

## 1 INTRODUCTION

A workshop was convened of the Love Loch Lomond (LLL) Board and partner representatives with the aim of achieving a consensus over the strategic future direction and priorities for LLL. This work and the conclusions of the day now form the early basis of producing the LLL Strategy 2016-2021 and inform the work of the LLL Funding Sub-Committee in preparing its Bid document for funding support from Scottish Enterprise (SE) due to be submitted in early 2016.

Highlighted below are the various themes and potential growth opportunities which LLL will consider and develop projects from. These projects will be built into a Bid document and submitted to SE. All projects and the overall bid must meet SE criteria and its four strategic pillars, these are:

- **Internationalisation** – encouraging international trade and investment to build on Scotland’s global reputation
- **Innovation** – inspiring Scottish business growth through inventive new products and processes
- **Investment** – helping secure investment to allow companies and sectors to expand internationally
- **Inclusive Growth** – developing our talent to boost Scotland’s dynamic entrepreneurial workforce.

The following detail and diagram attached (Appendix 1) summarises our vision and take the SE pillars into consideration.

## 2 STRATEGIC RESPONSES TO VISION AND GROWTH OPPORTUNITIES:

### VISION & OBJECTIVES

The vision for Love Loch Lomond is to grow the volume and value of tourism in the area around Loch Lomond, The Trossachs and the Clyde Sea Lochs. It will do this through focusing on the following three strategic objectives:

- **Love People:** Renowned as welcoming, friendly and truly exceptional hosts to our visitors and members
- **Love Places:** Offering truly exceptional access for visitors to explore our towns, villages, wildlife, hills, islands and glens
- **Love Experiences:** Providing exceptional, memorable authentic experiences at every point of the customer journey

### 2.1 Growth / Target Markets

Segments that were considered the most strategically important and which the area would target as priorities included:

#### Priority Targets

- The UK Domestic Market

- The Day Visit Market
  - Local Scottish domestic residents
  - Tourists staying elsewhere passing through the area /transitional (particularly the international / English market)
  - Travel Trade/Coach Trade Excursions Market
  - Cruise Ship market
- Overnight Tourists
  - Outdoor Tourists (priority sectors – marine/water-based tourism, golf, cycling, walking)
  - Food and Drink Tourists
  - Local Scottish domestic residents
  - Overseas Tourists (priority sectors – Food & Drink, Culture, Castles, Distilleries)

### **3 STRATEGIC RESPONSES TO PROVIDING AUTHENTIC EXPERIENCES**

#### **3.1 Introduction**

Agreed future strategic priorities/projects/actions under each of the key themes of the National Strategy are shown below. These will now be expanded upon by the Funding Sub-Committee for the LLL Strategy document and SE bid.

#### **3.2 Nature and Activities**

Priorities / Focus for the future:

- a) Water-based tourism
- b) Walking activities
- c) Wildlife, Flora & Fauna experiences (eg. RSPB ie. two key international sites)
- d) Cycling activities

#### **3.3 Heritage and Culture Tourism**

Priorities / Focus for the future:

- Historic Buildings/Architecture (eg. Dumbarton Castle, Cardross Seminary, Hill House)
- Creation of a Heritage Resource project. Audit of physical assets and the narrative behind them.
- Development of relevant heritage and culture tourism activities

#### **3.4 Destinations, Towns and Cities**

The strategic focus is to create a more cohesive customer journey across ‘Loch Lomond’ (Loch Lomond, The Trossachs and Clyde Sea Lochs)

Strategic Projects could include:

- Dispersal of tourists (VIC, web opportunities, etc)
- Public amenities
- Transport connectivity
- Improved road and visitor signage

#### **3.5 Events and Festivals**

LLL sees itself as adopting the role as a facilitator for local events and festivals. an ‘impresario’ organising and staging events.

LLL will as a strategic priority/focus in future:

- Offer support to event organisers and/or organisations.
- Produce an audit of our event capabilities/assets to inform event organisers.

### **3.6 Business Tourism**

LLL will prioritise activity aimed at providing/promoting the destination primarily in the incentive and 'team building' sectors of the discretionary business tourism market linked to the area's outdoor credentials / activities.

- Produce an audit of our event/venue capabilities in regards of the Meetings/Conference and Incentive Travel market.

### **Conclusion**

The above Authentic Experiences have been selected as the priority for the Loch Lomond area and should be used as the basis of future projects.

## **4 IMPROVING THE CUSTOMER JOURNEY**

### **4.1 Introduction**

Priorities and direction evolved based on the National Tourism Scotland 2020 Strategy and "Rocket" template. The following represents the future target strategic priorities for LLL over the next five years and beyond.

### **4.2 Food and Drink**

- Highlight potential business investment opportunities.
- Encourage local businesses to make use of local products and producers and to better understand their individual commercial 'needs'.
- To encourage development of food tourism activities
- To encourage quality and participation in relevant recognised quality schemes.

### **4.3 Transport**

LLL is not directly involved in transport provision but identified priorities will help in achieving through various methodologies/lobbying etc and will focus around:

- Piers on Loch Lomond
- Transport connectivity / linked timetabling
- Road signage

### **4.4 Accommodation Provision**

LLL role / strategic priorities in this sector will focus on:

- Encouraging inward investment/organic investment in accommodation infrastructure
- Identifying locations for investment and work with others to progress
- Conduct an audit of the existing accommodation provision re range, quantity, quality, and existing trading patterns – establish gaps, etc

- Progress a local barometer of trading patterns
- Signpost QA and Green Tourism schemes to improve quality of existing provision
- Support those seeking to develop / achieve planning permission and address issues with planning – eg. a development toolkit

#### **4.5 Digital Connectivity**

It is widely known fact the better Wi-Fi / mobile telecommunications reception is a desired outcome by visitors / local residents and LLL. At this time however there is no priority/strategic role LLL can play in this issue.

However it was agreed the LLL could encourage local businesses to offer free Wi-Fi as part of its ongoing influencing role within the locale.

A mapping document for visitors of mobile cover was considered useful and it was reported that an App for such exists and should be simply highlighted to visitors at this time.

### **5 BUILDING CAPABILITIES**

#### **5.1 Sustainability**

Sustainability seen as underpinning any future SE bid / Tourism Strategy, be that environmental, economic or financial sustainability. LLL will collaborate with local organisations such as The Friends of Loch Lomond & Trossachs to support projects underpinning sustainability of the destination.

#### **5.2 Skills**

Areas of focus / strategic priority for LLL in future include:

- Provision of a training and development programme for tourism businesses (eg. Social media training, customer service, compliance/licensing training)
- Closer working with partner organisations on Skills
- Creation and delivery of a Tourism Business Mentor Programme
- Creation and delivery of a Tourism Business Development Programme (for new entrants to the industry or refresher training)
- Delivery of Themed Network Sessions
- Delivery of Themed Surgeries/Clinics (eg. Social media surgeries)

#### **5.3 Marketing**

It is key for LLL to maximise opportunities to market the destination. In summary LLL will focus on:

- Develop and deliver a Marketing Strategy and Action Plan with input and buy-in from across the tourism spectrum
- Develop a programme of market research that will fill current market intelligence gaps
- Develop baseline of current market / economic activity successes
- As noted before create monitoring criteria / models to establish / measure successes and a 'barometer' to model / share timely trading data across the area

### **6 LEADERSHIP AND COLLABORATION**

The National 'Rocket' is underpinned by Leadership and Collaboration and this needs to be a strategic focus and priority for LLL going forward. Scottish Enterprise has actively encouraged Love Loch Lomond to develop a Leadership Group and actively collaborate for the benefits of the wider area. At the most basic level it is well understood that in future LLL will:

- Encourage and build on existing local business collaboration to deliver both new and improved product and promotional activity / packaging, etc
- Will highlight and encourage uptake of business opportunities

Other locales have Area Tourism Partnerships that evolve tourism strategies of different structures with associated action plans that can delineate/delegate various strategic actions and projects across the partnership of the area to various and different organisations to act as champions of delivery/progress or supporters of same. The meeting being held by LLL is to discuss the opportunity to create a similar vision and Action Plan for the wider Loch Lomond destination. It is an exciting opportunity for the tourism industry (both public and private sector) to come together to create a vision which we can adopt for the destination and agree priorities and resources required to make the destination a first choice, quality destination.

## Destination Loch Lomond

By 2020, Loch Lomond, The Trossachs and Clyde Sea Lochs will be the destination of choice for Nature, Outdoor Activities and Heritage offering high quality, valueable and memorable visitor experience delivered by skilled and passionate people

VISION

*Love People. Love Places. Love Experience.*

### OUR GROWTH MARKETS

**Near Neighbours:**

- UK market

**The Day Visit Market:**

- Local Scottish domestic residents
- Tourists staying elsewhere passing through the area/transitional (particularly the International/English market)
- Travel Trade/Coach Trade Excursions market
- Cruise Ship market

**Overnight Tourists:**

- Outdoor Tourists (priority sectors – Marine/Water-based tourism, Golf, Cycling, Walking)
- Food and Drink Tourists
- Local Scottish domestic residents
- Overseas tourists (priority sectors – Food & Drink, Culture, Castles, Distilleries)

MISSION

### PROVIDING AUTHENTIC EXPERIENCES

**Nature & Activities**

- Water-based tourism
- Walking activities
- Wildlife, Flora & Fauna
- Cycling activities

**Heritage & Culture Tourism**

- Historic Buildings/ Architecture eg. Dumbarton Castle
- Creation of a Heritage Resource project
- Development of relevant heritage and culture tourism activities

**Destinations, Towns & Cities**

- Dispersal of tourists throughout the wider destination
- Infrastructure: Public amenities
- Transport connectivity
- Improved road and visitor signage /information

**Events & Festivals**

- Support event organisers/ organisations
- Produce an audit of our event capabilities/ assets to inform event organisers

**Business Tourism**

- Produce an audit of our event/venue capabilities in regards to the meetings/ conference and incentive travel market

STRATEGY

### IMPROVING THE CUSTOMER JOURNEY

**Food & Drink**

- Highlight potential business investment opportunities
- Encourage local businesses to make use of local products and producers and to better understand their individual commercial needs
- Encourage development of food tourism activities
- Encourage quality and participation in relevant recognised quality schemes

**Transport**

- LLL is not directly involved in transport provision but identified priorities will help in achieving through projects, lobbying, methodologies
- Piers on Loch Lomond
- Transport connectivity/ linked timetabling
- Road signage

**Accommodation Provision**

- Encourage inward investment/organic investment in accommodation infrastructure
- Identify locations for investment and work with others to progress
- Conduct an audit of the existing accommodation provision
- Progress the local barometer of trading patterns and encourage uptake
- Signpost QA and Green Tourism schemes to improve quality of existing provision
- Support those seeking to develop/achieve planning permission and develop a toolkit.

**Digital Connectivity**

- Provide support, lobbying and assistance to organisations in the provision of better wifi/mobile telecommunications reception throughout the destination
- Encourage local businesses to offer free wi-fi
- Provide mapping/app info for visitors of mobile coverage

### BUILDING OUR CAPABILITIES

**Sustainability**

- Sustainability seen as Underpinning all priorities whether environmental, economic or financial sustainability.
- Collaborate with organisations such as The Friends of Loch Lomond & Trossachs on sustainability projects throughout the destination.

**Skills**

- Provision and delivery of a training & development programme for tourism businesses (eg. Customer service, social media, compliance/licensing training)
- Work with partner organisations to encourage/develop skills/careers for young people / unemployed/ disadvantaged groups
- Creation and delivery of a Tourism Business Mentor Programme
- Creation and delivery of a Tourism Business Development Programme
- Delivery of Themed Networking Sessions
- Delivery of Themed Surgeries/Clinics

**Marketing**

- Develop and deliver a Marketing Strategy and Action Plan with input and buy-in from across the tourism spectrum
- Develop a programme of market research that will fill current market intelligence gaps
- Develop baseline of current market / economic activity successes
- Create monitoring criteria / models to establish / measure successes and a 'barometer' to model / share timely trading data across the area

CAPABILITY

### LEADERSHIP AND COLLABORATION

Tourism Leadership Group Cross Sector Working Group Public & Private Sector Collaboration