MARKETING - PARTNERS AND REGIONS STRATEGY
OUR VISION

To provide a menu of **partner marketing opportunities** inline with our strategic framework to **grow the value and positively augment the benefits of tourism** across Scotland in a **responsible way**, through using insights and trends to advance and **strengthen our regional and national stakeholder relationships** and activity.

**How do we do this?**
We provide a one stop shop for marketing partnership opportunities to promote Scotland through a menu of paid, owned and earned opportunities.

**What does success look like?**
A unified Scotland brand promoted globally, effectively uniting our customer journey and product offerings to provide a platform for recovery and economic growth for Scotland in a responsible way.
OBJECTIVES

- To maintain and grow our share of the domestic market.
- To increase our brand reputation and Responsible Tourism credentials globally working with non tourism brands that share our values.
- To match the right product and experience(s) to our marketing activity in line with our seasonal and geographic spread objectives.
- To increase positive enjoyment of the countryside working with visitor management partners on the responsible behaviours messaging.
- To reach new/younger and harder to connect audiences.
- To enhance our Corporate Reputation by sharing visitor insights and knowledge expertise.
OUR RESPONSIBILITIES

- Delivering partner, regional and sector group campaign activity as well as non-tourism commercial partnerships.

- Managing and delivering cross team pan projects with partners and regions including UNESCO, Days Out, Year of Stories, Spirit Journeys, World Cycling Championships and Forth Bridges.


- Identifying opportunities with our ancestral and alumni channels and sharing partner and stakeholder content through Brand Scotland.

- Sharing relevant intelligence, campaign development and new product information across teams and partners.
OUR TEAM

Our team **nurture and grow marketing partnerships** to deliver sustainable growth and cultivate authentic and responsible visitor experiences across key markets.

**Regional Team:**

**North**
- Steve Duncan
- Lorna Reid
- Anne Roels

**South & Central**
- Sheena Smith
- Angela Duncan (mat cover)
- Lauren Pirnie

**Scottish Connections:**
- Noelle Campbell

**Marketing Partnerships:**
- Chris McDonald, John Murray, Jeremy Thomas

**Regions / Partnerships Team**
(Kathryn Macdonald)

*The partnerships team are in the Brand and Content department, within the Marketing and Digital Directorate.*
OUR PARTNERS & REGIONS
OUR KEY PARTNERS

We work with a range of partners including content partners (e.g. Ordnance Survey), sector groups (e.g. Go Rural) and brand partners (e.g. DC Thomson / Beano, ancestry.com). Inbound tourism partners such as Airlines and International Tour Operators are managed by the UK and International Market Teams. Our key partners are highlighted below:

WILDLIFE & NATURE
  • FLS
  • NatureScot
  • Wild Scotland

ACCOMMODATION
  • Hostelling Scotland
  • Hilton
  • Macdonald Hotels
  • Agri Tourism (Go Rural)

FOOD & DRINK
  • Diageo
  • Scotland Food & Drink
  • Scotch Whisky Association
  • Go Rural
  • QMS

HISTORY & HERITAGE
  • NTS
  • HES
  • ASVA

TRANSPORT
  • ScotRail
  • Cal Mac
  • North Link
  • West Coast Motors
  • Citylink / Stagecoach
  • Arnold Clark
  • SDMA / Rabbies / Highland Explorer

CROSS PRODUCT
  • Scotland’s Towns Partnership

ARTS, CULTURE, ANCESTRY, EVENTS & FESTIVALS
  • MGS
  • Cultural Diplomacy Group (Festivals)
  • ASVA
  • Clan Council
  • Cycling World Championships

ADVENTURE
  • Sail Scotland
  • Ski Scotland / Snow
  • Developing Mountain Biking in Scotland (DMBinS)
  • Sustrans (National Cycle Network)
  • Wild Scotland

FOOD & DRINK PARTNER: DIAGEO
WORKING WITH OUR REGIONAL DESTINATIONS

- We work **collaboratively with destinations** determining their needs and responding with VS opportunities.
- We **share the latest insights and intelligence** to inform ideas and activity, offering specialist advice in terms of website audits, analytics and key word searches.
- We **develop regional/sectoral plans** to cover areas of pro-active support and identified opportunities.
- We are the **gatekeepers of regions marketing advice** and marketing activity plans working as a TAG team with Regional Directors and the Partnership Communications team.
- We have a **holistic approach to all activity**, working cross team to include activity across all channels including market specific campaign activity and social takeovers.
- We **track, report and evaluate our collaborative regional campaigns**, advising on best performers and how to optimise future campaigns as a result.
Spotlighting the importance of place and the diversity that Scotland offers

Working collectively towards Scotland’s Outlook 2030, our Responsible Tourism ambitions and VisitScotland’s Strategic Framework, will allow us to tailor plans based on the needs and aspirations of regional destination & sector groups.

**Integrated Planning Approach**

- Robust Relationship Management
- Share of highly valued insights and data – eg visitor, channel behaviours and latest trends
- Digital Marketing support / search trends & insights / SEO & UX partner website audits
- Content development expertise and advice on content production
- Owned channel support
- Opportunity for paid media / joint activity

**Working collaboratively to match supply and demand.**

Timely discussions linked to an annual planning cycle and the development of destination and sector product and marketing plans.

Develop plans across macro regions /cities /priority sectors with lighter touch planners for regions / groups holding greatest resonance for a local market.
OUR MENU OF OPPORTUNITIES

- **Ad**: Buy into VS core campaign activity
- **New bespoke media campaigns**: Connecter opportunities across products and channels
- **Joint funded partnership campaigns**: Marketing intelligence, analytics & marketing relationship management
- **SEO / Keywords advice and help**: Content and assets creation
- **Business Support Website / UX audits**: Opportunities to amplify through VS / Brand Scotland owned channels

Corporate Communications | Social Platforms | Email Platforms | Consumer PR | I Centres

*Menu of opportunities to be established with channel owners and distributed to partners*
**Market and Global Partnerships Team**
Working closely to identify campaign opportunities to further extend global marketing efforts to gain further reach.

**Regional Directors**
Working hand-in-hand with regional directors to provide opportunities to regional partners / stakeholders and delivering a holistic picture of each region.

**National Partnerships**
Working as a tag team with the National Partnerships team. Representing marketing opportunities across complex engagement partners with extensive industry scope and responsible development potential.

**Insights**
Sharing latest insights and trends with partners / stakeholders, identifying opportunities and sharing back to VS; intelligence and insights communicated by partners.

**IRMs**
Leveraging on ground knowledge from IRMs and individual tourism businesses – (accommodation, tours, attractions and experiences) for best fit regional / partner campaigns.

**Product Development & Distribution**
Working together with IDD teams on regional business growth workshops and further development opportunities.

**EventScotland**
Working closely with the themed years team (Year of Stories) and Festival 2022 on partners / stakeholders leverage.
### OUR 2022 PARTNERSHIP PRIORITIES

<table>
<thead>
<tr>
<th>Insight Driven &amp; Knowledge Sharing</th>
<th>Planner Repository</th>
<th>Partnership Segmentation</th>
<th>Working with Content / Owned Channels</th>
<th>Partner/ Cross Project Campaigns</th>
<th>Seasonal / Regional Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gathering latest insights and trends for immediate response - To ensure all our output is insights led / e.g. latest trends, insights trackers etc but also to procure insights from partners / regions / stakeholders to shape and influence collaborative activity and Only in Scotland experiences. This should include regional lists of hot spots and countryside challenges across the regions. (working closely with the capacity and capability grid.)</td>
<td>• One Stop Shop Planner Tool - To bring greater planning &amp; transparency to how we work with partners and to amplify and showcase our output in a more efficient way. This will include monthly status reports and internal and external communications.</td>
<td>• Marketing Partnerships Segmentation – Creating a model mapping our objectives against partners / regions to amplify our messages and product heroes. This will include non tourism partners like OS, Food and drink/ textiles brands, outdoor wear / photography/ travel brands.</td>
<td>• Content, Owned Channel Support &amp; the Customer Journey - As part of our content planning and partners segmentation; identify opportunities for stakeholders fit to Hero content (inspirational ‘hooks’ to get Scotland on the consideration set), Hub content (how products can broaden perceptions of what a Scotland holiday offers) and Help content (helping the visitor make the holiday a reality.)</td>
<td>• Delivery of National Partner / Cross Project Campaigns 2021 / 22 - ensuring relevant synergies between paid, owned, earned activity and flagship events like COP 26, Festival 2022.</td>
<td>• Delivery of Seasonal Regional Campaigns 2021 / 22 - ensuring synergies with paid, owned, earned activity.</td>
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<td>• To be fleet of foot cross teams for the ability to easily mobilise tactical and opportunistic activity as well as need driven activation like the focus on Scotland’s cities / hotels sector.</td>
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<td>• Work closely with owned and earned channel teams to establish a menu of support/activity we can offer partners / regions / stakeholders.</td>
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<td>• Continuing the work of the collaborative responsible tourism plan that will encourage visitors to get outdoors and care for Scotland across Q3/ 4.</td>
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SHARE OUR STORIES
ANCESTRAL SCOTLAND

BACKGROUND: When New York Tartan Week pivoted to virtual due to the COVID-19 pandemic in April 2021, we worked creatively with our friends at New York Tartan Day to bring a virtual taste of Scotland to the virtual event programme. Partners included Promote Shetland, Kintyre Gin and Diageo. This activity allowed us to:

• Keep post-pandemic visits to Scotland front of mind for our warm diaspora audiences.
• Showcase all Scotland which has to offer, over and above the traditional icons and experiences with which the diaspora are most familiar.
• Provide Scottish partners with a platform to tell their own authentic stories to an engaged North American audience, as part of this high-profile event.
• Highlight Scotland’s responsible tourism credentials in advance of COP26.
• Maintain and enhance our positive relationship with prominent members of the New York City diaspora community.

RESULTS

• The activity was deemed a huge success by all concerned.
• In less than a week there were over 26k views of the content via social channels and over 700 interactions

“A HUGE thank you for inviting us to be a part of Tartan Week. We’ve had so many lovely messages!”

“The success of our video is really lovely news. Thank you so much for giving us the chance to be involved.”

“Very successful - a big hit!”

LOOKING AHEAD 2021 / 22 PLANS – add in our plans for the year ahead

• Continue to develop innovative ways to encourage diaspora to share our messaging
• Seek potential similar exposure for partners at hybrid events
The success of our Spring 2021 activity have resulted in more budget coming from East Lothian to run activity in 2021/2022. This included paid social/display, influencer activity and publishing partnerships to run in Autumn 21 and Spring 22.

BACKGROUND: Our paid media campaign with East Lothian went live in spring 2021. This comprised of Facebook activity (£5k) and a campaign with Expedia (£15k). Despite the IOS update requiring users to opt in to tracking, the social campaign performed really well and exceeded its original targets. The Expedia campaign went live just as the country was moving out of lockdown and showed a direct uplift in bookings for East Lothian whilst it was live.

Our UX team have also worked with East Lothian to carry out a UX review of their new beach sensors app. This app has been developed in collaboration with Edinburgh Uni and is designed to monitor parking availability at East Lothian beaches, which can become a real pinch point for the area in busy times.

RESULTS

Facebook:
• 8,704 web page landings (initial forecast: 5,398)
• 11,501 link clicks (initial forecast: 8,997)

Expedia:
• Onsite ROAS: 1.4

LOOKING AHEAD 2021 / 22 PLANS

The success of our Spring 2021 activity have resulted in more budget coming from East Lothian to run activity in 2021/2022.

This included paid social/display, influencer activity and publishing partnerships to run in Autumn 21 and Spring 22.
BACKGROUND: When lockdown commenced in 2020, VS supported GoRural deliver the inaugural Lambathon - virtual Facebook tours, which was the catalyst for raising awareness of Agritourism and the formation of Scottish Agritourism as an official group. The journey continues...

- Welcome to My Farm - Virtual Farm Tours (June - August 2020) scoping participants & supporting tours - this helped Scottish Agritourism member recruitment
- Increasing Agritourism content on vs.com, raising profile of product offerings.
- SEO review of GoRural’s website and ongoing support of new website build which has ambition for full e-commerce capability
- Industry Research to support SG Agritourism Growth Strategy and wider agricultural policy
- 40K Marketing Partnership activity with new partner Quality Meat Scotland - June 2021

RESULTS

- Go Rural Facebook followers increased by over 60% via Welcome to Our Farm and Lambathon social media activity.
- VS reputationally seen as supporting sector growth and key food & drink industry
- QMS Partnership campaign key objective to raise awareness of Agritourism & Scotch Beef, Scotch Lamb as part of Scotland’s Visitor proposition.
- Digital Articles Delivered over 3 times forecast with strong dwelling time & achieved 400 landing on goruralscotland.com. VS profile shared across Agricultural Press.

LOOKING AHEAD 2021 / 22 PLANS

- VS working on SG Growth strategy and business pipeline development
- Refine mention of consumer journey on vs.com (via content, listing designators & augmenting multimedia imagery)
- Support of GoRural new website
- VS presentations at conference
BACKGROUND: Developing relationship since spring 2020 sharing insights including market focus and brand tracker intel. Confirmed early 2021 a £100k joint marketing campaign to promote the new Johnnie Walker Princes Street (JWPS) attraction ahead of its opening on 6 September 2021 and Diageo’s brand homes across the country.


JWPS included in: VS UK and global PR media pitches, securing coverage in titles like The Metro; a solus email to the UK subscriber list; whisky and Edinburgh content on the VS.com blog; and coverage on VS corporate social channels.

Filming and photography to be carried out in-house on site with JWPS used in Scotland is Calling hero video.

RESULTS

- Campaign still in progress and site still to open

LOOKING AHEAD 2021 / 22 PLANS

- Inclusion of Johnnie Walker Princes Street in Scotland is Calling hero film
- Continued promotion of JWPS on all channels
- Possible ‘Four Corners’ paid activity in 2022
THANK YOU