

6. OUTLINE MARKETING STRATEGY

6. OUTLINE MARKETING STRATEGY

601 Introduction

In section 203 we summarised our market analysis and visitor projections for Linlithgow Palace. Any marketing must be focused towards raising awareness of Linlithgow Palace. The recent Edinburgh Tourist Board Survey revealed that, over 40% of visitors to Edinburgh (a key market for Linlithgow) were not even aware of Linlithgow Palace. Further, traditionally West Lothian is not perceived as a visitor destination with many visitors passing straight through and missing not only Linlithgow and the Palace, but other important attractions such as the House of Binns and Hopetoun House.

The proposals for Linlithgow Palace offer the ultimate 'diversification' strategy comprising both product and market development based upon a high quality visitor attraction which will meet the demands of the market for 5-10 years ahead. Linlithgow Palace represents a truly significant and major part of Scottish History and the Heritage of Scotland. "Linlithgow - The Living Palace" has the potential for firmly placing it in the Scottish visitor attraction market place by providing a different yet complimentary product and visitor experience to that offered by Historic Scotland at Edinburgh and Stirling Castle. It also has the potential to successfully compete with both Edinburgh and other national Scottish attractions, carving its own niche and visitor numbers in this national market.

602 Predicted Audience

We envisage our visitor numbers to build up from 88,000 in Year 1 to 120,000 in Year 3 stabilizing at this figure with appropriate marketing and augmenting of the product.

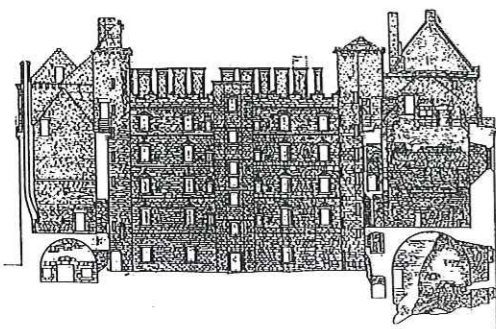
We envisage the visitor profile as follows:

Visitor Profile	%	Y1	Y2	Y3	Y4	Y5
Adults	40%	35200	42000	48000	48000	48000
Concessions	7%	6160	7350	8400	8400	8400
Children	10%	8800	10500	12000	12000	12000
Family	20%	17600	21000	24000	24000	24000
Groups	5%	4400	5250	6000	6000	6000
Education	10%	8800	10500	12000	12000	12000
Complementary	8%	7040	8400	9600	9600	9600
	100%	88000	105000	120000	120000	120000

From the recent visitor survey the age and social breakdown is assured to be the following:

Social Group		Age Breakdown of Audience	
AB	- 35%	Under 15	- 14%
C1	- 30%	15-34	- 35%
C2	- 23%	35-54	- 40%
CL3	- 12%	Over 55	- 11%

(Based on Linlithgow Palace Survey 1994)

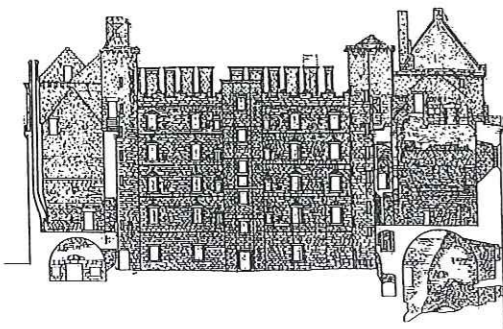


603 Potential Markets

Within this context we see the key market sectors for Linlithgow Palace being:

- * residents of Greater Edinburgh and the Central Belt
- * overseas visitors to Edinburgh
- * domestic and UK visitors to Edinburgh
- * education market - domestic and UK wide
- * coach market.

We set out, overleaf, a simple matrix which shows the broad range of initiatives which could be targeted at these different sectors.



604 Additional Marketing Activities

Expanding some of the broader initiatives set out in the table, the following ideas for promotional activity is briefly summarised for each of the key sectors.

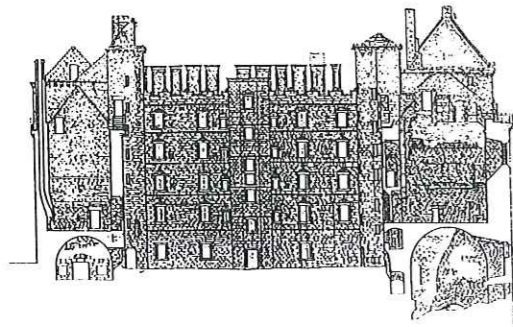
Marketing Activity	Target Market Segment				
	Overseas Visitors to Edinburgh	Domestic/UK Visitors to Edinburgh	Residents within Day Visitor Catchment	Education	Coach Market
Create Linlithgow Palace corporate identity (new logo, house style)	*	*	*	*	*
Attendance at key overseas trade shows in North America and Europe	*				
'Presence' in all overseas literature put out by STB	*				
Foreign language literature in key gateway Tourist Information Centres	*				
Presence in all literature put out by STB	*	*	*	*	*
Joint marketing with/at Historic Scotland's key attractions in Edinburgh e.g. Castle/Holyrood Palace	*	*	*	*	*
Attendance at key UK trade shows	*	*			*
Co-ordination with STB children/school's initiatives		*		*	
Publication of own marketing material	*	*	*	*	*
Development of appropriate educational curriculum packages				*	
Development of group/tour package	*	*			*
New differentiated price structure	*	*	*	*	*
Business development packages for local markets (for use of ancillary facilities)			*		
Joint ticketing with the 'Linlithgow Story'	*	*	*	*	
Monthly events' programme		*	*		

605 Domestic And Overseas Edinburgh Market

Visitors to Edinburgh, both from overseas and the UK, clearly represent a large potential audience for Linlithgow Palace. However, it has to compete with the wide array of popular, and long established, Edinburgh attractions on offer to the visitor. Its close proximity to the city, and the contrast it offers in its spectacularly beautiful setting can fulfil a visitors' expected romantic vision of Scotland that is not available in Edinburgh itself. "Linlithgow - The Living Palace" presents a unique product, which if marketed successfully offers "a can't be missed" attraction which will not only raise the awareness of the Palace, but should be a persuasive factor for encouraging visitors to take the short journey from Edinburgh or to stop en route to other destinations.

Specific Marketing initiatives should include:

- * development of own literature and promotional material for use in tourist information centres, hotel bedroom browsers etc.
- * joint marketing and admission incentives with other Historic Scotland attractions (particularly Edinburgh and Stirling Castle)
- * promotional leaflets prepared with other attractions within West Lothian on what to see and do
- * joint audio tour, ticketing and promotional incentives with "the Linlithgow story"
- * short-term seasonal Edinburgh City Centre poster advertising including buses and key advertising sites
- * joint 'Scotrail' rail ticket/Palace admission incentive packages from Edinburgh to Linlithgow
- * special membership admission schemes for Historic Scotland Members and Scottish National Trust (membership 230,000)
- * joint Edinburgh Festival activities/events with return bus or rail link from the City to Linlithgow
- * joint ticketing and free bus link between Edinburgh Castle and Linlithgow Palace
- * liaison with local cycle groups to promote the Palace as an out of Edinburgh day trip destination
- * peak season special events programme.



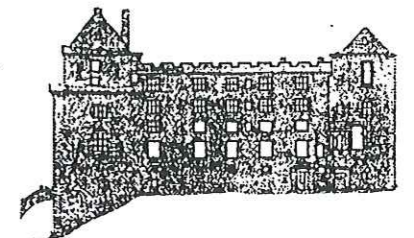
606 Residents Of Greater Edinburgh And The Central Belt

The biggest market is the resident population within the Central Belt including Greater Edinburgh. The objective is to increase awareness and to stimulate regular visits. This also influences the important visiting friends and relatives market (VFR) which are otherwise difficult to reach. This market is a prime target for repeat visits and the encouraging of out of season visits throughout the year.

In addition to other marketing initiatives mentioned above, promotion to this market should include:

- * special event programmes including extravaganza events, historical re-enactments and "Sealed Knot" battle re-enactments events on the Peel, music and theatre performance events, flower shows, period craft market, family activity days, firework concert and displays, ghost walks, story telling days, falconry displays, drama workshops and Living History performances, special children's activity days, etc.
- * repeat visit admission price incentives
- * business and corporate hospitality packages for use of the ancillary facilities
- * promotional material and targeted marketing to attract banqueting, catering and special function business
- * development of "Friends of Linlithgow Palace" group as a volunteer service but also for Special Interest meetings and events
- * development of "Passport to Historic Scotland" incentives or discounted ticket scheme to Linlithgow Palace, Edinburgh and Stirling Castle, available exclusively to the local and resident market
- * off peak period and special event press and local radio advertising.

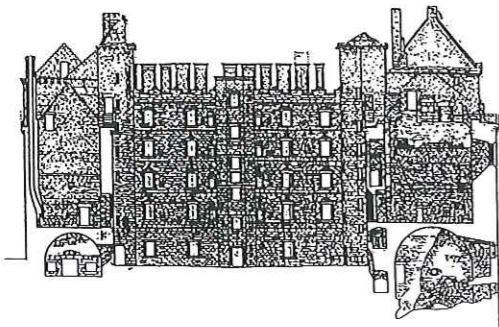
L I N L I T H G O W
a l i v i n g p a l a c e



607 Educational Market

Linlithgow Palace is a major landmark in both Scottish and British history. The interpretive programme includes a major exhibition on Mary, Queen of Scots presented in an original, accessible, informative and entertaining way. We describe in 207 how this can be linked into the various core educational subjects and topics. Provision has also been made for an 'up to the minute' state-of-the art educational resource centre within the Palace. This provides unrivalled opportunities for Linlithgow Palace to develop a significant and ultimately substantial educational market. This takes time to develop, but not only can it provide important visitor numbers, but visits can extend throughout the year. School visits can also prompt return visits by families. Specific marketing activities directed to the education market should include:-

- * educational promotional material and resource packs directed at different age groups
- * teacher familiarisation and inset days
- * development of a range of appropriate curriculum packages
- * co-ordination with STB children's/schools initiatives
- * special group rate price structure
- * co-ordination and links with other Historic Scotland regional sites to encourage joint school visit packages
- * quarterly educational news letters
- * special schools activity event programmes
- * range of specially developed educational merchandise marketed to schools and other museums and attractions to raise the profile and educational importance of Linlithgow Palace
- * develop annual schools competition targeted at all schools in Scotland.



608 The Coach Market

Surveys between 1989-1991 on value and volume of tourism in Edinburgh showed the overseas coach market average to represent 21% of tourist visitors to Edinburgh, with around 3% from the domestic market. Traditionally this market has been small for Linlithgow Palace, with many coach groups passing by Linlithgow on route to Stirling Castle or further afield. Marketing to group tour operators the 'can't be missed' factor for Linlithgow Palace is the key to developing this market. This will take time to develop but will be worthwhile in the longer term. Marketing initiatives to this sector should include:

- * publication of own promotional and marketing material
- * attendance at all group travel and key UK trade shows
- * development of special group/tour packages linking into a tourist trail of different attractions which includes Linlithgow Palace
- * presence in all literature put out by the S.T.B.
- * joint marketing with Historic Scotland's key attractions
- * special group tour price structure
- * promotional material in all hotels and accommodation
- * group tour operators familiarisation visit programme
- * coach driver facilities and incentives.

609 Conclusion

The development proposals for Linlithgow Palace present a greatly enhanced product with a much wider and more popular appeal, with potential to develop new audiences.

Linlithgow Palace will come to life - it will present an original and exciting attraction that will enable the development of new markets and bring larger visitor numbers. In turn this will breathe new life into the community and stimulate wider economic benefit.

The marketing strategy for "Linlithgow - the Living Palace" will need to sensitively develop the awareness and profile of the Palace, to all markets ensuring its integrity and national historic significance is not trivialised in any way, but rather build on its status and dignity. This, in turn, will build on Historic Scotland's traditional visitor audience and develop the more popular tourist and family audience for the Palace. Linlithgow Palace will not only be a 'jewel in the crown' for Historic Scotland, but a jewel in the crown for the nation.

L I N L I T H G O W
a l i v i n g p a l a c e

