



# VISION

# Tourism Outer Hebrides

# 2020

## By 2020, The Outer Hebrides

Will be a destination of first choice for a world class experience on a unique and diverse chain of inter-connected islands on the edge of the Atlantic Ocean offering a vibrant activity, food, music, art, craft and Gaelic culture in an outstanding environmental setting and appealing to those who are seeking peace and tranquillity and those looking for active adventure with a taste for a different way of life.

To harness and focus the passion, energy and drive on the islands to do what we do better and by turning more of our unique, natural and cultural assets into high quality authentic experiences that will grow tourism sustainably - and in so doing help stimulate population growth and enhance economic performance.

MISSION

To grow tourism in The Outer Hebrides from £53m to £64m-£67m by 2020 by increasing transport capacity/integration, lengthening the season, offering additional authentic experiences and appealing to new markets.

AIM

### CURRENT MARKETS & MARKET INTELLIGENCE

SCOTTISH: 58%

REST OF UK 29%

EUROPE: 8%

REST OF WORLD: 4%

ISLANDS VISITOR SURVEY 2012-13: 218,000 visitors per annum worth an estimated £50+ million to the area's economy

MARKETS

### CURRENT INHIBITORS & THREATS

**TRANSPORT CAPACITY & INTEGRATION**

**SHORT SEASON/ BUSINESS VIABILITY**

**MISCONCEPTIONS ON PRICE/ DISTANCE**

**VISITOR INFO - AVAILABILITY & COORDINATION/LOCAL PRODUCT KNOWLEDGE**

**DATA CAPTURE & MANAGEMENT**

### KEY STRENGTHS & OPPORTUNITIES

**WALKING & CYCLING**

**GAELIC LANGUAGE & CULTURE**

**ADVENTURE & WILDLIFE**

**MARINE TOURISM**

**TOURS & TRAILS**

### STRATEGIC CONTEXT & FOUNDATIONS

**POLICY FRAMEWORK**

- OH Single Outcome Agreement
- OH Economic Regeneration Strategy
- TS2020
- Tourism Development Framework for Scotland

**EVIDENCE BASE**

- OH Visitor Survey 2012/13
- OH Ferry Capacity Review 2012/13
- Accommodation Audit 2011-13

**INVESTMENTS**

- New Stornoway Ferry
- Hebridean Way
- Lews Castle
- Marine Infrastructure
- St Kilda Centre
- Harris Distillery

**NATIONAL FOCUS YEARS**

- 2014 Homecoming
- 2015 Food & Drink
- 2016 Innovation Architecture & Design
- 2017 Heritage & Archaeology
- 2018 Young people

**MEDIA & 'THE ESSENCE'**

- Film & TV
- Visual Arts & Photography
- Books & Literature
- Music & Performance
- Social Media
- Press & Advertorials

FOUNDATIONS

### TURNING OUR ASSETS INTO EXPERIENCES – PLACE DRIVEN AND EXPERIENCE DRIVEN

**CULTURE & HERITAGE**

- Gaelic Language & Way of Life
- Music
- Arts & Crafts
- Ancestry
- Archaeology
- Harris Tweed

**NATURE & ACTIVITIES**

- Wildlife
- Adventure
- Walking
- Cycling
- Country Sports
- Golf
- Astronomy

**MARINE TOURISM**

- Cruise Ships
- Sailing
- Surfing
- Kayaking
- Coaststeering
- Island Hopping
- Boat Trips

**THE JOURNEY THROUGH THE ISLANDS**

- OH Brand Exploitation
- The Hebridean Way
- A Hebridean Welcome/ Farewell
- OH Trails/Itineraries
- OH Templates

**EVENTS & FESTIVALS**

- OH Event Diary
- OH Cultural Programme
- National Focus Years
- Event Skills Training

**'MORE THAN THE SUM OF THE PARTS'**

- Barra
- Uists & Benbecula
- Harris
- Lewis
- St Kilda & The Outlying Islands

### IMPROVING THE CUSTOMER JOURNEY – PUTTING THE CUSTOMER AT THE HEART

**INFORMATION**

- OH Web/App
- Signage
- 'Sundays' & Daily/ Seasonal Opening Times
- Travel updates

**TRANSPORT**

- Capacity
- Timetabling & Ticketing
- Integration
- Adaptability

**ACCOMMODATION**

- Meeting Expectations
- Investment
- Range & Capacity
- On-Line Booking
- Year Round Viability

**FOOD & DRINK**

- Local Provenance
- Accreditations & Listings
- Trails & Events
- Hebridean Hampers
- Local Fish Outlets

**CONNECTIVITY**

- Wifi Availability
- Mobile Signal
- Broadband
- 3G/4G
- Business Investment

STRATEGIC ACTION FRAMEWORK

### BUILDING OUR CAPABILITIES – TOURISM IS EVERYONE'S BUSINESS

**COLLABORATION**

- 'Do things differently'
- Local Partnerships
- External Collaborations
- Community Land Trusts

**QUALITY**

- OH Customer Care
- OH Customer Charter
- OH Product knowledge/Awareness
- Sharing Best Practice

**MARKETING**

- Market Intelligence/Data
- TOH Marketing Plan
- Customer Feedback
- Customer Communications

**LABOUR & SKILLS**

- Labour Availability
- Career Paths
- SDS Skills Investment
- OH Leadership Program

CAPABILITY

### LEADERSHIP & COLLABORATION: TOH2020 LEADERSHIP GROUP