

Appendix 1

Feed-back from Tourism Work-shop, 9 April 2014.

1: Scope of Existing Services – What does it do now?

- A key focus on operational management.
- Attracts people to Cambridge
- Provides information on:
 - *What to see and do where to stay*
 - *How to get here, ways to see the city; Guided tours, punting and Open top bus tours.*
 - *The source for historical information on the city*
- The first point of contact for visitors
- Providing a positive experience for the visitor
- Under resourced
- Perceived as the “Official,” trusted “Go to” place for Visitor Information
- Provides information to residents for Friends/Family visiting the area.
- Almost self-funding
- Contributes to the economic well-being of the city
- Coordinates and brings tourism stakeholders together (partnership working).

Business and sign-posting.

- Membership services- support agency for tourism organisations/businesses.
- Marketing (limited activity due to current business model).
- Business promotion

2: What more could the Tourism service do better?

- Be the body that comprehensively and effectively promotes Cambridge and the surrounding area nationally and internationally, for both business and leisure, across all marketing platforms including social media.
- The body that promotes develops and helps to sustain tourism businesses and helps them to thrive; business support, networking, research, training and ticketing services where appropriate.

- Advocacy- The lead organisation that lobbies on behalf of the visitor economy for improved transport infrastructure, skills and LEP investment

-The strategic lead on coordinating and delivering a positive visitor experience to Cambridge and the surrounding area.

-More effective at defending the Visit Cambridge brand (this is under threat and being diluted by the proliferation of touts who use the Official Tourism “I.”)

-More proactive coordinated targeted marketing and promotion for Cambridge and the surrounding area. The “one stop” shop for advanced itinerary planning.

- All year round marketing campaigns to release pressure on the peak summer period and improve opportunities in the quieter months.

Focus on increasing dwell time and encouraging short breaks in order to maximise economic impact of the visitor economy and reduce pressure on the historic core.

Consider developing an offer for younger people and other sectors not currently attracted to the area.

Consider the needs and opportunities through local residents.

Better coordinated promotion of Cambridge as a “City of Festivals”

The organisation that ensures that Cambridge has the opportunity to attract high profile events to the city (e.g. Tour De France)

Promotes sustainable tourism

Promoting the area in different languages

Provides improved, informed quality information to visitors, both online and in person. This needs to be on the “here and now” in addition to the historical aspects.

Encourage inward investment

- Qualitative Market research/ economic impact studies - Find out about the visitor experience.

- Join up research undertaken by other tourism stakeholders

- Investigate opportunities for increase in quality assurance taking into account State Aid legislation/ guidance from Government...

- Investigate further trading opportunities to generate income for the tourism service e.g. look at UK and European examples [e.g. a tour company?].

- Facilitate opportunities for increased access to skills training for tourism businesses.

- Increase promotion for conference business.

- Promote local distinctiveness

- ~ Local foods, local crafts, famous Cambridge people.
- The service needs to more dynamic and nimble of foot.
- Be better equipped to respond to the opportunities and challenges from Growth.
- Improved - 'Up selling' by all Visit Cambridge staff.
- Contribute financially to the City Council?

Put the Visitor needs first!

Longer term, the TIC/ Visitor Centre needs to be in a more prominent location within the city centre.

3: Who are our stakeholders?

- Visitors
- ~ Residents
- , Business in the broadest sense.
- Museums, and heritage.
- Universities [both].
- Colleges.
- Arts, and culture venues.*
- Visitor attractions.
- Retail.*
- Hotels, bed-and-breakfast establishments, and restaurants.*
- Tour guides.
- Transport providers.
- Language schools.
- Schools.
- Market traders.
- Visit England.
- Councils, and elected Members.*
- Hospitals.
- Pubs.

- The Cambridge working population.
- Event organisers.
 - ~ Festivals.
- Police, and regulators.
- Airports (Regional and Local).
- The Conservators of the River Cam.
- Trade unions.
- Members of Visit Cambridge.
- Food manufacturers, and other suppliers.
- Press, and media.
- Conference Cambridge.
- Local Enterprise Partnership
- Cambridge BID,* and other BIDs in the County.
- CAMBAC.
 - ~ Night-time economy.

4: Desired outcomes for a new tourism organisation

More £ spend for businesses in the city.

A strategic, effective organisation for the tourism sector in Cambridge and the surrounding area - Visitors staying longer and spending more.

Visitors spread through the year.

Help with national / international marketing

An organisation which takes the strategic lead on promoting Cambridge, and the surrounding area, and providing a positive visitor experience end to end.

An organisation that helps to leverage investment for events which attract visitors.

Improved networking and support for tourism businesses and shared best practice

Joined up thinking.

Better information on visitor types, and numbers; research.

The promotion of Cambridge nationally, and inter-nationally [Kings' Cross Station currently advertising Tour de France in Yorkshire through "Visit Yorkshire".]

Increase in resource to meet the needs of tourism businesses/stakeholders.

Fantastically informed visitor information staff.

5. New Tourism Organisation: Design Principles.

- Flexible, and evolving to customer needs.
- Current, and dynamic.
- Visitor focused.
- Leading on up-to-date research.
- Free from bureaucracy.
- Self-funding.
- Partnership between stake-holders [no one lead].
- Collaboration, and partnership.
- Realistic in what it can achieve, and its ambitions.
- Trusted.
- Quality in service.
- Integrated.
- Out-ward looking.
- Clear, and well-communicated objectives.
- Strong, co-ordinated marketing.
- Joined-up thinking between key stake-holders, visitor, and business economy.
- Strong sales focus.
- Robust business case (including future).
- Not restricted by boundaries (geographic, or mental).
- Ability to develop business opportunities.
- Politically aware.
- Protect the integrity of 'the brand'.
- Fleet-of-foot.
- Strong advocate for tourist economy.
- Ethical, and professional.

- Strategic.
- Pro-active.
- Environmental sustainability.
- Aware, and respect of constraints [for example, capacity].
- Adequate / appropriate resources.
- Clear vision [for example, a destination management plan].
- Widening tourism focus beyond historic centre.
- Buy in, from businesses.
- Year round service.
- Pro-active on inward investment.