority area 3 - Focus communication on strong brands and destinations

Our communication strategy will be to lead with the strong brands that are meaningful to consumers and to put increased resources behind promoting these. This is the only way to make more impact and raise the profile of the Region. It will mean being more selective in what we do and may require some hard choices. Work has already begun on identifying lead brands in the holiday sector and the resulting brand map is being refined in discussion with partners. There is also scope for developing sub brands within the overall brand architecture. Different markets respond to different brands so we will gradually extend this research into other market sectors. The aim is to spread the benefits by using these lead brands as a marketing hook and sell other areas and products in their slipstream.

There is scope to make more use of iconic and high profile events, places and associations that make the Regional special and distinctive. We will also identify and nurture emerging brands or products which can strengthen our offer in the future such as the "A Day OUT at the Wells".

Priority area 4 – Develop compelling themes and experiences

In addition to destination brands we will identify and develop a series of experiential brands and themes which are not linked to geographical areas but pick up on areas of product strength, interests and activities where the Region excels. This will add to the Region's tourism appeal and open up new market opportunities. It is particularly pertinent to the

short break market which is increasingly driven by experiences rather than destinations. It also provides a marketing platform for tourism enterprises and lesser-known places which may find it hard to relate to destination brands.

Themes and experiential brands may be region-wide, relate to individual sub-regions or even cross regional boundaries; some may be niche markets, others may have more general appeal. We will devise and agree a set of criteria for prioritising themes and encourage small groups of interested parties to act as 'theme champions' and take them forward. Themes which have particular relevance to the Region and which will be explored include: gardens, cycling, walking, equestrian tourism, motor sports, maritime/defence heritage, health/well- being.

Priority area 5 - Make places more appealing and inviting

The character and quality of the Region's countryside, coast, towns and villages are its core tourism asset. This is what drives people to visit and is what distinguishes us from other regions. Enhancing the appeal and vitality of these places is vital to success.

Places within the region are very different in terms of their potential and capacity to host tourism and require different approaches. Nevertheless, there are some common themes:

- Managing tourism to ensure that the impact on the surrounding area is positive and that it can be sustained in the long term.

- Improving the quality of the visitor experience as a whole, not just isolated elements. Investment in the public realm is key to this.

- Getting the local tourism industry on board. Without their co-operation it is difficult to make progress.

- Working with and being sensitive to the needs of local communities.

In the *countryside*, the main emphasis will be on developing tourism which helps strengthen and diversify the rural economy without overwhelming small communities and sensitive landscapes. SEETB's rural tourism strategy highlights the opportunities. Priorities include promoting outdoor activities such as walking and cycling, making more of local crafts and produce, especially food, improving access and awareness, and improving the quality and professionalism of small scale accommodation businesses.

Towns and cities are more robust destinations where tourism is generally only one activity amongst many, but again there is wide variation. In the prime heritage destinations such as Oxford and Canterbury the main emphasis must be placed on better visitor and destination management to maintain long term appeal. In other urban areas tourism activity is less developed and the emphasis there will be on identifying market and product opportunities which can be developed. Shopping, entertainment, hotels, arts and culture, and business facilities all offer potential. [20]

Summary of action plans:

Activities which apply solely to the marketing promotion of the package are marked in bold. Other activities such as PR and sales promotion, which apply to the marketing promotion of the region in general, are ongoing independently of introducing of the package, therefore no action plan was prepared for them.

Marketing communication

ACTIVITY	ACTION
Leaflet Production	• Continue to produce TW promotional materials, with added emphasis on visitor attractions in the wider area and especially promoting the new product "A Day OUT at the Wels" • Promote TW as the ideal place to stay with an accommodation hotline • Increase print run by 10,000
Direct Mail	• Joint mailing (preferably via e-mail) to coach and tour operators offering the new product "A Day OUT at the Wels" as an excursion package • receiving promotional materials by post
Tourist Information Points (TIP) /TIC	• Establish and improve 3 TW TIPs to include details of the package and booking number. These TIPs will be placed at the railway station, Victoria Shopping Centre and town hall in TW, where many potential visitors are likely to gather..) • Introduce provision of Intranet system with tourist information
Advertising	• Promote special offer regarding an unforgettable "A Day OUT at the Wells" for a reduced all-inclusive admission fee, including special rates at accommodation establishments for visitors to the package and promote via magazines and websites
Website	• Promote the package on the existing websites of Kent • Introduce new page(s) for the product "A Day OUT at the Wels" with details of facilities for individuals and groups/families

	• Liaise with partners to ensure all appropriate links are in place
Signposting	• Install attractive signposting of the new product "A Day OUT at the Wels" at key junctions within the vicinity of the town • Signing to places to visit within the town
Special Sales Promotions	• Actively support SEETB's "A Day OUT at the Wels" promotion
Press/PR	• Promotion of the above via press releases to relevant journals and publications • Assess coverage of TW within major published guides to the UK and South East and suggest inclusion where lacking • Include TW in familiarisation visits by journalists and travel media

Product development

ACTIVITY	ACTION
Attractions	• Increase opening times of the product "A Day OUT at the Wels" (not only from April until September!) • Make more of potential and less known attractions (like High Rocks, Penshurst Vineyards and Spa Valley Railway that are a part of the package) • Enhance the advertising campaign, which will be carried out, offering an unforgettable "A Day OUT at the Wells" for a reduced all-inclusive admission fee. • Facilitate disabled access/disability audits to the attractions • Develop special events at the attractions to increase the visitor rate – e.g. the arts theme (crafts/arts centre)
Accommodation	• Improvement and up-grading • Widespread participation in inspection schemes • New accommodation (pubs/self-catering) • User-friendly accommodation (walking/cycling)
Support Infrastructure	• Review/re-focus the role of the TIC and its associated resources • Enhancement of TIPs • Signposting scheme – from Key 'A' roads and within TW • Parking – on-street parking restrictions; coach drop-off, parking and driver facilities • Interpretation scheme – trails/tours • Active events programme, to support key marketing theme

Organization and resources

ACTIVITY	ACTION
Organization and Resources	• Development of a Tourism Forum • A Project Officer for TW (Parish Plan); a Tourism Offi-

	• cer/professional tourism expertise • Business support – training; consultancy input; advisory services/funding • Close working with strategic partners

"Where we want to be" – Future of tourism in TW in general

Exploit new channels of communication	• Support the adoption of VISIT (interoperable DMS system=destination mgt system) • Raise awareness of the potential of ICT within the industry • Provide expertise and advice to members and partners • Develop SEETB website as platform for marketing and sales activity • Develop CRM opportunities • Integrate ICT into all aspects of SEETB work • Develop and improve tourism web-sites • Facilitate on-line booking and develop use of databases and CRM
Improve information and access	• Draw up an information strategy for the Region • Set standards and help support local authority/industry partners in maintaining an effective TIC/VIC network • Work with transport operators to raise awareness of visitor needs • Lobby for sustainable transport improvements which will support tourism
Focus communication on strong brands and destinations	• Champion brand concept • Consumer research to identify meaningful brands across all sectors • Agree/refine brand architecture for Region with partners • Co-ordinate and support campaigns with partners • PR and marketing support • Identify brands for development and gaps
Develop compelling themes and experiences	• Identify themes/experiences which are attractive to consumers • Establish criteria for prioritisation • Co-ordinate regional campaigns with partners • Provide PR and marketing support • Use events to generate media interest and develop packages
Make places more appealing and inviting	• Help to secure SEETB funding for tourism projects • Support and stimulate regeneration initiatives in resorts and towns • Develop potential of rural tourism product through work with AONBs (Areas of Outstanding Natural Beauty), rural ways and Rural Tourism Forum • Support sustainable tourism and green tourism initiatives • Disseminate best practice from with and outside the Region • Develop destination benchmarking and market towns toolkit

5.6 Time analysis of the project

The creation of marketing communication requires long-term goals and long-term realization. Some of the promotional and advertising campaigns are ongoing throughout the year; some of them appear once in a time according to the need to inform about individual events.

Table 12. Time analysis of the project June 2010 – May 2011. (own source)

Communication activity	6	7	8	9	10	11	12	1	2	3	4	5
Promotional materials	■	■	■									
Sign-posts	■											
Local newspaper	■	■	■			■			■			■
Local radio	■	■	■			■			■			■
Local TV	■	■	■									■
Receiving promo materials	░	░	░	░	░	░	░	░	░	░	░	░
Adjusting web pages	■	■										

Darkly coloured parts of the table represent activities for realization of particular events in a given period; lightly coloured parts represent activities for realization of ongoing events throughout the year.

For implementation of the marketing communication of the SEETB it is necessary to create a time plan for realization of promotional materials. I have used the CPM (Critical Path Method) method, which is able to determine a critical path of planned activities, where are no time allowances possible.

In the table below there are stated individual activities leading to the realization of promotional materials.

Table 13. Time plan for realization of promotional materials in a WinGSB program. (own source)

Activity	Activity description	Period (days)	Prior activity
A	design of the promotional materials	3	-
B	design of the graphics	6	A
C	incorporating of logo into current logo	4	A
D	use of known slogans	5	B, C
E	placing an order of print	2	D
F	print	10	E
G	distribution	25	F
H	signing of contract with TIP´s	3	B
I	training of staff	7	F
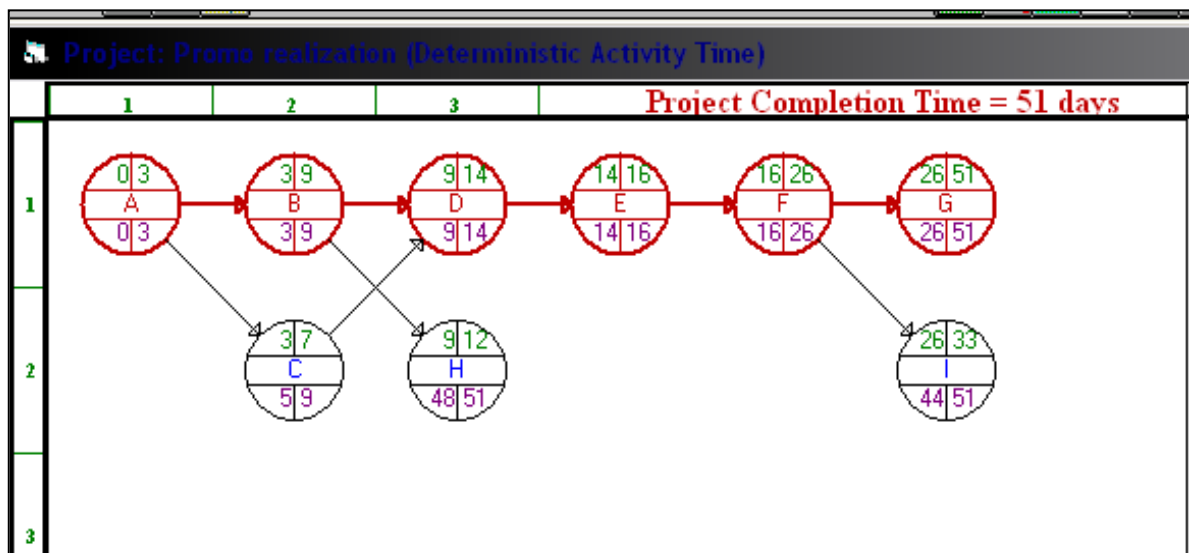
According to the WinQSB program, the total time of the realization of promotional materials is 51 days. There is one critical path, on which are the following activities: A-B-D-E-F-G.

5.7 Cost analysis of the project

The cost analysis is built up by the summary of costs of all marketing activities with the emphasis on their importance. All advertising services were calculated according to the "Media Pack" found at http://www.yourkenttv.co.uk/. [24]

The cost analysis determines the budget from two points of view. The first one takes down the costs of all proposed activities, the second one then presents only the calculation of important activities.

Table 14. Cost analysis of the project. (own source)

Activity	Cost (in £)	Provision	Importance scale
Advertising	**4 027**		
Promotional materials	541	SEETB	important
Sign-posts	367	SEETB	suitable
Local newspaper	389	SEETB, redaction	important
Local radio	1 813	SEETB, redaction	suitable
Local TV	917	SEETB, redaction	important
Direct Mail	**10 000**		
Receiving promo materials	10 000	SEETB	important, ongoing
Internet	**80**		
Adjusting web pages	80	SEETB, KCC, TWBC, IT company	important
TOTAL COSTS	**14 107** **Really paid: 4 107**		

The budget of the SEETB is rather tight, that is why it is good news that the most expensive item (direct mail) is ongoing, therefore being paid from the existing SEETB budget (such activities fall into a job description of staff in the SEETB and TWBC and the costs of the activities can be included in their wages). This item can be deducted from the total costs giving a new sum of only **£ 4 107.** This amount is reasonable and falls within the SEETB budget earmarked for the launch of the package.

Return on project:

The economic return does not have to and even cannot be calculated as the main objective of the project is not to make additional income, but to **entice more visitors** (new market segments) to the region and **expand the already existing offer** by introducing the same attractions BUT as a package for a discounted entrance ticket. The discount will encourage more people to come to TW.

The attractions will accept the 30 % discount off their prices because by having the all-inclusive price it encourages people to visit all the attractions rather then just picking one or two. This ensures that all the attractions are guaranteed an income rather then leaving it to people's discretion which attractions they may visit. It is better to have 70 % than 0 %.

5.8 Risk analysis of the project

The aim of the risk analysis is identification of risk factors, assessment of their significance and determination of the risk greatness of the project.

In the table below there are stated possible risks, which can appear at the project realization and thus significantly influence its success.

For the risk analysis a matrix of probability and impact was used, which clearly illustrates possible risks and determines their quantification according to intervals specifying a low, middle and a high risk.

Table 15. Risk analysis of the project. (own source)

Risk	Impact rate			Probability of occurance			Result
	Low (0,1)	Middle (0,4)	High (0,7)	Low (0,3)	Middle (0,5)	High (0,7)	
(1)	x				x		0,05
(2)			x	x			0,21
(3)		x		x			0,12
(4)	x					x	0,07
(5)			x		x		0,35
(6)			x		x		0,35

(7)		x				x	0,28

Main risks linked with implementation of the project:

1. refusal of cooperation from the attractions´ side,

2. unsuitably set communication campaign,

3. small interest in the package,

4. risk of a latter discharge of the contract from the attractions´ side,

5. economic situation on regional, national and international level,

6. terrorist attacks, swine flu, foot and mouth disease,

7. risk of copying of the idea by one of the mail competitor and enticing visitors from both the package and other attractions – decrease of visitor rate in the region.

Intervals of the risk analysis:

-   low risk: 0,00 – 0,07 (X)

-   middle risk: 0,12 – 0,21 (X)

-   high risk: 0,28 – 0,49 (X)

Three risk groups are defined based on the risk analysis. For each of them it is necessary to take relevant measures that eliminate the risk.

High risk and measures to take

1. economic situation on regional, national and international level,

2. terrorist attacks, swine flu, foot and mouth disease,

3. risk of copying of the idea by one of the mail competitor and enticing visitors from both the package and other attractions – decrease of visitor rate in the region.

Measures to take: it is nearly impossible for the first two risks, which are, at the present time especially, very likely to happen again, to suggest any appropriate measure. These risks were already stated in the SWOT analysis and are therefore very serious and attention needs to be paid to them. The only advice that can be given is to make sure that the marketing promotion of the whole region is being exploited at the most and to set the conditions

of the package so as to be unrivalled. The same applies to the last, third, risk stated above plus the following suggested measures in order to stay as competitive as possible:

- Co-operation with TSE, SEETB, The Heart of Kent partners and TIC`s will strengthen the TW position in the marketplace.

- Total dedication to the customer from the staff in TIC and the attractions themselves.

- Complete commitment from senior staff to innovation and creativity.

- To train the staff to work as a team, to be flexible and dynamic and not constrained by rules and procedures, to take risks.

- To concentrate efforts on developing activity that will attract visitors outside the summer months and maintaining a policy of developing low volume/high spent tourism, concentrating on overnight holiday segments.

Middle risk and measures to take

1. unsuitably set communication campaign,

2. small interest in the package.

Measures to take: it is necessary to monitor the communication campaign at all times and evaluate the efficiency of it to make sure that this risk will be prevented.

According to the market research and a subsequent analysis carried out in my bachelor thesis I have concluded that there would be an interest in an all-inclusive package of tourist attractions in the TW area. Data from my primary and secondary research proves that

- There is a demand for an all-inclusive price.

- The price that was set is within the budget of what people are prepared to spend on leisure activities.

- TW already has an existing marketing department for promoting tourism in TW so this package could be easily incorporated within the existing marketing structure.

- The trend of visiting South East and specially Kent by UK and also overseas visitors is growing steadily. It means it is worth launching the offer as the demand for tourism is expanding all the time.

Low risk and measures to take

1. refusal of cooperation from the attractions´ side,

2. risk of a latter discharge of the contract from the attractions´ side.

Measures to take: both these risks are virtually impossible to happen as both these possibilities were negotiated with each attraction at the completion of contract for the package. A legal procedure was implemented when all the parties got together to agree on conditions of the contract. Any breach of the contract could result in considerable penalty payments.

5.9 Evaluation of the project efficiency

Final phase of the project part does not end with impletion and realization of the project itself, but with a monitoring, a regular control of individual activities and subsequent evaluation, whether the project was successful or not. The project dealing with marketing communication for introducing a new product can be evaluated by the following means:

- through the number of package entrance tickets sold,

- through the visitor rate of the individual attractions,

- through the statistics of the visitor rate of the Kent web pages,

- through questionnaires conducted by TIC and the attractions themselves,

- through the number of queries regarding the package in TIC´s and attractions,

- through the number of new subscriptions of the Heart of Kent brochure.

CONCLUSION

The aim of this master thesis was to create a project of marketing communication for introducing a new product "A Day OUT at the Wells" on English market. The product is intangible service – promotion of tourism in Tunbridge Wells, which is a spa town in the county of Kent in the south-east of England. The product is promoted as a package of attractions being sold for a reduced admission fee and will be introduced in summer of 2010. I included in the package a couple of well-known attractions: A Day at the Wells and Penshurst Place and 3 less known attractions: High Rocks, Penshurst Vineyards and Spa Valley Railway.

The theoretical part describes the conception of tourism, a destination and marketing mix in tourism with an emphasis on the marketing communication. The analysis presents the current marketing communication of Tunbridge Wells, which is in the final project part elaborated into an extensive communication campaign in order to promote the package.

The communication campaign of SEETB is based on advertising of the package by means of *"an entrance ticket"*, which is used as a focal, universal promotional material - a leaflet, a logo and an invitation card to visit the attractions - as well as an actual joint entrance ticket to the attractions themselves. This is the means of branding the product and the destination as well.

The leaflet with the entrance ticket is the main promotional material, which is accompanied by slogans, which are already used by SEETB to promote the region of Kent, so the ticket is recognisable. Today, the slogans as a verbal communication of SEETB are the foundation-stone on which the whole communication campaign is standing when creating prospectuses, advertising on the Internet and so on.

I would say that the aim of this master thesis was fulfilled and that the elaborated project is in compliance with the set assignment. Activities of the project are effective in relation to the aims and by their implementation the package will be soon well-known not only to the locals, but also to visitors from the whole Britain and even from abroad.

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LIST OF ABBREVIATIONS

TW   Tunbridge Wells.

TWBC   Tunbridge Wells Borough Council.

SEETB   South East England Tourist Board.

TIC   Tourist Information Centre.

PESTEL   Political, Economic, Social, Technological, Environmental and Legal influence

SWOT   Acronym for Strengths, Weaknesses, Opportunities and Threats.

BCG   Boston Consulting Group.

TRP   Tourist Recreation Product.

PLC   Product Life Cycle.

TACL   Tourist Area Life Cycle.

NTO   National Tourist Organization.

USP   Unique Selling Proposition.

ICT   Information and Communication Technologies.

DPM   Destination Promotional Mix.

PR   Public Relations.

OTS   Opportunity To See.

OTH   Opportunity To Hear.

CPT   Cost Per Thousand.

UK   United Kingdom.

B&B   Bed and Breakfast.

TSE   Tourism South East.

SEEDA   South East England Development Agency.

KCC   Kent County Council.

TMU   Tourism and Marketing Unit.

AONB   Areas of Outstanding Natural Beauty.

TIP   Tourist Information Points.

CRM   Customer Relationship Management.

CPM   Critical Path Method.

VIC   Visitor Information Centre.

DMS   Destination Management System.

LIST OF FIGURES

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APPENDIX P I: THE ENTRANCE TICKET

"Tunbridge Wells = the Heart of Kent = the Garden of England".

HEART of KENT

„A DAY OUT AT THE WELLS"

☐ High Rocks

☐ A Day at the Wells

☐ Penshurst Place

☐ Penshurst Vineyards

☐ Spa Valley Railway
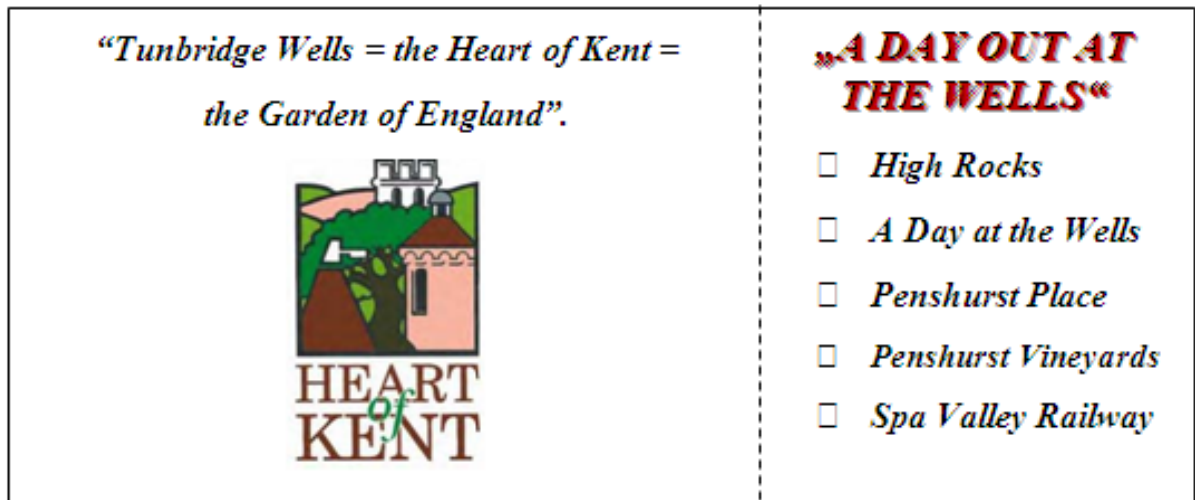
Picture 1. The design of the entrance ticket – front side. (own source)

High Rocks - ancient national monument in woodland setting, with acres of sandstone rocks interlinked with 11 bridges, 2 miles of TW
A Day at the Wells - interactive exhibition of Georgian TW in the centre of TW
Penshurst Place - a medieval baron hall, with state rooms, venture playground, toy museum, restaurant and shop, 7 miles north west of TW
Penshurst Vineyards - vineyards, wallabies, rear birds, exotic waterfowl, sheep. Wine and apple juice to taste
Spa Valley Railway - steam trains to Groombridge via High Rocks, West Station

How to get there:
Getting to Kent, in the southeast corner of England, is easy by car, coach or train. London is just half an hour away and France is a short hop across the Channel.
Driving: The M2 and M20 motorways run through Kent, linking all major towns and cities. For help with mapping your journey, visit www.theaa.com ('AA Route Planner GB')
Public transport: www.kentpublictransport.info
National Rail: www.nationalrail.co.uk

Picture 2. The design of the entrance ticket – reverse side. (own source)

APPENDIX P II: THE LEAFLET

Picture 3. The design of the leaflet– reverse side. (own source)

Picture 4. The design of the leaflet – front side. (own source)

The attractions:

High Rocks - ancient national monument in woodland setting, with acres of sandstone rocks interlinked with 11 bridges, 2 miles of TW

A Day at the Wells - interactive exhibition of Georgian TW in the centre of TW

Penshurst Place - a medieval baron hall, with state rooms, venture playground, toy museum, restaurant, shop and plant centre, 7 miles north west of TW

Penshurst Vineyards - vineyards, wallabies, rear birds, exotic waterfowl, sheep. Wine and apple juice to taste

Spa Valley Railway - steam trains to Groombridge via High Rocks, West Station

Heritage Hooper - a bus service, which calls at local places to visit during the April to September tourist season.

Working out the price for the ticket:

Attraction/Price	Adult	Child	Concess's	Family
High Rocks	2.00	1.00	1.00	(6.00)
A Day at the Wells	6.50	5.50	5.50	17.00
Penshurst Place	8.50	5.50	5.50	23.00
Penshurst Vineyards	1.50	free	1.00	(3.00)
Spa Valley Railway	6.00	3.50	5.00	16.00
Heritage Hooper	3.50	2.50	2.50	(12.00)
TOTAL	28.00	18.00	20.50	77.00
TOTAL with the discount of 30%	**19.50**	**12.50**	**14.50**	**54.00**

(The prices for family tickets in brackets are where the attraction does not offer a family discount ticket and is purely the sum of 2 adults and 2 children.)

Getting a family ticket (2 adults and 2 children) works out cheaper than getting individual tickets for the family.

How to get there Itinerary:

Getting to Kent, in the southeast corner of England, is easy by car, coach or train. London is just half an hour away and France is a short hop across the Channel.

Driving: The M2 and M20 motorways run through Kent, linking all major towns and cities. For help with mapping your journey, visit www.theaa.com ('AA Route Planner GB')

Public transport: www.kentpublictransport.info

National Rail: www.nationalrail.co.uk

All the attractions are within the TW area, some are right in the town centre and other no more that 7 miles away. When planning the itinerary, you are expected to stay in TW at least for a weekend, as it would not be possible to visit all the attractions within one day. You are free to plan the itinerary yourself over a week time, as this is the length of validity of the ticket. You can find in the leaflet a timetable of the Heritage Hooper bus service. It runs quite often so this will not restrict you when deciding what place to

Kent – all perfect places to relax, refresh, inspire.

Fresh: as the dew on your ankles during a walk on the grassy Downs, as the amazing scent of the lavender field you pass, as the salt air tousling your hair on the seashore... That's Kent fresh.

Experience: the stirring moment you survey the sea from the coastal battlements, the day the children get hooked on history at a castle joust.... That's the Kent experience.

Time: for a long, lazy pub lunch in a tucked-away village, to watch summer shadows slowly slide across scented roses beside a castle... That's Kent time.

Welcome to the Heart of Kent

The Heart of Kent is English countryside at its best. Discover the landscape of rolling hills and wooded valleys, dotted with orchards and vineyards, where each season yields its treasures in a myriad of colours. Explore the quiet byways and you'll find splendid castles, gardens and historic country houses. And if you like browsing in antique shops or lively shopping centres, you'll be spoiled for choice!

A warm welcome awaits you at friendly bed and breakfasts, inns and hotels throughout the Heart of Kent. If you're looking for somewhere to stay, the local Tourist Information Centres will be happy to help. They also provide advice on how to get to places of interest and routes for walkers and cyclists.

Picture yourself: picnicking with friends in a bluebell wood, kite surfing along an exhilarating shoreline, exploring a magical castle with the kinds... Feels good? You can do them all in Kent thanks to its unique mix of countryside, coast and breathtaking historic attractions....

Map panel (UK and Kent)

UNITED KINGDOM

NETHERLANDS

GERMANY

BELGIUM

LONDON
GATWICK + KENT
AIRPORT

FRANCE

KENT

GRAVESEND
DARTFORD
ROCHESTER
FAVERSHAM
SEVENOAKS
MAIDSTONE
CANTERBURY
RAMSGATE
TONBRIDGE
ASHFORD
DOVER
TUNBRIDGE WELLS
FOLKESTONE
RYE

— Heart of Kent Country Tour
— East Kent Country Tour
— Romney Marsh & Rye Country Tour
— High Weald Country Tour

www.kenttourism.co.uk

Central map panel

Sissinghurst Castle Garden
Cranbrook Union Mill
Finchcocks
Scotney Castle Garden
Bedgebury Pinetum
Bewl Water
Bayham Abbey
TONBRIDGE
Spa Valley Railway
Tonbridge Castle
Penshurst Place
TUNBRIDGE WELLS
A Day at the Wells
Royal Tunbridge Wells Museum and Art Gallery
Greembridge Place Gardens
Penshurst Vineyards
Hever Castle

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EURO TUNNEL

Right panel

Kent
the Garden of England

A Day OUT at the Wells

"Tunbridge Wells = the Heart of Kent = the Garden of England".

HEART OF KENT

"A DAY OUT AT THE WELLS"

☐ High Rocks
☐ A Day at the Wells
☐ Penshurst Place
☐ Penshurst Vineyards
☐ Spa Valley Railway

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