Pride and Passion Evaluation

Report

for

Scottish Enterprise

April 2009

EKOS Limited

economic development & regeneration

TOURISM RESOURCES COMPANY

Contents

1. Introduction

This report, undertaken by EKOS and Tourism Resources Company, provides an evaluation of Pride and Passion on behalf of Scottish Enterprise.

1.1 Background

Pride & Passion is identified within the Scottish Tourism Industry Strategy as being one of the key drivers for bringing about business behavioural change, and the overall aim of the Pride & Passion initiative is "to encourage Scotland to consistently offer visitors a distinctive and exceptional experience in a relaxed and authentic way". Therefore there is a particular focus on the "Customer Experience" theme within the industry strategy.

In addition to the "Customer Experience" theme, Pride & Passion is expected to make a wider contribution to delivering the industry strategy across all five themes by supporting work in related theme areas e.g. improved market intelligence, and by using its communications networks to achieve wider industry engagement across all aspects of the industry strategy.

The initial phase of funding totalled approximately £1.2million with further private sector contributions estimated in excess of a further £1million. The first implementation phase of the programme ran from October 2004 to March 2006. The main funding partners for this initial phase were SE, HIE and VisitScotland, along with European funding and private sector in-kind contributions.

Following the initial two years of activity, Jura Consultants were appointed to examine the performance, structure, operating costs and funding of Pride & Passion. Following the work, a revised set of objectives was agreed.

A further funding package of £200,000 was then approved to support the implementation phase over the autumn/winter of 2006/2007. Most recently, funding support of £120,000 was approved to cover a phase of activity over the period July 2007 to the end of June 2008. For the current period (2008/09) funding is being provided by SE (£100,000) and HIE (£75,000).

1.2 Study Objectives

The overall aim of the study was to evaluate the project to date, both in meeting the project objectives and in terms of generating impacts. The study was required to focus on the period of delivery following the Jura study (i.e. since July 2006).

The key questions addressed by the evaluation are:

- the extent to which the project objectives of Pride & Passion have been achieved;

- the key achievements, including strengths and weaknesses, and benefits and impacts of Pride & Passion;

- how appropriate and successful the reporting arrangements of Pride & Passion have been;

- whether the original rationale for Pride & Passion remains and where its strategic rationale now lies i.e. has there been any changes over time and is there evidence of market adjustment;

- how Pride & Passion fits strategically with:

  - the Government Economic Strategy, including its Equity and Equality Agendas;

  - Scottish Enterprise Strategy, including its Equity and Equality Agendas;

- how it supports and complements other SE tourism related interventions; and

- given the changes taking place in Scottish tourism sector what should be the future role for Pride & Passion.

One of the original aims of the study was to quantify the economic impacts of Pride and Passion. It became very apparent early in the process that given the nature and specific activities of Pride and Passion, it was not going to be possible to track these through to economic impacts, in terms of employment, GVA, etc. The key reasons for this are that:

- for some there may have been insufficient time for any potential impacts to be realised;

- where the level of support has been limited participants are not able to make any quantifiable attribution; and

- others benefit indirectly i.e. support is provided to a local group the businesses then benefit from the activities of the local group. Therefore, they are unable to make any direct quantifiable attributional link back to Pride and Passion.

Taking cognisance of what was achievable, it was agreed between the study team and client that the overall aim should be to provide a more qualitative assessment of the changes that Pride and Passion is helping to bring about in the Scottish tourism sector.

This involved focusing on attributable evaluation criteria, such as:

- performance against the targets set;

- in terms of the Visitor Experience Workshops and Discovery Tours:

- where participants have learned something from attending;

- planned to take actions;

- actually undertaken actions;

- whether it resulted in any changes in their business/business practices e.g. increase in positive feedback from customers, increase in repeat visits, greater staff satisfaction, developing new business activities, referring more customers to other local businesses, etc;

– in terms of Community Challenges, has it for example:

- helped increase membership of the group;

- helped bring different local groups/businesses together;

- provided networking opportunities;

- helped develop actions for the way forward; and

- have these actions been taken forward.

1.3   Approach and Report Structure

The approach to the study involved:

– reviewing Pride and Passion's activities;

– consultations with those directly involved in Pride and Passion;

– consultations with external partners; and

– consultations and surveys with industry participants.

The remainder of this report is structured as follows:

Part A: Background and Review of Activities

– Chapter 2: provides an overview of Pride and Passion, in terms of its activities and funding;

– Chapter 3: provides and assessment of Pride and Passion's strategic fit with appropriate economic and tourism development frameworks;

– Chapter 4: provides an overview of Pride and Passion's activities and performance;

Part B: Consultations and Research

– Chapter 5: reports on findings from consultations with the Pride and Passion Team and Management Group, and external partners;

- Chapter 6: provides analysis of surveys of participants in the Visitor Experience Workshops and Discovery Tours;

- Chapter 7: provides feedback on consultations with those engaged with Community Challenges; and

Part C: Conclusions

- Chapter 8: provides conclusions.

2. Overview of Pride and Passion

2.1 Introduction

This Chapter provides a brief overview of Pride and Passion in terms its activities and funding.

2.2 Description

Pride and Passion (P&P), established in 2004, is an initiative designed to improve the customer experience in the Scottish tourism sector. It operates throughout Scotland in both the Scottish Enterprise (SE) and Highlands and Islands Enterprise (HIE) areas. Its overall aim is "to encourage Scotland to consistently offer visitors a distinctive and exceptional experience in a relaxed and authentic way"[1].

A number of different tools are utilised aimed at achieving this, including:

− Community Challenges: support to local groups to help them to work together towards common aims for the tourism sector within their area;

− Visitor Experience Workshops: a series of workshops within and outwith Community Challenge areas. These workshops are aimed at encouraging participants to take actions in their own businesses/organisations to improve the visitor experience;

− Discovery Tours: a series of Discovery Tours within and outwith Community Challenge areas. The tours are aimed at raising awareness among local businesses/organisations of the tourism offer within their local area. They are also designed to encourage use of this knowledge to promote and enhance the visitor experience;

− Website: this provides advice and guidance; materials for use in gathering feedback from customers, staff, etc; acts as a source of best practice experience and links to other forms of support;

− E-Newsletter: this is emailed on a monthly basis and provides an update of news and events within the tourism sector; and

− input to other events/initiatives: the P&P Team provide input to other events (e.g. presentations, workshop sessions, etc) and initiatives.

Originally the focus for P&P was on the individual tools; however, recently the emphasis has been shifted towards the Community Challenges. More recently the aim has been to place greater emphasis on the Community Challenges and provide the tools as part of that process.

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[1] This is taken from the study brief.

2.3 Funding

The income and expenditure for Pride and Passion from July 2006 to June 2008 is shown in **Table 2.1**.

Table 2.1: Income and Expenditure		
Income	**1 July 06-30 June 07**	**1 July 07-30 June 08**
VisitScotland	£50,000	-
Scottish Enterprise	£75,000	£93,404.80
HIE	£75,000	£75,000
HIPP	£37,537	-
Objective 3	£32,167	-
Projects/Events income	£2,725	£267.84
Bank interest received	£1,305.34	£785.92
Carry over from 06/07	-	£19,194.80
Total Income	£273,734.34	£188,653.36
Total Expenditure	£253,702.62	£189,838.57
Surplus/deficit	£20,031.72	-£1,185.21

Source: Pride and Passion

The majority of funding for Pride and Passion came from Scottish Enterprise (SE) and Highlands and Islands Enterprise (HIE), with additional funding in 2006/07 from VisitScotland and European Funding (HIPP and Objective 3). In 2007/08, it was entirely funded by SE and HIE, which is also the case in 2008/09, with funding of £100,000 from SE and £75,000 from HIE.

As can be seen from the table Pride and Passion's income exceeded expenditure in 2006/07 and they carried a surplus into the following year. In 2007/08 expenditure slightly exceeded income (by 0.6%).

A high proportion of expenditure is spent on staff time and the Pride and Passion Team provided us with a percentage breakdown of staff time split across project activities. This is shown in **Table 2.2**.

Table 2.2: Percentage Split of Staff Time on Project Activities	
Activity	**%**
Community Challenges	48%
Discovery Tours	11%
Visitor Experience workshops	10%
Admin	9%
Business planning	7%
Management Group	4%
National meetings	3%
Newsletter	3%
Tourism Innovation Group (TIG)	3%
Industry Events	2%
Brand promotion	1%
Total	**100%**

Source: Pride and Passion

As the table highlights, almost half of staff time (48%) is spent on Community Challenges with a fifth spent on the discovery tours and visitor experience workshops. This reflects the more recent change in emphasis towards the Community Challenges.

2.4 Summary

Pride and Passion utilises a number of tools designed to help achieve its aims. The effectiveness of these is considered within the remainder of this report. In terms of financial performance, expenditure is in line with income.

3. Strategic Fit and Market Failure Rationale

3.1 Introduction

This Chapter assesses Pride and Passion's strategic fit and market failure rationale.

3.2 Strategic Fit

This Section assesses Pride and Passion's fit with and contribution to the:

- Government Economic Strategy;

- Scottish Enterprise Business Plan 2008-2011; and

- The Tourism Framework for Change.

Government Economic Strategy

In 2007, the Government published the Government Economic Strategy (GES) which set out how they will support businesses and individuals. The aim is "to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth".

One of they key strategic priorities set out in the strategy is to provide a supportive business environment. One of the approaches that the Government will pursue in relation to this strategic priority involves providing responsive and focused enterprise support to increase the number of highly successfully competitive businesses. Within this a key aim is to work with businesses to stimulate improvement in work practices and productivity, ensuring Scotland's skills are fully utilised.

This is where Pride and Passion fits with the strategy, as its aim is to improve help business improve the service they provide to visitors (i.e. their work practices), and therefore the visitor experience leading to increased visitors, repeat visitors and income for businesses and local areas.

The GES identifies a number of key sectors which will expand Scotland's areas of international comparative advantage – one of which is tourism. The aim is to create the right environment for the competitiveness and growth of the key sectors. Pride and Passion's activities help to contribute to these aims for the tourism sector.

In the GES, one of the key priorities is equity. This includes regional equity and how sustainable growth and prosperity needs to be shared across Scotland. Pride and Passion is providing support in a number of areas which are very dependent on the tourism sector; this includes a number of rural locations, where opportunities to develop other sectors are more limited.

Social equity is also identified in the GES in terms of increasing participation and income levels for those on low incomes. Average income levels in tourism are lower than for many other key sectors[2]. Therefore, Pride and Passion has a role to play in helping improve quality in the tourism sector. Hopefully this might allow businesses to move up the value chain. This may allow an increase in incomes for owner operators and employees (where their improved skills allow them to secure skilled/paid employment).

SE Business Plan 2008-2011

Scottish Enterprise developed their new business plan in 2008, which is based around the key themes of: enterprise, innovation, investment and equity.

There is a strong focus on SE supporting and working with businesses, of all sizes, which have high growth potential and which are important to the regional/national economy. Pride and Passion is supporting a range of companies but does not have a specific focus on high growth companies. This may raises issues about the level of fit with the new SE Business Plan. However, recently there has been greater focus on Community Challenges. Whilst individual businesses may not be high growth a destination approach bringing various business and organisations together may offer growth opportunities. Therefore the fit may be dependent on the overall approach to supporting destinations (rather than individual companies).

In terms of equity, SE activities are delivered 'mainstream' as part of their approach to enterprise, innovation and investment. This means that equity will form a key part of the support delivered through the priority industries. Many of the activities undertaken through Pride and Passion take place in rural areas which contributes to SE's aim to support rural growth businesses and aid rural economic diversification.

Tourism Framework for Change

The Tourism Framework for Change, published in 2006, sets out how the tourism market might change over the next decade.

As the Tourism Framework for Change states, 'if we want to continue to grow tourism in Scotland, we must develop and change what we offer our visitors over the next decade'. The aim of the Framework is to grow Scottish tourism revenues by 50% by 2015.

One of the areas that has been identified as important in achieving this aim is improving the visitor experience by enhancing the quality of service provided. In fact, the Framework identified a target (number four) which relates directly to Pride & Passion, with the aim of improving the visitor experience and passing on the quality message to others.

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[2] Average income level in Scotland £23,728; average in hotels and restaurants (as proxy for tourism) is £13,012 – source ASHE.

A review is currently underway of the Tourism Framework for Change. We understand, from discussions with those undertaking the review, that whilst the aim of improving the visitor experience will be retained the delivery model for this may be different.

3.3 Market Failures

The market failures that exist and Pride and Passion is helping to address are:

- Information deficiencies: businesses often have limited access to market information to inform their customer service offer or development opportunities within their area;

- Externalities: individual businesses may be unwilling to progress activities to promote or improve a local area on their own as they will bear all of costs but others will share in the benefits. Therefore there is a need to bring businesses together to share the costs and progress opportunities. This links to the market failure of scale; and

- Scale: in isolation it is difficult for an individual business to bring about development and/or promote the local area. However, when brought together with other businesses this becomes more achievable.

As will be demonstrated later in the report Pride and Passion are helping to address these market failures. However, in some cases this is at the individual company level (i.e. through workshops) rather than at the programme level (i.e. there are still many businesses that lack the right information). For others it is helping to address market failures within a specific geography so market failure will still exist in other locations.

3.4 Summary

The aims of Pride and Passion have a strong strategic fit with the GES, and the Tourism Framework for Change. The fit with the SE Business Plan is much less clear. Whilst it does provide support in rural areas it does not have a strong focus on companies with high growth potential and which are important to the regional/national economy. However, the fit may lie with the growth potential for a destination rather than individual companies within it.

There are clear market failures in terms of information deficiencies, externalities and barriers of scale that its activities are helping to address.

4. Performance Overview

4.1 Introduction

This section provides details of the performance of Pride and Passion in terms of the different tools used against quantitative targets where set. In some cases targets were not set, for example for the website and e-newsletter. In these cases we have simply reported the number of interactions achieved to give an idea of the levels of usage of these tools.

4.2 Performance Against Targets

4.2.1 Community Challenges

Table 4.1 shows where and when the Community Challenges took/are currently taking place within the SE area; SE being the focus for this study. However, a number of Community Challenges also took place/or are currently underway in the HIE area, as follows: Dingwall (pilot), Dufftown, Dunoon & Cowal, Keith, Oban, Orkney and Nairn.

Table 4.1: Community Challenge Locations in SE area	
Location	**Date**
Linlithgow (Pilot)	August 2006
Balloch	Sept/Oct 2007
Pitlochry	Sept/Oct 2007
Peebles	Sept/Oct 2007
Callander	Sept/Oct 2008
Troon	Sept/Oct 2008
Banffshire Coast	Sept/Oct 2008
Wigtown/Whithorn	Sept/Oct 2008

Source: Pride and Passion

The target for Community Challenges was to have two during 2006/07 (one in SE and one in HIE). This was achieved as Pride and Passion delivered a Community Challenge in Linlithgow (SE) and Dingwall (HIE).

For 2007/08 the target for Community Challenges was to roll them out to a further six locations (three in the SE area and three in the HIE area). In the SE area, a Community Challenge was successfully rolled out in Pitlochry; however the roll out to Balloch and Peebles did not progress very far. Further discussion of this portfolio is given in Chapter 7 which provides case study experience from the Community Challenge's in the SE area.

The roll out to other areas has only had limited success and is something that needs to be addressed in the future (as discussed later in the report).

4.2.2 Visitor Experience Workshops and Discovery Tours

Table 4.2 shows progress against targets for the year 2006/07.

Table 4.2: Performance Against Targets, 2006/07						
	2006/07 Target		2006/07 Actual		% Target	
	No	No of participants	No	No of participants	No	No of participants
Visitor experience workshops	12	200	13	331	108%	165%
Discovery tours	22	300	26	420	118%	140%

Source: Pride and Passion Project Reports, 2006/07 and 2007/08

As the table highlights, Pride and Passion exceeded its target in terms of both the number of Visitor Experience Workshops and Discovery Tours, and in numbers participating.

Table 4.3 presents the information for 2007/08.

Table 4.3: Performance Against Targets, 2007/08						
	2007/08 Target		2007/08 Actual		% Target	
	No	No of participants	No	No of participants	No	No of participants
Visitor experience workshops CC areas[1]	8	n/a	8	208	100%	n/a
Discovery Tours CC areas	8	n/a	6	144[2]	75%	n/a
Visitor Experience/Discovery Tour other SE areas	12	n/a	12	277	100%	n/a

Note: (1) Carried out in areas where P&P were working with local groups as a Community Challenge (CC areas).
(2) This figure is the number of individuals who booked to attend the tours, as there is not a figure available for the number of participants
n/a – not available as the 2007/08 project report does not provide this information
Source: Pride and Passion Project Reports, 2006/07 and 2007/08

In 2007/08, the target was to have eight visitor experience workshops, one in each of the Community Challenge areas. This was achieved with four in the SE area and four in the HIE area. No targets were set for the numbers participating in 2007/08, rather we have calculated the numbers attending each workshop and compared this to 2006/07. In 2006/07 the numbers attending each visitor workshop was 25 and in 2007/08 it was very similar, at 26.

The target was to have eight Discovery Tours, one in each of the Community Challenge locations. Six took place (three in SE – there was not one in Linlithgow in 2007/08, and three in HIE – the one in Dufftown was cancelled in 2007/08).

Again, as there are no targets the number of participants; we have calculated the average number attending Discovery Tours in 2006/07, which was 16. In 2007/08 it had increased to 24 per Tour (an increase of 50%).

There was also a requirement to have another 12 local industry events in other non-Community Challenge locations across the SE area. This was achieved, with six Visitor Experience Workshops and six Discovery Tours in the SE area. The average number of individuals attending each event is 23, which compares favourably with the numbers attending Workshops and Discovery Tours in 2006/07.

4.2.3 Newsletters and Website

Over the period March 2007 to March 2008, the proportion of recipients that opened the newsletter on a monthly basis ranged from 32-43%, as shown in **Table 4.4**. Between April 2008 and January 2009, the range decreased to 32-36%.

The percentage of click-throughs to the website between March 2007 and March 2008 ranged from 12-20%, however between April 2008 and January 2009 this had increased to between 30-41%.

Table 4.4: Newsletter Openings, March 2007-January 2009		
	Mar 2007-Mar 08	Apr 08-Jan 09
Confirmed opens	32-43%	32-36%
Click throughs to P&P site	12-20%	30-41%

Source: Pride & Passion

Over the period March 2007 to February 2008 the average number of monthly unique visitors to the site was 1,486 as shown in **Table 4.5**. Between March 2008 and January 2009 this had increased to 1,616.

The number of pages viewed between March 2007 and February 2008 averaged 14,378 a month which dropped to an average of 11,706 between March 2008 and January 2009.

Table 4.5: Visits to Pride and Passion Website, March 2007-January 2009		
	Mar 2007-Feb 08	Mar 08-Jan 09
Confirmed visits	5,506	5,006
Unique visitors	1,486	1,616
Pages viewed	14,378	11,706

Source: Pride & Passion

4.3 Reporting Systems

We were asked to comment on how appropriate and successful P&P's reporting systems have proven to be.

In compiling the data for this report there were some areas we noted where changes could make it easier for the Pride and Passion Team to gather, store, report data and articulate achievements. This includes:

– reporting targets as well as actual figures achieved;

– providing a written report for the quarterly Management Group meetings (this could be circulated a week in advance of the meeting);

– storing details of activities undertaken on one spreadsheet organised around individual company entries. This would then show what activities each company had participated in. This will make it easier to identify points of multiple engagement; and

– accessing details for all the companies/organisations that engage with groups undertaking Community Challenges. This will provide an indication of the number that may be influenced by the Community Challenge. It will also identify those undertaking other activities with P&P.

Also, for Community Challenges it is difficult to provide a quantitative analysis. However, we would recommend that an Action Plan is developed for each Community Challenge area. It would identify actions, timescales and who would lead on progressing them. Progress against these can then be reported at the following Management Team meeting. This will formalise the actions for the groups in the Community Challenge areas and provide an easier way to communicate progress to the Management Team. In the case of Community Challenges that are not moving forward then a decision about how to address this could be agreed (this may even mean leaving the group to their own devices and choosing another location to support). This quarterly reporting would then feed into the annual report.

4.4 Summary

Pride and Passion were at or well above target in terms of the number of Visitor Experience Workshops, Discovery Tours hosted and above target on the attendees at these events[3]. Although targets were not set, the data shows that a number of individuals are making use of the newsletter and website.

We recommend changes to the data capture, storage and reporting in order to demonstrate and inform others on the progress being made with the initiative over time. There is also a need to implement Action Plans for the Community Challenge areas, as discussed in greater detail later.

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[3] Since there were no participant targets set for 2007/08, we calculated the numbers attending each event in 2006/07 and compared it to 2007/08. The results show that, overall, the numbers attending has remained consistent or increased over the period, with more individuals attending discovery tours in 2007/08 than in 2006/07.

5. Consultations

5.1 Introduction

Consultations were undertaken with those *internal* to the project - the Pride and Passion Team, and Pride and Passion Management Group (which includes representatives from Scottish Government, SE, HIE, VisitScotland and the industry) and *external* – agency executives operating in the tourism sector within Scottish Enterprise and Councils in a number of representative locations where Community Challenges and other activities have taken place. This Chapter reports the collective findings from these consultations in aggregate, grouped around the topics as discussed. The aim is to establish a general consensus view that can then be used to help inform any future delivery.

This chapter also highlights that wider reviews of the tourism sector are currently underway which will have implications for Pride and Passion.

5.2 Findings from Consultations

5.2.1 Aims of Pride and Passion

There was a general consensus on the broad aims of Pride and Passion as being to:

- help to improve the visitor experience by raising standards;

- spread the message across the industry;

- share good practice; and

- encourage joint working.

The consensus view was that the aims still remain valid. However, there are mixed views on the extent to which these objectives have been met. Several felt that there has been too much focus on individual businesses (through Visitor Workshops/Discovery Tours), which means that only a small proportion of the tourism businesses across Scotland have been reached. However, the introduction of Community Challenges has provided more scope for generating impacts. The view being that the Community Challenges allow engagement with multiple businesses who collectively deliver the visitor experience. Consultees felt that in the future even greater focus should be on the Community Challenge approach.

There were mixed views about the issue of scale of the task needed to change a nation's tourism offering. Some felt that given the scale of the aspiration the level of resources available to P&P were insufficient. Whereas others felt that focusing on the overall aspiration had resulted in objectives that were too broad.

Consultees felt that there is a need to more clearly define objectives in terms of the resources available.

5.2.2 Key Strengths, Weaknesses and Gaps

There were a number of key strengths of the Pride and Passion identified, including that it:

- Industry have a key role in the initiative;

- has motivated staff who believe in the aims;

- is based on the laudable aspirations;

- allows sharing of good practice/knowledge;

- helps to bring businesses together at the local level and provide networking opportunities;

- Community Challenges provide an example to other local communities;

- reaches smaller areas / locations not covered by other major projects / initiatives; and

- encourages others to raise standards.

A key strength that was mentioned by many consultees was the fact that the initiative was industry-led. It is backed by an industry committee who are committed to the aims of the initiative and industry involvement with Pride and Passion was seen as a key factor in its delivery.

The fact that the initiative allowed the sharing of good practice amongst the industry was also seen as a key strength. Although there were concerns raised about how many businesses and the type of businesses that are actually receiving the message (i.e. is it those who are already aware of the importance of good customer service).

The key weaknesses noted by some consultees were:

- limited level of resources in comparison to the task;

- risk of duplication with other initiatives e.g. VisitScotland QA approach;

- the need for better links and communications with VisitScotland and Scottish Enterprise;

- difficult to get less passionate businesses to join in;

- reliant on people's willingness to commit;

- good locally but lower profile nationally;

- need clearer articulation of what P&P offers. The offer is potentially very wide which makes it very difficult to deliver against;

- one of many initiatives, there is a need for a joined up approach across initiatives and agencies operating in the marketplace; and

- would make bigger impact by focussing at community level rather than individual businesses.

One of the key weaknesses raised was the lack of close / timely or ongoing communication between Pride and Passion, and other agencies such as VisitScotland and the SE Regions.

This creates problems in trying to provide a co-ordinated approach to support in a local area and maximising the impact from the resources available.

For example, Pride and Passion have operated Discovery Tours focusing on themes / local messages / experiences that did not match closely with those being developed / promoted locally by other work and initiatives involving SE and other agencies. This can create confusion amongst businesses and groups within local areas.

The consultees were asked whether they felt there were any gaps in support provided or tools used by Pride and Passion. Several felt that the focus of activity should be on the Community Challenges, as they provide greater scope to include and capture larger numbers of businesses in the process of change. This has been recognised in the later stages of Pride and Passion with greater emphasis having been placed on Challenges as the focus for delivery.

One of the key issues raised was the view that to enhance future delivery there was a need for more co-ordination between the different initiatives taking place in the tourism sector. This is seen not only an issue for Pride and Passion but for the overall approach to different support and Agency interface with the industry. This cannot be solely addressed by Pride and Passion, however, a review is currently underway by the Scottish Tourism Forum which will address some of the issues involved (discussed in greater detail in Section 5.3).

5.2.3 Links with other Public Sector Support / Initiatives

Respondents highlighted that there were a number of different organisations and initiatives aimed at improving the tourism sector. Some are very much tailored towards improving the customer experience such as VisitScotland's QA Schemes and SE's work on customer feedback.

Links between P&P and some other parts of the public sector were identified. However, as discussed above, there is still a need to improve communication between P&P and other tourism initiatives. This will avoid duplication of effort and allow for a more efficient use of resources.

5.3   Wider Tourism Review

As part of the consultation process we were made aware that a number of broader reviews of the tourism sector are underway. This includes a review of the Tourism Framework for Change and a review of industry structures at the local/regional level. These are being led by the Scottish Tourism Forum. Of particular importance to P&P is the review looking at local level structures and groupings of businesses and organisations. Nationally there appears to be confusion arising over the different organisations and structures that currently exist (based on the consultations undertaken) and have emerged in different locations across the country since the demise of the old Area Tourist Board Network e.g. Destination Management Organisations (DMOs), Area Tourism Partnerships (ATPs), etc. This review is aimed at providing recommendations on the way to reduce the confusion at the local level and to scope out the most appropriate models going forward.

This will have implications for Pride and Passion and the future delivery model of the support it provides. This means that these reviews of what is effectively Scotland's Tourism Strategy i.e. the Framework for Change and the local structures for tourism need to be concluded before recommendations about the future focus of delivery in relation to Pride and Passion can be established.

5.4   Summary

All agree that the aims of raising standards, improving the customer experience and encouraging joint working in the industry remain valid. However, the current reviews of the Tourism Framework for Change and structures at a local level will have implications for future delivery, which will have a direct bearing on Pride and Passion.

Pride and Passion is a partnership between the private and public sector (with funding provided by the public sector). Continued industry participation will be key to the success of future delivery of quality products and experiences will be key to success.

Many feel that the focus of P&P should be in relation to local communities and bringing together a number of businesses to improve the visitor experience. They feel this would achieve more impacts than focussing support on individual businesses. This fits well with the more recent changes in direction given to P&P to focus more on delivery through the Community Challenge process.

One of the main issues raised was the broad range of initiatives on offer to the tourism sector and the communication between them. However, this may be addressed by the reviews of the Framework for Change and existing local structures that are currently underway.

6. Survey of Participants in Visitor Experience Workshops and Discovery Tours

6.1 Introduction

The following Chapter presents analysis of feedback received from those taking part in Visitor Experience Workshops and Discovery Tours. Feedback on satisfaction levels and planned actions was gathered by Pride and Passion at the time of the events. We have supplemented this with a survey conducted as part of this review to capture information on what actions participants went ahead with and what impacts, if any, this had.

6.2 Previous Surveys/Feedback

6.2.1 Visitor Experience Workshops

Workshop attendees were asked to complete a feedback form at the time of the event, which asked them about their experience. **Table 6.1** shows that overall attendees rated the workshops very highly in both 2006 and 2007[4], with all elements receiving very high ratings (between 97-100%).

Table 6.1: Feedback on Visitor Experience Workshops		
	2006	2007
Enjoyed the event/presentation	99.5%	99.7%
Feel motivated to promote service excellence in Scotland	99%	99.7%
It helped to illustrate what can contribute to great visitor experiences/customer service	97%	100%
Made them more aware of the actions and mindsets needed to achieve this	99%	99%
Will use approaches and actions from the training workshop in their own roles	97%	99%

Source: Pride & Passion Project Reports 06-07 and 07-08

Attendees that said they will use approaches and actions from the training workshops in their own roles were asked what actions they planned to focus on and **Table 6.2** details the responses.

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[4] Data not yet available for 2008.

Table 6.2: Approaches and Actions People Agreed to Focus on		
	2006	2007
Examine the customer journey	53%	67%
Building rapport with customers	56%	54%
Doing something differently to enhance visitors' experience	69%	58%
Sharing what I love about the local area	58%	70%
Encouraging/motivating other people to improve their skills	61%	53%

Source: Pride & Passion Project Reports 06-07 and 07-08

As the Table highlights, there are a number of actions that attendees planned to take forward.

There are some notable differences between 2006 and 2007, with a higher proportion of people in 2007 planning to examine the customer journey and share what they love about their local area. However, in 2007 a smaller proportion of attendees agreed to encourage/motivate other people to improve their skills and do something differently to enhance visitors' experience.

However a crucially important issue is whether these individuals actually undertook actions. This is something we explored in survey of participants undertaken as part of this study. The results from which are presented later in the Chapter.

6.2.2 Discovery Tours

As with the Visitor Experience Workshops, attendees at the Discovery Tours were asked to fill out a feedback form at the time of the event. In 2008, 94% of guests reported that they enjoyed all/a lot of the Discovery Tour. The approaches and actions that attendees agreed to focus on following attendance at the Discovery Tours are shown in **Table 6.3**.

Table 6.3: Approaches and Actions People Agreed to Focus on		
	2006/07	2007/08
Local collaboration	62%	71%
Gather feedback from customers and act on it	63%	74%
Find out what customers aspirations are and give them the appropriate information	55%	64%
Improve skills/knowledge/training	79%	87%

Source: Pride & Passion Project Reports 06-07 and 07-08

Between 2006/07 and 2007/08 there has been an increase in the proportion of people planning actions. However, it is important to establish if individuals actually progressed with any actions. This is discussed below.

6.3 Background to the Survey Conducted for this Review

An online survey was set up and the link was emailed to 368[5] individuals that had been involved in either of the events (see Appendix A for further detail on the survey process). In total, 91 businesses responded with:

- 22 taking part in the Visitor Experience Workshops;

- 51 taking part in Discovery Tours; and

- 18 taking part in both.

This represented a response rate of 25%, which gives a confidence interval of +/- 8.9%.

The remainder of this chapter looks at each element in turn (Visitor Experience Workshops then Discovery Tours) before summarising responses to two questions asked of all participants.
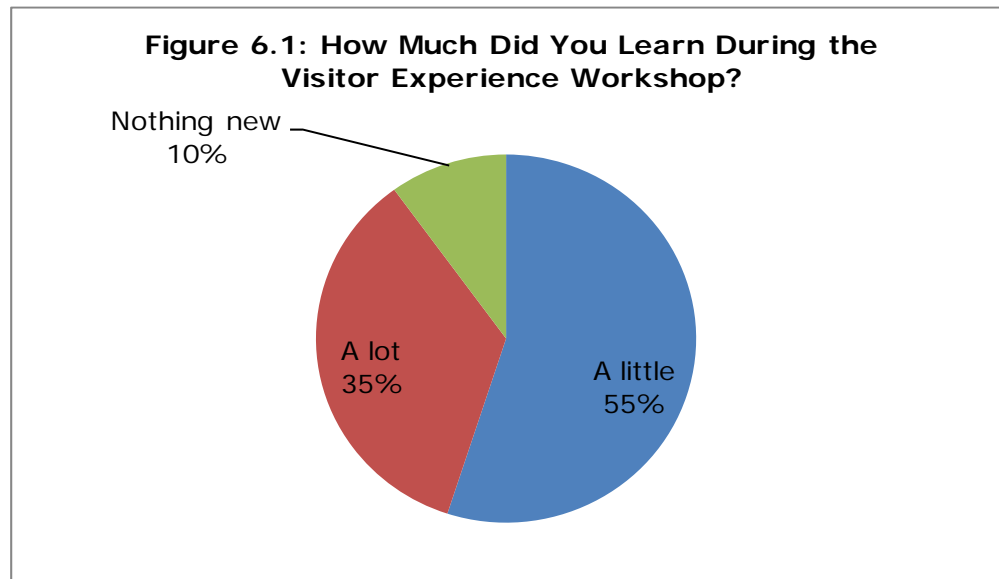
6.4 Visitor Experience Workshops

Forty respondents reported taking part in the Visitor Experience Workshops. This represented 44% of all respondents.

Respondents were asked where they had found out about the Visitor Experience Workshop. Thirteen respondents reported learning of it directly from Pride and Passion, through either an email newsletter, telephone conversation or their website. A further 12 respondents said they had been informed via email. These may also have been from Pride and Passion; however, this was not stated. Other sources included through their employer (four respondents) and a personal contact (three respondents).

Figure 6.1 reports how much respondents felt they had learnt from attending the workshop.

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[5] Where there were a number of individuals listed against the same email address we only sent an email to the one individual and some of the names supplied didn't have email addresses.

Figure 6.1: How Much Did You Learn During the Visitor Experience Workshop?

Nothing new
10%

A lot
35%

A little
55%

Ninety percent of respondents felt that they learnt something from the workshop, with just over a third reporting learning a lot.

Twenty five respondents (63%) reported planning to change a service or the way they offered a service as a result of attending the workshop, with 24 (96%) of these individuals actually going ahead with the changes. The sole respondent that did not go ahead with their plans stated that in practice their idea was not going to be cost effective.
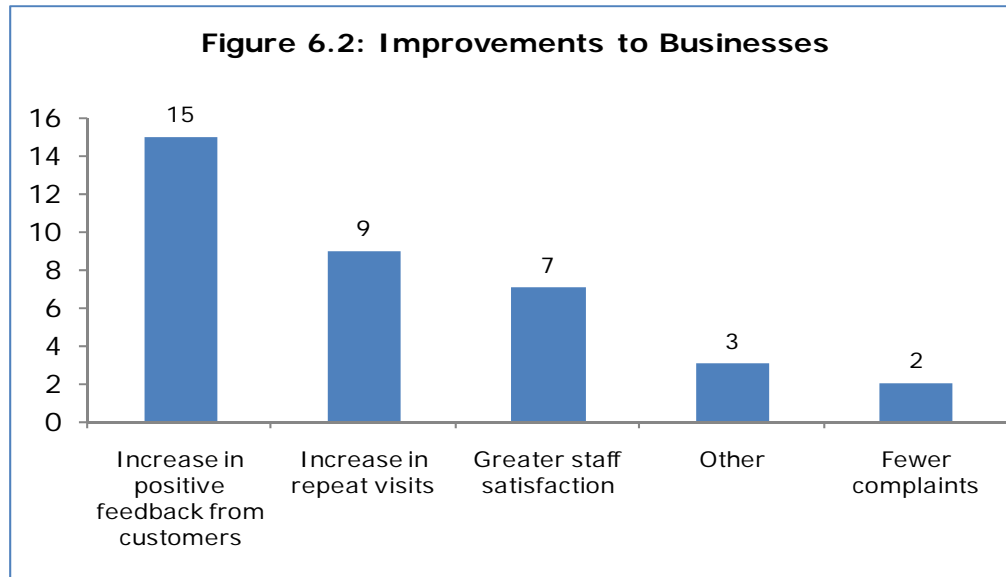
The changes that were made included:

- starting/changing the way they gathered feedback from customers (15 respondents);

- changing the way they provided their service (12 respondents);

- changing the way in which they provided information to their customer (six respondents);

- staff training (six respondents);

- changing the services they provided (two respondents); and

- starting/changing the way they gathered feedback from staff (two respondents).

Improvements for gathering feedback and keeping in contact with customers included: follow-up letters, surveys or feedback forms after guests stayed with them as well as well as improvements to business websites.

Three respondents stated that their attitude towards the customers had improved and they were now doing more to make sure that customers were 100% satisfied with their service.
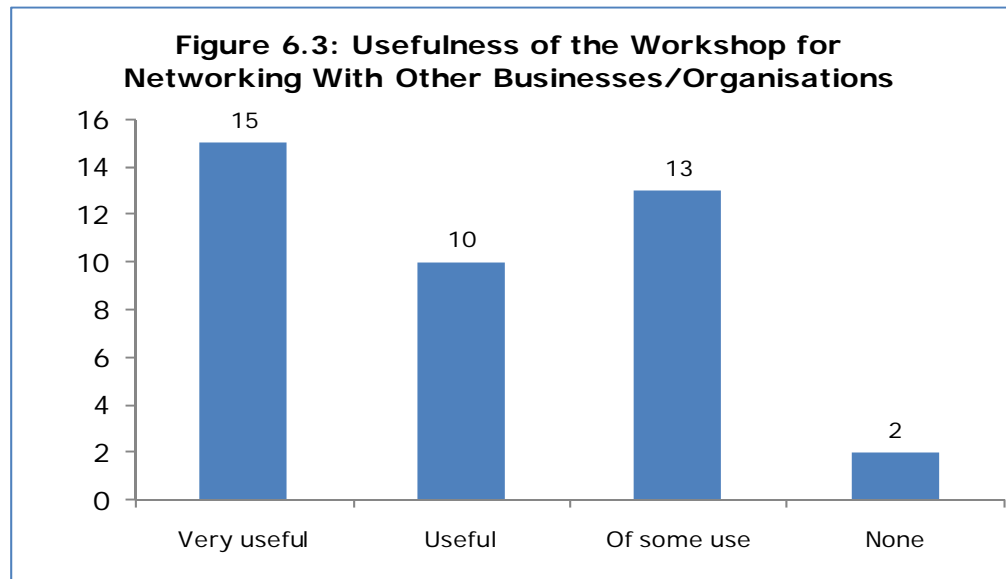
Twenty one respondents reported that they felt the changes they had made had improved their businesses, with only two reporting no improvement. The most commonly reported positive impact reported was increased positive feedback from customers, as **Figure 6.2** shows.

Figure 6.2: Improvements to Businesses

Category	Value
Increase in positive feedback from customers	15
Increase in repeat visits	9
Greater staff satisfaction	7
Other	3
Fewer complaints	2

Increased repeat visits were also identified by nine out of the 21 businesses.

It was noted by four respondents that staff were more empowered and happy in their jobs since the improvements. They felt this was due to increased customer satisfaction and increased confidence that staff subsequently appeared to have when dealing with customers.

Respondents were also asked how useful they found the workshop in terms of networking opportunities with other businesses. As **Figure 6.3** shows, 63% of respondents felt that the workshop was useful/very useful for networking with only 5% feeling that it was not useful.

Figure 6.3: Usefulness of the Workshop for Networking With Other Businesses/Organisations

| Category	Value
Very useful	15
Useful	10
Of some use	13
None	2

6.5 Discovery Tours

Sixty nine respondents reported taking part in the Discovery Tours (76% of all respondents).

The most commonly reported means of finding out about the Discovery Tours was through email (28 respondents); 13 of which reported that this was directly from Pride and Passion. In addition a further nine reported direct contact from Pride and Passion and one further respondent had seen the Tours advertised on the website.

Other means of learning of the Tours included:

- from another organisation (eight respondents);

- from a colleague (four respondents);

- word of mouth (three respondents); and

- promotional flyers (two respondents).

Figure 6.4 shows that over two thirds of respondents that took part on the Discovery Tours felt that they had learnt a lot of new things as a result; while 6% felt they had learnt nothing new.

Figure 6.4: How Much Did You Learn During the Discovery Tour?
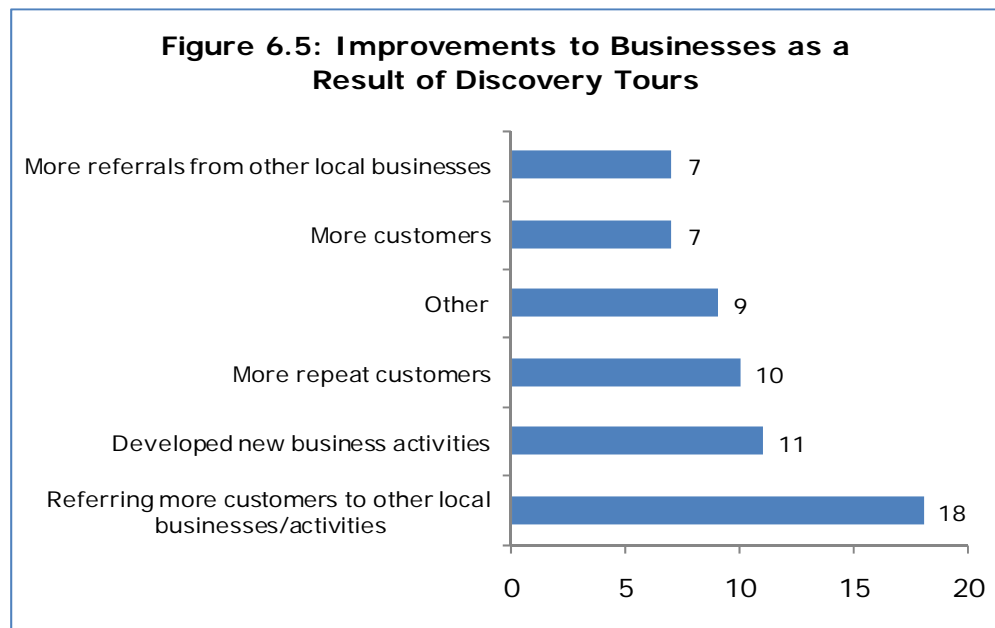
Nothing new
6%

A little
24%

A lot
70%
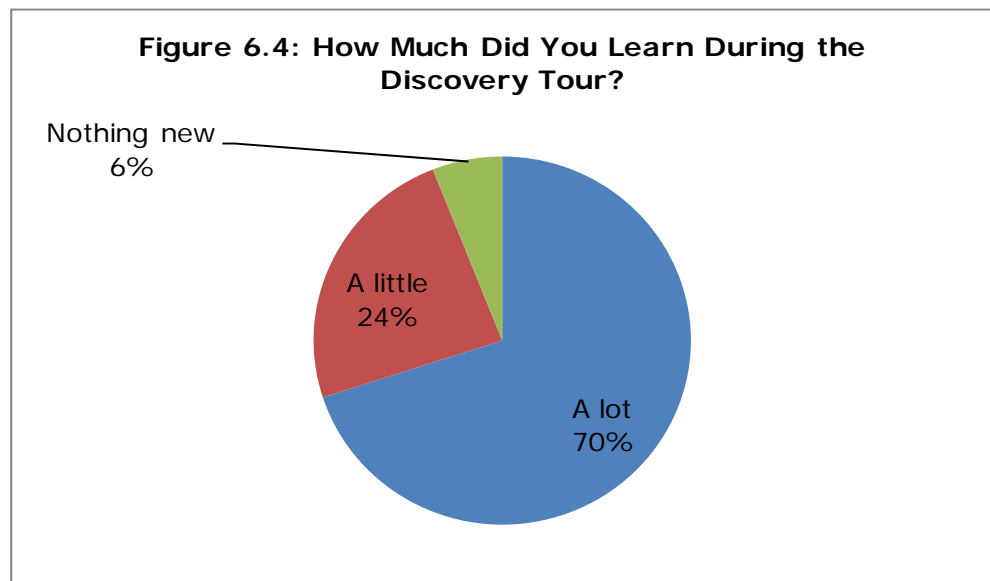
With this new knowledge, 43 respondents (63%) reported planning to make changes to their service. Of these, 40 respondents (95%) reported actually going ahead with these changes.

These changes were:

- providing more information on the local area to customers (33 respondents);

- using information to promote the business (nine respondents);

- undertaking joint marketing with other local businesses (nine respondents);

- developing projects with other local businesses (eight respondents); and

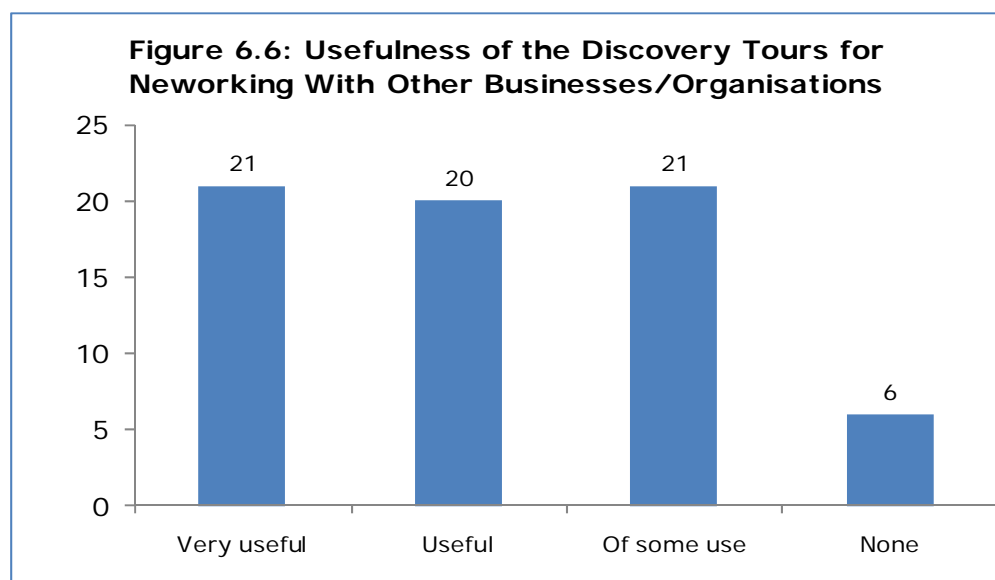- other changes (three respondents).

Five also reported adding in information that they had picked up during the Discovery Tours into their own tours.

Of those that implemented changes, 90% (36 respondents) felt that these had improved their business as a result and **Figure 6.5** provides insight into the nature of these improvements.

Figure 6.5: Improvements to Businesses as a Result of Discovery Tours

Category	Value
More referrals from other local businesses	7
More customers	7
Other	9
More repeat customers	10
Developed new business activities	11
Referring more customers to other local businesses/activities	18

The most common improvement related to referring customers to other local businesses/activities. This links back to earlier comments on the Tours increasing their local knowledge, which they subsequently passed onto visitors.

Figure 6.6 profiles how useful respondents found the Discovery Tours for networking with other businesses or organisations.

Figure 6.6: Usefulness of the Discovery Tours for Neworking With Other Businesses/Organisations

Category	Value
Very useful	21
Useful	20
Of some use	21
None	6

Responses suggest varying levels of networking with roughly similar proportions (29-31%) of respondents finding it very useful, useful and of some use. Only 9% of respondents perceived the Discovery Tours to be of no use in terms of networking.

6.6 Further Involvement

All respondents were asked if their involvement on the Visitor Experience Workshops and/or Discovery Bus Tours had led to involvement in other Pride and Passion activities.

A total of 67 responded to this question. 39 (58%) reported not having been involved further, while an additional 13 respondents (19%) said they hadn't been yet, but intended to in the future. This included a small number of people that had organised to attend other workshops and meetings but, for one reason or another, had had to withdraw.

The remaining 15 respondents (22%) stated that they had been involved in further activities such as workshops, with five reporting involvement in the Discovery Tours.

They were also asked if their involvement in the activities had resulted in them encouraging other businesses to become involved in Pride and Passion activities.

A total of 58 responded to this question. A total of 28 respondents (54%) reported not having encouraged other businesses. Some 15 respondents (29%) had promoted Pride and Passion to other businesses. Four (8%) encouraged other businesses to go on the Discovery Tours; three (6%) to attend workshops; and two (4%) reported encouraging their colleagues to get involved.

6.7 Summary

The initial feedback from the Visitor Experience Workshops and Discovery Tours was very positive with a high level of satisfaction and a significant proportion planning to undertake actions.

Our subsequent survey work has also shown very positive results in terms of the number of individuals actually going ahead with actions. Also a significant proportion felt that these changes had a positive impact on their business including an increase in positive feedback from customers, repeat visitors and customers. Other benefits also included developing new business activities, more referrals between local businesses and greater staff satisfaction.

Networking was also identified as a benefit from different activities undertaken by Pride and Passion and this had led to businesses and organisations developing activities together.

7. Community Challenges

7.1 Introduction

This Chapter reports back on findings from consultations with those leading the Community Challenges in the SE area. For two of the areas – Linlithgow and Pitlochry we undertook further survey work with members of their respective groups and the findings from this are reported later in this chapter.

Pride and Passion's initial engagement with the eight groups in the SE area in the recent past was as follow:

- (P&P operating year) 2006/07 (August)- Linlithgow;

- (P&P operating year) 2007/08 (September/October) – Balloch, Peebles and Pitlochry; and

- (P&P operating year) 2008/09 (September/October) – Banffshire Coast, Wigtown/Whithorn, Troon and Callander.

All of the areas engaged by P&P were contacted by the consultants but it was clear from our discussions with those in the latter group – Banffshire Coast, Wigtown/Whithorn, Troon and Callander – that they had only recently become involved with Pride and Passion so it was too early to provide feedback on the support provided. This left four other destinations on which we present case studies of P&P's involvement.

Of the four where it is not appropriate to comment, it does raise issues over timing and progress with these groups, given they were targeted for support in the current financial year. For example, in the February 2009 report to the P&P Management Group it was noted that:

- Pride and Passion had decided to cease involvement with Callander as they have no actions that they require Pride and Passion to help them with; and

- in Troon, they do not have a Chairman for their local business group (Pride and Passion have been communicating with a local councillor) and nothing is happening at present.

There is a need to implement a process that will allow arrival at these points much sooner. An Action Plan with timetabled actions would enable this to take place. That way if it is decided not to progress with an area/location an alternative can be adopted, or remedial actions can be identified to try to move the process along. A period of time within which to determine whether a Community Challenge should continue should be established.

It also means that the Visitor Experience Workshops and Discovery Tours would be implemented within the wider Community Challenge process. This would help avoid issues that arose previously, for example in Balloch.

This is important given the emphasis on delivery through the Community Challenge process.

The remainder of this chapter focuses on the findings from the four community challenges that have shown different degrees of success.

7.2 Linlithgow

7.2.1 The Group

The steering group was established in 2006. There were 25 members of the Linlithgow Business Association but as part of their engagement with Pride and Passion they set up a new group – Linlithgow Pride & Passion (a voluntary organisation that aims to develop the tourism culture in the town).

There is a town management group that meets on a monthly basis including members of Linlithgow Pride and Passion, the local council, local businesses and other interested parties.

Linlithgow originally had 14 members of Linlithgow Pride and Passion but now has 25. The group leader, during the interview, indicated that he feels that P&P have given the group credibility and helped bring the businesses together. Speaking on behalf of the group, the leader provided the following feedback.

7.2.2 Aims of Pride and Passion

They see the key aims of Pride and Passion as bringing local people together to promote an area as a tourist destination.

They saw the keys aims when working with their group as helping to ignite local passion and get local groups to work together to promote tourist activity and help keep the High Street alive.

7.2.3 Type of Support

The type of support Pride and Passion provided included theatre workshops, a discovery tour, helping them to bring local groups together and putting them in touch with other towns/groups. Pride and Passion showed that that they could work together for the common good and that they had a more powerful voice if they acted together.

7.2.4 Activities

There was a loose action plan which led to the production of leaflets, DVD, calendar and other promotional materials. The workshops allowed businesses to improve their customer service and the bus tour gave a much greater appreciation of what was available locally.

Linlithgow now has a dedicated website and a monthly newsletter has been established.

The process has brought different groups in the town together and allowed them to focus on common aims.

7.2.5 Strengths, Weaknesses and Gaps

The strengths of P&P were identified as being:

- willingness to help with anything;

- helped to guide the group and keep them focused;

- the tours and workshops provided an initial focus; and

- encouraged the businesses to come together to take ideas forward.

The weaknesses identified were that the group felt that the period of support was too short and that it should be extended to three years to give ideas a chance to develop. In terms of gaps whilst the timeframe was one, the other was that their contact with P&P is now limited but it would be beneficial if it was more formalised. This does raise an issue about establishing a more formal exit strategy for a Community Challenge.

7.2.6 Impacts

The group have noticed an increase in no vacancy signs, visitor numbers to the museum, Linlithgow Palace and the numbers using the canal. However, not all of the changes are due to P&P although it has helped and contributed.

7.2.7 Other Support from Public Sector

The group leader indicated they have received some small grants for events but nothing of a significant scale. The group also now has Council involvement but this has had the effect of slowing the projects down, as they need to go through Council procedures.

7.2.8 Other Comments

They are very happy with the support that they received from P&P. It allowed various groups in the town to come together to provide a more co-ordinated approach to tourism in the area.

7.3 Pitlochry

7.3.1 The Group

The group was established in 2006 and includes local businesses, schools etc. They have 70 members who pay an annual subscription and about 170-200 in total who receive the newsletter.

P&P began working with the group in Sep/Oct 2007. Working with P&P has led to an increase in the number of businesses receiving their newsletter and a small increase in paid members.

7.3.2 Aims of Pride and Passion

They see the key aims of Pride and Passion as bringing together local groups to improve the visitor experience in an area.

They saw the specific aims of working with their group as providing ideas and challenges to improve the visitor experience to Pitlochry. The aim is to bring together different groups within the area to identify the main issues and provide a focus for improvement.

7.3.3 Type of Support

Various forms of support have been provided including advice and guidance, a customer experience workshop, discovery tour, Dragons Den workshop, rural sector seminar, help with their website, and access to the Scottish Tourism Forum.

7.3.4 Activities

P&P helped their group to formalise a five year business plan in terms of focusing on key areas. They helped them to develop their website and the newsletter which has increased the circulation by 25%.

The Dragon's Den event helped them to look at the type of events they run and could potentially run. A session of blue sky thinking produced over 260 ideas. The four Dragon Den individuals provided a depth of knowledge and professionalism which impressed the attendees and a follow up to this is planned in the near future.

They also implemented a process of gaining customer feedback through Robbie's Trailblazers who carried out a short customer survey on their behalf. This provided some very useful feedback and points of action on areas such as the impression of the town, the services provided, etc.

7.3.5 Strengths, Weaknesses and Gaps

The strengths of P&P were identified as:

- having knowledge and the ability to share it;

- providing new ideas;

- very supportive and passionate about what they do; and

- as an independent observer can get different people in the community talking to each other.

The weakness identified was the lack of funding for P&P, which means that it is difficult for P&P to support groups in other areas.

They are seen to be working with a lot of people and are still supporting them even though their period of direct engagement has finished.

7.3.6 Impacts

The Partnership has got stronger as a result of support from P&P by giving it more credibility and bringing the community closer together. There is still a long way to go but they are moving in the right direction and feel that the Partnership now needs to deliver on its objectives. They will hopefully see the benefits in the future.

7.3.7 Other Support from Public Sector

The group leader reported having received funding from the LEADER project to undertake certain activities.

The group have also had discussions with Scottish Enterprise and the Council for support but this has not progressed anywhere. They feel it is hard to get support from these organisations as it is difficult to measure the benefits emanating from the initiative supported.

This does raise an interesting point in that the Pitlochry Partnership are not aware that Pride and Passion is funded by SE and therefore they are (indirectly) receiving support from the Agency.

7.3.8 Other Comments

P&P have helped them to bring the group together more and work as one to benefit all. They have provided advice and guidance on how they can move forward.

7.4 Balloch

7.4.1 The Group

There was not really a group within Balloch but rather an initial 'champion' who brought together 25 people to an initial meeting (including retailers, accommodation providers, Community Council, etc). The interview was with an individual who had attempted to bring a group back together after the initial champion had left.

7.4.2 Aims of Pride and Passion

They consider the aims of Pride and Passion to be to get people working together through organising events and providing a support network.

When it came to the aims that could be achieved from working with their group these were less clear. These were not adequately explained at the meeting and people came away with different views. Some thought that it was about empowerment whilst others expected Pride and Passion to do things for them. There was no clear vision of the support on offer which ultimately led to the project being disbanded.

7.4.3 Type of Support

Pride and Passion organised a customer experience workshop and discovery tour. There was no clear explanation in advance about what the workshop would entail.

The workshop was geared more towards accommodation providers rather than retailers. A number of retailers from Balloch attended in the morning but did not return after lunch.

The discovery tour was billed as a Balloch discovery tour but it did not include Balloch, which annoyed businesses in the town. There was no discussion in advance about what the tour was going to include so expectations differed.

7.4.4 Activities

The issues with the customer experience workshop and discovery tour led to various businesses dropping out of the initiative and the group were never really able to recover from there. No other activities were developed after this. Clearer explanation and communication at the outset could have helped avoid these problems.

7.4.5 Strengths and Weaknesses/Alternative Approach

The consultee suggested Pride and Passion should have spoken to the businesses beforehand to find out what they needed. P&P weren't clear enough about what they were actually offering and this led to confusion and different expectations amongst the businesses. If these expectations had been managed it is likely that the project would have progressed.

They did have another attempt at pulling the group back together but it did not really work due to their previous experiences.

7.4.6 Other Support from Public Sector

There have been a number of different initiatives and attempts to stimulate tourism activity within the Balloch area. However, over time this has created confusion about what is on offer and the various aims of P&P added to this confusion.

7.4.7 Other Comments

The Community Challenge seemed like a very good idea at the time but the group never really got to find out what it was capable of. It was suggested that the key change required is to provide a clearer vision of what P&P does so that businesses can make an informed judgement on what to expect from their involvement.

7.5 Peebles

This Community Challenge was originally targeted at engaging with the Peebles Retail Association. They had one visitor experience event with about 25/30 people attending although only three were from Peebles.

There wasn't a great uptake by local traders. There seemed to be a lack of understanding about what P&P were about. People didn't know what was on offer and there was no clear message to businesses.

The main reasons for the Community Challenge not progressing were a lack of clarity about what was on offer and a lack of resources within the Retail Association to lead and manage the project.

The town had received funding from VisitScotland and they were clear about the aims for this funding so it was prioritised and took up all of their resources as a group.

Towards the end of 2008 it was agreed that P&P should work with the Tweeddale Consortium instead. A visitor experience workshop was delivered in November 2008 and initial discussions with the Tweeddale Consortium have taken place.

## 7.6 Survey of Linlithgow and Pitlochry Group Members

7.6.1 Introduction

For the two areas where the Community Challenges made recognisable progress the consultants undertook further consultation with members of the groups to directly gather their views.

7.6.2 Linlithgow Pride and Passion

The members of the Linlithgow Pride and Passion group were asked to provide their feedback and their views on the activities of their group and what impact these activities had on their business/organisation. The feedback was gathered though a combination of telephone interviews and an online survey. A total of 12 responses were submitted from a sample of 18.

On average the Pride and Passion group meet every 4-6 weeks. Respondents to the survey were asked how often they attended these meetings with **Figure 7.1** showing that the respondents attend on a regular or occasional basis. Only one person had never attended due to business commitments.

Figure 7.1: How often do you attend meetings of the Linlithgow Pride and Passion group?
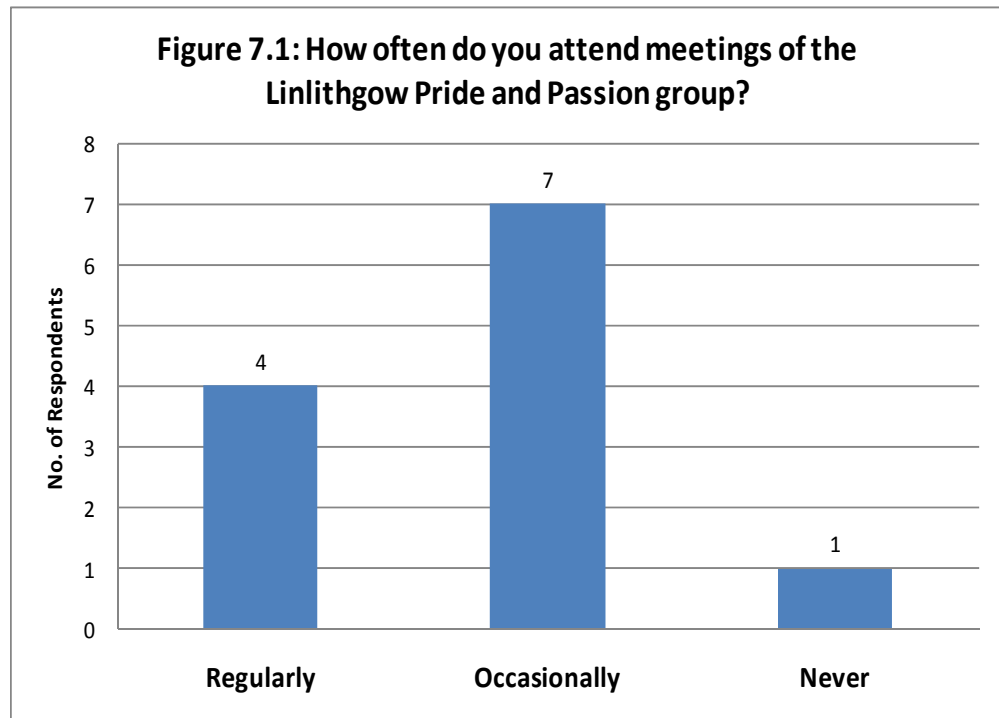
In **Table 7.1** respondents were asked if they agreed or disagreed on a number of statements as they related to the Linlithgow Pride and Passion group.

Table 7.1: Statements about the Linlithgow Pride and Passion group.					
	Strongly agree	Agree	Neither/nor	Disagree	Strongly disagree
It has brought together businesses/local organisations to discuss tourism issues	7	4	0	0	0
It has encouraged greater co-operative working	7	3	1	0	0
It has provided a clear focus for tourism development in the town/local area	6	5	0	0	0
It has led to actions to promote the town	5	6	0	0	0
It has improved the customer service level in the town/local area	5	6	0	0	0
It has made you more aware of activities taking place in the town/local area	5	6	0	0	0

Overall there was a positive response about the activities of the group and the effects it has had on the town, particualrly in bringing businesses and organisations together and enouraging co-operative working.

The Linlithgow Pride and Passion group has also been useful for networking between businesses and organsiations as shown in **Figure 7.2**.

Figure 7.2: How useful is the Linlithgow Pride and Passion group for networking with other local business /organisations?
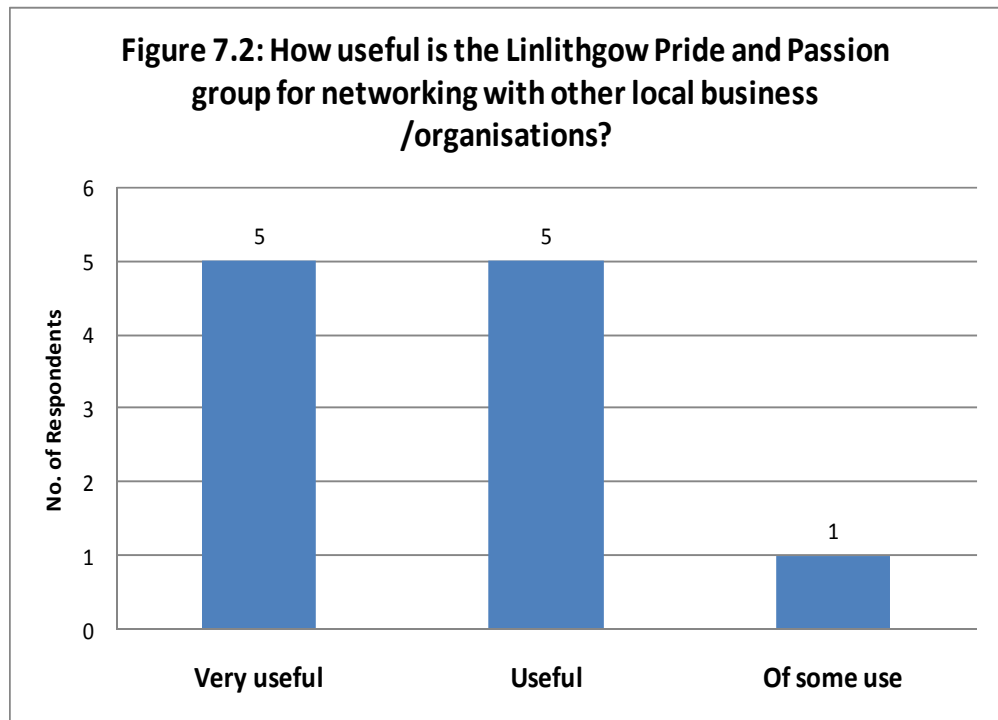
Nine of the respondents have developed an activity/action with another business as a result of this networking activity. These activites include working with other organisations in Linlithgow to promote events and the town in general; and establishing joint working relationships through the provision of services to each other. The networking has also helped to highlight other activites that are taking place in and around the town that otherwise were not widely promoted.

Since working with the Pride and Passion initiative Linlithgow has produced a number of promotional items to market the town. **Table 7.2** highlights how useful participants feel these items have been.

Table 7.2: Which of the following have you used and how useful have they been in promoting your business/local area?				
	Very useful	Useful	Of some use	Of no use	Have not used
Promotional leaflets	5	5	2	0	0
DVD	3	5	3	0	1
Calendar, fridge magnet, other promotional materials	2	5	5	0	0

The promotional items have been useful to varying degrees in promoting the businesses and local area. The promotional leaflets were deemed the most useful.
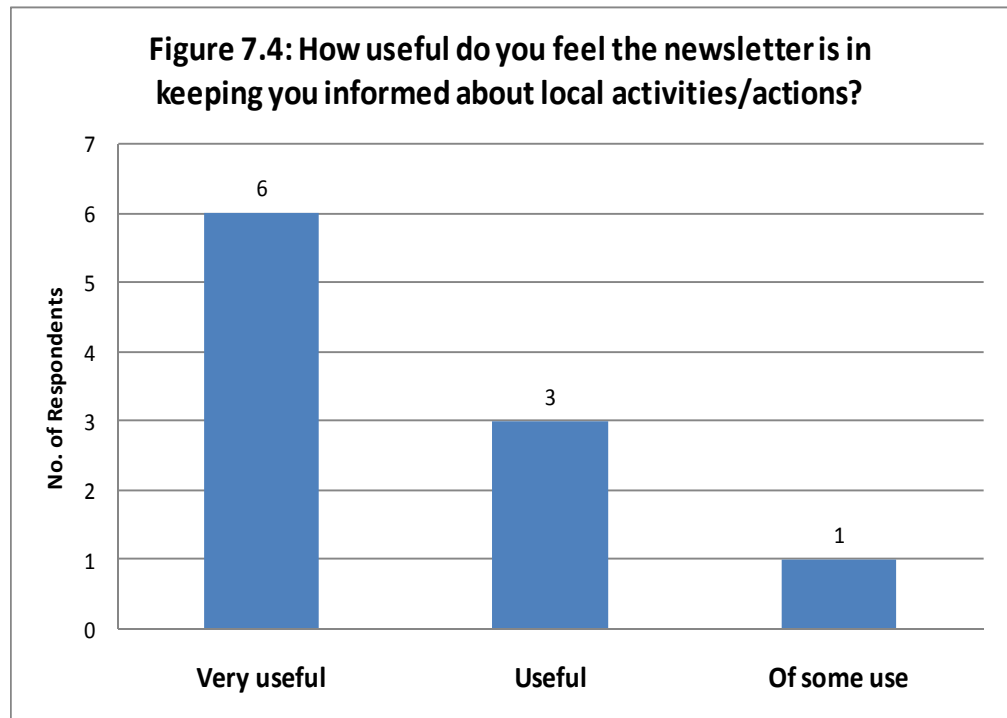
The leaflet provided visitors with a map of the town highlighting places of interest and advertising future events. It was available in number of different languages.

In addition to the physical promotional materials a website (www.linlithgow.com) was developed to promote the town. As shown in **Figure 7.3** all the respondents found the website useful, with nearly everybody rating it very useful.

Figure 7.3: How useful do you think www.linlithgow.com has been in helping to promote the town/local area?
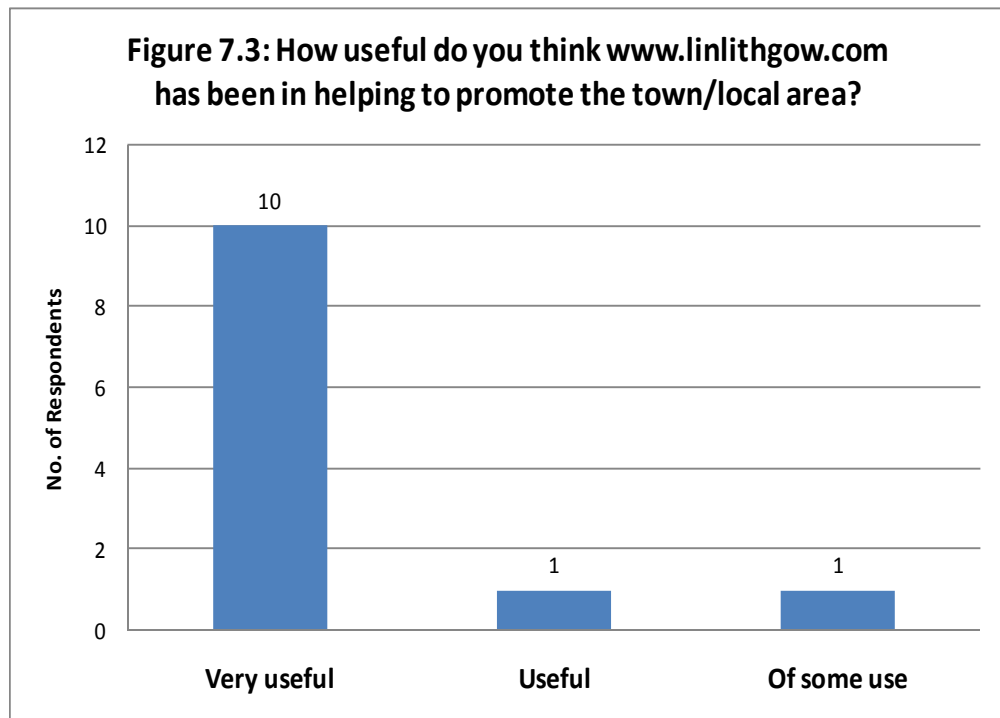

The website was regarded as a real asset to the town and helped raise awareness about the activities taking place throughout the town not only for visitors but for local residents and businesses.

Pride and Passion also helped to develop a local email newsletter which 10 of the respondents receive. Those that receive it stated they always read it. **Figure 7.4** shows how useful they found the newsletter.

Figure 7.4: How useful do you feel the newsletter is in keeping you informed about local activities/actions?

All respondents found the newsletter useful, with the majority finding it very useful in keeping them informed about local activities/actions.

Ten businesses/organisations stated the activities of Linlithgow Pride and Passion had an impact on their business, with the other two respondents stating this question did not apply to their organisation. These impacts are detailed in **Figure 7.5**.

Figure 7.5: What impacts has the activities of Linlithgow Pride and Passion had on your business?
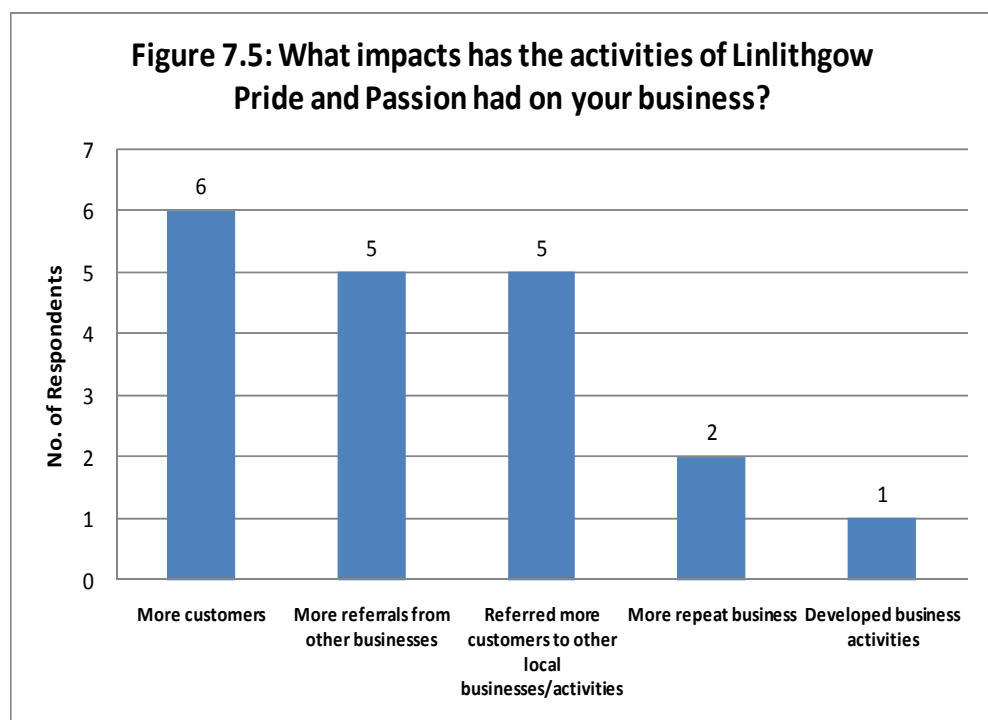
Businesses receiving more customers was the most common impact identified. The networking element of the Linlithgow Pride and Passion group was highlighted with businesses getting both referrals from other businesses and referring more customers to other businesses.

General comments about the Linlithgow Pride and Passion group highlighted the role of Ronnie Bamberry (chairman of the group) who through his drive and enthusiasm was viewed as the main reason the group has been so effective.

7.6.3 Pitlochry

A sample of 33 members of the Pitlochry Partnership were asked to take part in the survey and 14 responses were received.

There are no set timescales for the Pitlochry Partnership to meet. Meetings are advertised on their website when there is a subject or topic needing input from the members. Respondents to the survey were asked how often they attended these meetings as **Figure 7.6** shows half the respondents attend on a regular basis, four are occasional attendees. Three respondents never attend the meetings.
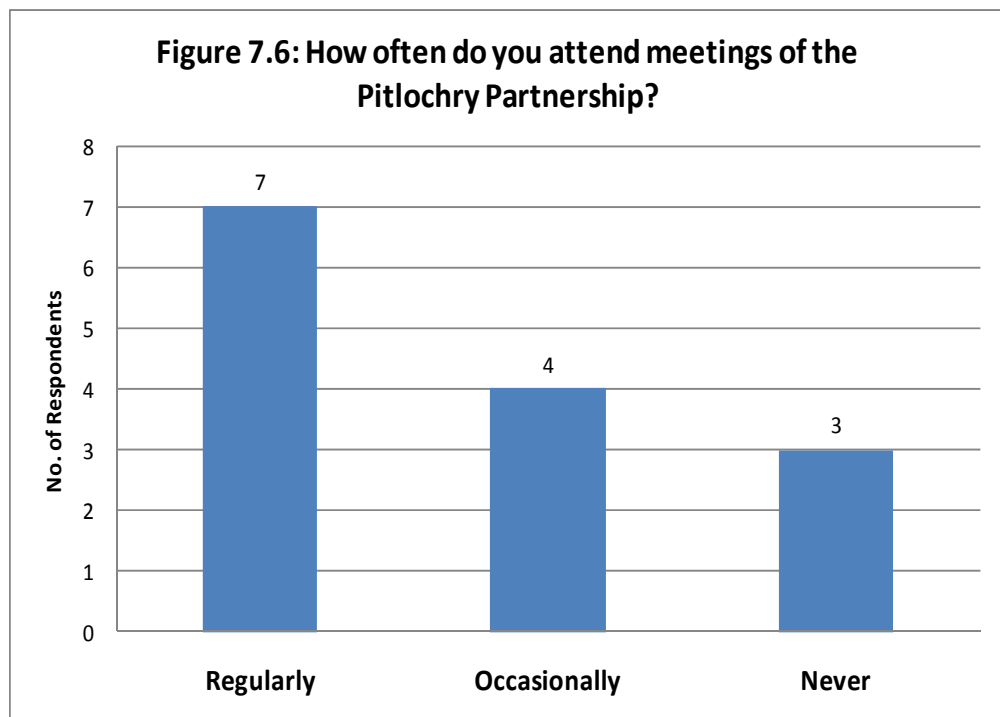
Figure 7.6: How often do you attend meetings of the Pitlochry Partnership?

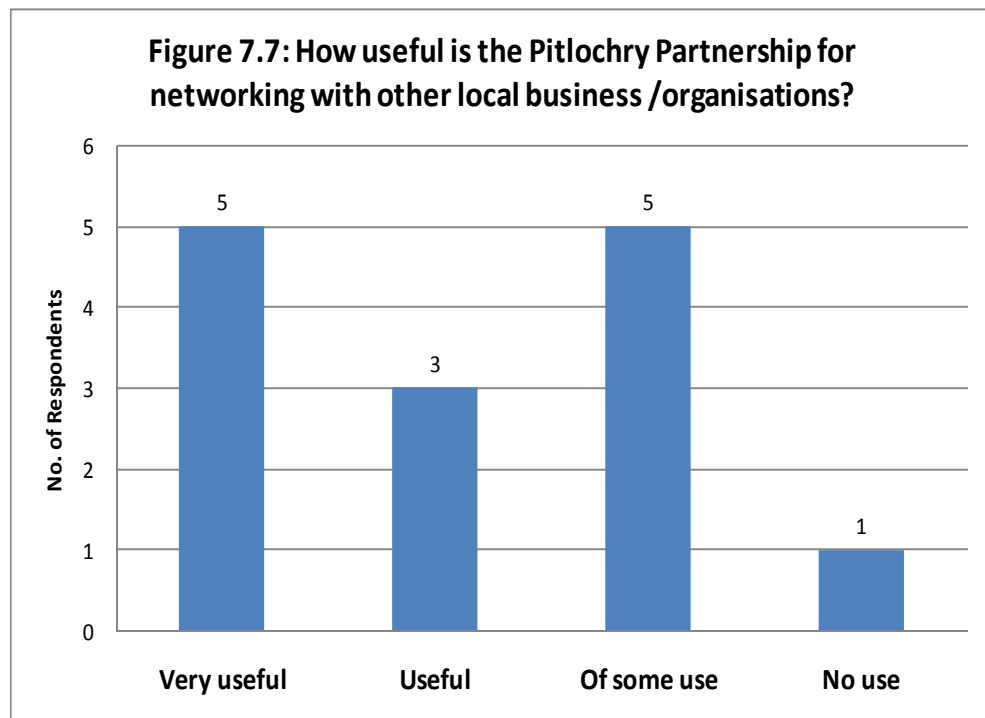| Attendance	No. of Respondents
Regularly	7
Occasionally	4
Never	3

Table 7.3 shows if the respondents agreed or disagreed with a number of statements about the Pitlochry Partnership.

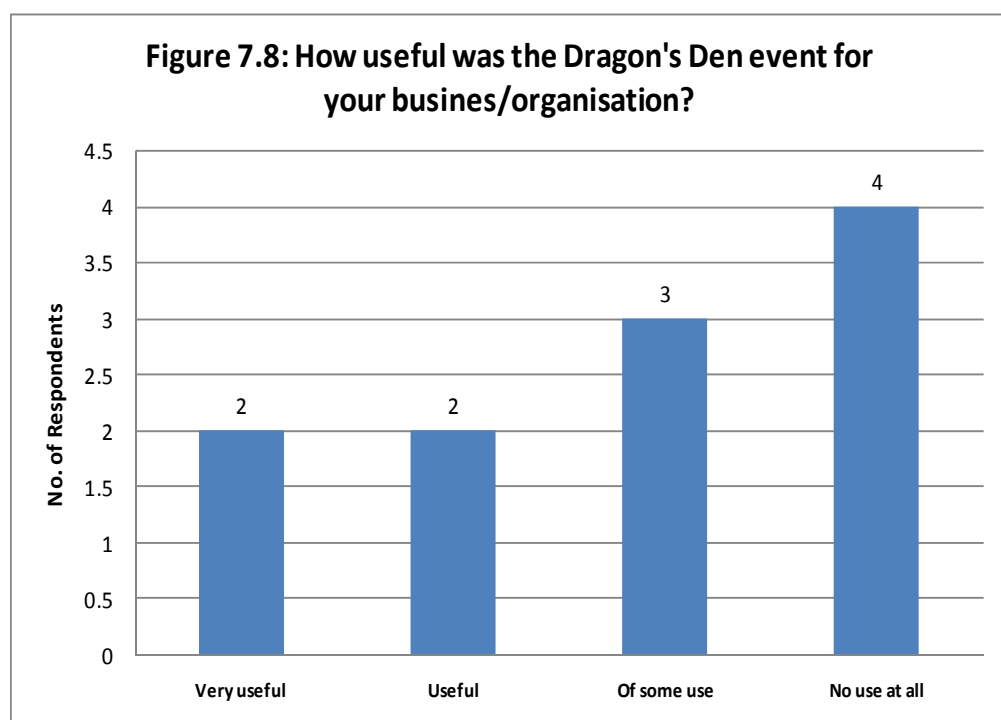| Table 7.3: Statements about the Pitlochry Partnership					
	Strongly agree	Agree	Neither/nor	Disagree	Strongly disagree
It has brought together businesses/local organisations to discuss tourism issues	4	6	4	0	0
It has encouraged greater co-operative working	3	8	3	0	0
It has provided a clear focus for tourism development in the town/local area	5	2	4	3	0
It has led to actions to promote the town	5	3	3	2	1
It has improved the customer service level in the town/local area	3	2	4	4	1
It has made you more aware of activities taking place in the town/local area	3	7	2	2	0

Generally there was a positive response to the activities of the Pitlochry Partnership. There is relatively strong agreement about it: encouraging greater co-operative working; bringing together businesses and local organisations to discuss tourism issues; and making them more aware of activities taking place in the town and local area. There is less agreement about the Partnership improving the customer service levels within the town/local area. When asked to expand further a common response was that the Partnership was in its infancy and that it will take time for it to fulfil it's potential.

The Pitlochry Partnership has also been useful for networking between businesses and orgnsiations as shown in **Figure 7.7**.

Figure 7.7: How useful is the Pitlochry Partnership for networking with other local business /organisations?

No. of Respondents

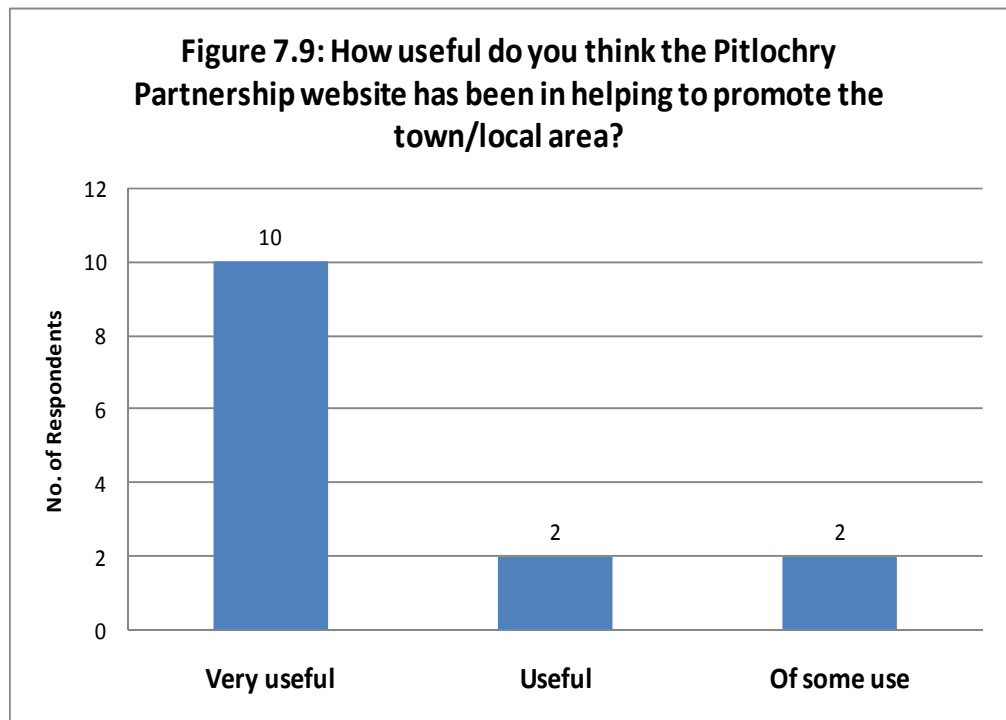| Category	Value
Very useful	5
Useful	3
Of some use	5
No use	1

Half of the respondents have developed an activity/action with another business/organisation as a result of the networking activity.

Eleven of the respondents took part in the Dragon's Den event in November 2008. **Figure 7.8** below shows a mixed response to the event.

Figure 7.8: How useful was the Dragon's Den event for your busines/organisation?

No. of Respondents

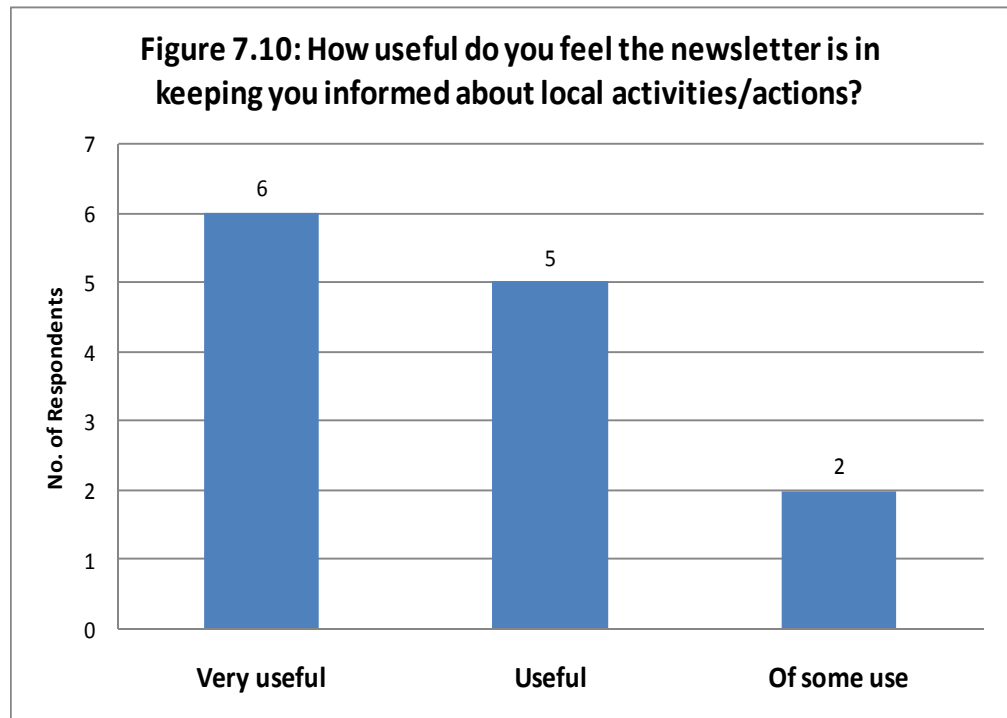| Category	Value
Very useful	2
Useful	2
Of some use	3
No use at all	4

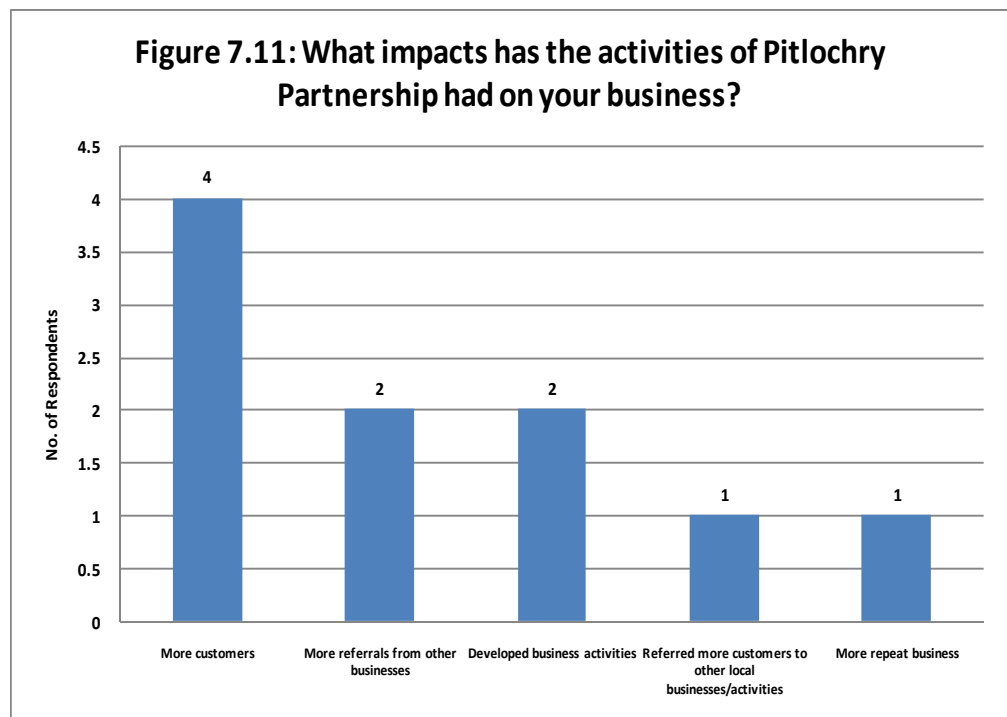However, two respondents are looking to develop further activities and services on the back of the event.

As shown in **Figure 7.9** the majority of respondents thought the Pitlochry Partnership website (www.pitlochry.org) was very useful in promoting the town and local area.

Figure 7.9: How useful do you think the Pitlochry Partnership website has been in helping to promote the town/local area?

Category	No. of Respondents
Very useful	10
Useful	2
Of some use	2

All but one of the respondents received the local newsletter and the majority found the newsletter to be useful in keeping them informed about local activities/actions as detailed in **Figure 7.10**.

Figure 7.10: How useful do you feel the newsletter is in keeping you informed about local activities/actions?

No. of Respondents

- Very useful: 6
- Useful: 5
- Of some use: 2

Seven businesses/organisations stated that the activities of Pitlochry Partnership had an impact on their business (six respondents stated this question was not applicable to their organisation. The impacts on the eight are detailed in **Figure 7.11**.

Figure 7.11: What impacts has the activities of Pitlochry Partnership had on your business?

No. of Respondents

- More customers: 4
- More referrals from other businesses: 2
- Developed business activities: 2
- Referred more customers to other local businesses/activities: 1
- More repeat business: 1

Receiving more customers was the most common impact identified by respondents.

General comments about the Pitlochry Partnership were mainly about the important role the Partnership will play in developing the town and local area. The Partnership has brought together many different groups and organisations all working together for the good of the town which has not happened in the past.

7.7 Summary

For four of the Community Challenges it was considered by those involved as being too early to comment on the support provided. (This suggests that a system to monitor progress could allow more timely action to improve momentum or inform decisions by P&P to move on to assist alternative locations).

For the four Challenges which have been underway for a while, it is apparent there are mixed results being achieved by the individual Communities. Two progressed on to establish a range of activities which have been implemented and are ongoing – Linlithgow and Pitlochry – and two did not really make much progress – Balloch and Peebles. The latter two identified no clear action plan. For the two that progressed, the feedback in terms of the support provided and actions resulting from it were very positive. P&P was seen as facilitating and providing a catalyst in bringing together local groups or enhancing the activities / interactions of existing groups to provide a much clearer focus for the way forward.

For the two locations that didn't show much progress there appears to have been confusion and lack of communication about what was on offer. Of these destinations Peebles were already receiving support from VisitScotland so decided to focus their attentions on this, as they were unclear what P&P's involvement would bring. For Balloch, differing expectations and lack of understanding on potential outcomes saw businesses dropping out of the initiative until it lost momentum completely.

The results demonstrate that bringing local businesses and organisations together when the detail and parameters of what can be achieved is articulated well at the outset can generate and produce positive changes and benefits for a local area. However, when confusion over what is on offer from different agencies and P&P itself is not cleared up at the outset then positive outcomes are more difficult to achieve. An Action Plan with timescales would help to address this issue and also allow for clear exist strategy. Here again these findings do raise questions about the best way to deliver support of all kinds to the tourism sector at a local level.

8. Conclusions and Recommendations

8.1 Introduction

This chapter pulls together the findings from the preceding chapters to provide a set of conclusions and recommendations.

8.2 Strategic Fit and Market Failure Rationale

The aims of Pride and Passion have a strong strategic fit with the GES, and Tourism Framework for Change. However, the fit with the SE Business Plan is much less clear. Whilst it does provide support in rural areas it does not have a strong focus on companies with high growth potential and which are important to the regional/national economy. However, the future fit may be dependent on the overall approach to supporting destinations where the focus is on what the destination as a whole can achieve rather than individual companies. In future there are likely to be implications for P&P in light of any findings and conclusions from the reviews of the Tourism Framework for Change and local industry structures currently underway. This will also be important in informing strategic fit and various partners' approaches to supporting delivery at the local level in the future.

The activities of Pride and Passion are helping to address market failures including: information deficiencies (by providing information to improve customer service and to local groups to help them implement actions in the local area); externalities (bringing business/organisations together means that they can share the effort and gains from improvements in the tourist offer in their local area); and scale (a number of organisations working together are more likely to have success in bringing about change).

Pride and Passion are helping to address these market failures. However, in some cases this is at the individual company level (i.e. engagement addresses the market failure for that particular company) rather than at the programme level (i.e. there are still many businesses where engagement has taken place that lack the right information). For others it is helping to address market failures within a specific geography so market failure will still exist in other locations.

The activities of Pride and Passion have a role to play in helping to address equity issues, particularly rural equity by supporting tourism (a key sector) in many rural areas.

8.3 Objectives and Achievements of Pride and Passion

The scale of the overall aspiration "to encourage Scotland to consistently offer visitors a distinctive and exceptional experience in a relaxed and authentic way" is too great for Pride and Passion to realistically be assessed against, given its resources. Indeed, focusing on this would simply lead to a conclusion of the need for more resources.

This gets in the way of assessing the initiative against achievable targets in line with its resources. Therefore, whilst the aspiration remains, Pride and Passion (the organisation) needs to be assessed against its 'operational' aims. Pride and Passion were asked to deliver a range of activity predominantly focused around Visitor Experience Workshops, Discovery Tours and Community Challenges.

In terms of performance against the targets set for Pride and Passion it has performed very well in terms of visitor experience workshops and discovery tours. The numbers participating in each are above target.

Feedback undertaken at the time of the events shows that they were well received and that a significant proportion of the attendees planned to undertake actions following on from them. A subsequent survey of attendees, as part of this study, has identified that a significant proportion of those planning actions went ahead with them. For many this brought improvements to their business including an increase in positive feedback from customers, repeat visitors and customers. However, they were not able to provide a level of quantifiable attribution to Pride and Passion.

Other benefits included developing new business activities, more referrals between local businesses and greater staff satisfaction.

There were eight Community Challenge locations supported by P&P in the SE area. Four engagements are at a relatively embryonic stage and were unable to provide feedback on the support provided. However, there is a need to consider the pace and monitoring of progress with each of them. There is a need to progress the Community Challenges at a much quicker pace, as there has been limited progress with these areas during the current funding year. Action Plans for each area should be identified early in the process so that progress can be assessed against these. Where they are not progressing there is a need to reach a conclusion at a much earlier stage about whether to persevere with them. The approach to date seems to be to persevere with the original areas chosen but this will not bring about the most effective results from the resources being expended, unless all can be progressed. A decision needs to be taken earlier about whether this is realistic and where necessary resources could be diverted to supporting a different area.

The Action Plans would identify the requirements of the group/local area and then establish, who should take these forward and where support may be available to do so. The Action Plan would include details of all the support that the area is receiving, what the focus and aims of the various forms of support are and how they fit together. This will ensure that there is one set of common aims even if they are being supported through a number of different processes. Monitoring against these Action Plans can then identify where various links have been established.

In terms of the other four Community Challenges where there has been a period of involvement by P&P, the results are mixed with two progressing on to take on delivery on a number of fronts and two that failed to progress beyond an early interface with P&P.

For the two that did progress the feedback in terms of the support provided and actions resulting from it were very positive. P&P was seen as a way to bring together local groups or enhance an existing group to provide a much clearer focus for the way forward.

For the two groups where the initial engagement failed to produce any further activity, there appears to have been confusion about what was on offer from Pride and Passion and what were realistic expectations associated with what a Community Challenge could deliver. This confusion, in these instances, was potentially compounded by other initiatives / support on offer within the sector provided by others. This raises questions about the best way to engage with the industry in the future.

The experience from the first four Community Challenges highlights the need to ensure the same situation does not occur with the latest four (i.e. only two progressing). The actions set out above should ensure that this is not the case.

The evaluation has identified that there are some issues to be addressed in terms of measuring the progress and impact of Pride and Passion delivery model. Therefore, when the most appropriate model for delivery has been established (as part of the wider reviews that are taking place) it will be important to establish a monitoring and evaluation framework for future delivery of this support). This should establish ways to monitor the delivery processes and the impacts that have been generated by the support. This would be structured around the Action Plans which would set out a process to allow progression towards the ultimate impacts to be assessed. This will make it easier to assess performance in the future by:

– providing milestones which would show progression to the ultimate impacts (which will recognise that some impacts may take time to materialise but show that progression to these is being achieved);

– link the actions undertaken more directly to the support provided, thus making it easier to establish attribution; and

– where progress to milestones is not being achieved, allowing resources to be reallocated to activities that will achieve this.

8.4 Strengths and Weaknesses

Research suggests that key strengths in terms of Pride and Passion include:

– that industry have a key role in the initiative;

– the positive results achieved by the visitor experience workshops and discovery tours. These have a role to play in any future service provision. However, monitoring of these could be improved by having a follow up survey about three months after the support has been provided;

– P&P activities have provided good networking opportunities that have led to businesses/organisations working together; and

– it has demonstrated that where businesses/organisations can successfully be encouraged to work together this can bring benefits.

Weaknesses or areas for improvement identified by the research were:

– the need for improved communication between the different groups/initiatives providing support/interacting with the tourism sector in local areas. This will avoid duplication of effort and lead to more efficient use of resources. Development of Action Plans setting out the various support being received should address this issue;

– there is a need for more clarity on the type of support and roles and responsibilities for providing support to local groups. This will also make it easier to manage expectations; and

– a need to instigate a process for progressing at a faster pace with Community Challenges. In tandem with this is the need to create a more efficient methodology for tracking progress and performance that will facilitate internal management of performance against targets (see next Section).

It may be that many of the areas of weaknesses will be addressed as a result of implementing the findings from the reviews of the Framework for Change and local industry structures that are currently underway.

8.5 Delivery and Reporting

There are some changes that could be made in terms of data capture, storage and reporting that will make it easier to demonstrate and help inform progress with the initiative. This includes:

– reporting actual achievements (figures) against targets;

– providing a written report for the quarterly Management Group meetings (this should be circulated a week in advance of the meeting);

– having one 'central' spreadsheet with analysis of P&P's activity organised around company entries. This will make it easier to identify points of engagement and multiple engagement;

– for Community Challenges providing a clear set of actions for each quarter against which progress with and by the Group can be measured and which can then be reported against;

– establish criteria against which to monitor progress and momentum with individual Community Challenge destinations. Timely decisions can then be made on whether to withdraw

support if no obvious success will be achieved and resources can then be targeted at supporting an alternative destination; and

– there is a need to clearly identify the actions that are being developed as a result of the support provided. The changes that these actions are expected to result in can then be identified. This will help to make it easier to track these actions through to attributable impacts in the future. This will include greater use of a range of output/outcome targets to show progression towards ultimate impacts.

8.6 Fit with other Support

Issues around communication between Pride and Passion and other public sector agencies active in the tourism sector have been identified. There is a need to improve the communication and links between the different organisations and initiatives on offer. Whilst Pride and Passion could strengthen its links this would not address the broader issue about the most appropriate approach to delivery at the local level in the future. However, a review of local structures is currently underway which will help address this issue and provide guidance to the best way forward.

8.7 Future Delivery Model

The aim of improving the visitor experience is aspirational and accepted by all. However, reviews of the Framework for Change and industry structures at the local level are currently underway. Whilst we understand that the reviews will see retention of the aim of improving the visitor experience, the findings and recommendations in relation to local level structures may have significant implications for Pride and Passion as an organisation.

The tools the organisation employs have helped to deliver changes for some companies and locations, as demonstrated by the evaluation, but it may be that the reviews of the Framework for Change and local structures may see a need to re-evaluate how these 'tools' are best deployed. Community Challenges involve setting up and/or supporting local structures/groups, however the remit for this in future may lie elsewhere. It may be that future structures/organisations developed at the local level can simply purchase the services provided by Pride and Passion such as the visitor experience workshops and discovery tours, as appropriate. Therefore, the wider review will need to be concluded before a decision about the future role of Pride and Passion can be determined.

Appendix A – Post Survey Report

Sampling Frame

The Pride and Passion team provided us with over 50 excel spreadsheets and word documents with names and contact details for 893 individuals. These individuals had delivered or participated in visitor experience workshops and/or discovery tours.

Initially a database was created by pulling together all the information contained in the spreadsheets and word documents. The database then went through a review process which involved removing:

- duplicate names;

- details that did not include an email address;

- public sector organisations; and

- where a number of individuals were listed against a single email address, only one individual was selected to be emailed.

This database was sent to Scottish Enterprise for survey control who highlighted organisations and individuals to be removed from the list. This left a final survey sample of 368.

The 368 individuals were sent a link to the online survey and a total of 91 responded, giving a response rate of 25%. With a sample size of 91 and a total survey population of 368, at a 95% confidence level, this gives a confidence interval of +/- 8.9%.

Given that compiling the initial database involved pulling together a large number of separate spreadsheets and documents, it is suggested that in the future, contact details are held in one large database. This is listed as a recommendation in the report.

Limitations of Project Design

The response rate that has been achieved (25%) is considered very good response, particularly given the timeframe between attending the events and being asked to complete the survey. This is particularly the case for those who attended events back in 2006/07. The longer the period between an event and subsequent follow up survey, the harder it is to get attendees to fill out a questionnaire. Therefore, in the future, it is recommended that follow-up surveys should be carried out earlier i.e. 3 months after the event has taken place.

Quality of Response

In total, there were 93 responses received, but two questionnaires were not fully completed (only one question answered) and therefore were removed from the analysis, giving a final total of 91. These 91 questionnaires were all fully completed.

Appendix B – List of Consultees

Pride and Passion Team

Gillian Stirton
Catherine Brown

Pride and Passion Management Group

Alastair Campbell (Radical Travel)
Stephen Spencer (The Real Mary Kings Close)
Fiona Colley (Springboard)
Elma McMenemy (Elma McMenemy Marketing and PR)
Ben Carter (VisitScotland)
Richard Arnott (Scottish Executive)

Scottish Enterprise

Paul McCafferty
Helen McNeill
Louise Vickers
Caroline Kennedy
Gilliam Swanney
Amanda Westlake
Stephen Baillie

Highlands and Islands Enterprise

Steven Dott

Scottish Tourism Forum

Iain Herbert

Community Challenges

Clare Gemmell (Balloch)
Jean Hamilton (Banffshire Coast)
Frank Park (Callander)
Ronnie Bamberry (Linlithgow)
Bob Corsie (Peebles)
Catherine Maxwell-Stuart (Peebles)
Mark Wood (Pitlochry)
Iain Sutherland (Troon)
Bill McIntosh (Troon)
Janet Butterworth (Wigtown/Whithorn)

Perth & Kinross Council

John McCrone