

## Pembroke Dock Tourism Feasibility Study: Outline business plans

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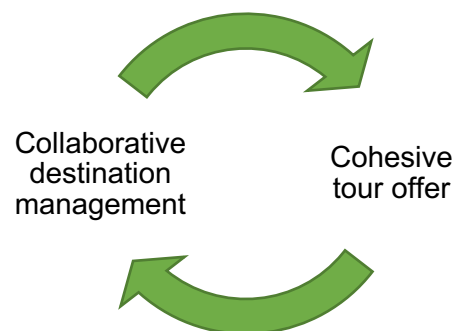
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### Introduction

The outline business plans presented here are the outputs of a feasibility study exploring the options for developing social enterprise projects in Pembroke Dock, with the purpose of encouraging local people and visitors alike to spend more time in the town and contribute to its economic prosperity. The study revealed two priorities, namely:

1. The need to develop a strong management structure to coordinate tourism activity, business collaboration and joint marketing in Pembroke Dock; and
2. The importance of identifying a project on which stakeholders could begin to work together soon, and which would appeal to visitors – namely the development of tours and experiences.

This resulted in the preparation of the two (linked) outline plans below, which will each feed into and support the other. The first provides a decision-making and management structure to facilitate various joint activities and projects – including the development of tours and experiences; and the second (tours project) offers a practical way to begin to work together quite quickly, and to build on the work already done and the resources already available.



## Why these plans?

### **Plan A: Development of a broader Destination Management and Marketing Organisation (DMMO)**

Pembroke Dock is rich in stories. It has a wealth of history and heritage that needs to be interpreted and shared and that, collectively, would be very powerful in differentiating the town from its neighbours and in driving change. However, collaboration and coordination is vital to the creation, delivery and promotion of a cohesive vision.

In order to have impact, existing and new tourism activities therefore need a vehicle for (1) coordination and joint marketing and (2) cooperation between the many individuals, groups and businesses involved. The outline plan below therefore sets out a proposed process to form a collaborative Destination Management and Marketing Organisation (DMMO).

### **Plan B: Developing tours and experiences**

Whilst the tourism infrastructure in Pembroke Dock is currently under-developed, the town's strongest asset is undoubtedly its people and their heritage, stories and wealth of knowledge. This provides a good starting point for local stakeholders to begin to work together straight away, with what currently exists, and to build from there, once a more formal and effective DMMO is in place.

At present, some tours are offered occasionally by the Heritage Centre to the public (marketed only through its own Facebook page or on site), as well as on request by the West Wales Maritime Heritage Society. Private individuals also offer occasional tours, aimed at local residents. Beyond this, very limited information is available online for visitors wishing to explore or be guided around Pembroke Dock<sup>1</sup>.

This project would therefore link up and strengthen the existing tourism offer, linking the two 'hubs' of the Heritage Centre and Hancock's Yard and developing the latter as a focus for hands on activities. It also creates the opportunity to guide visitors through the town centre and its facilities.

This plan therefore focuses on developing two main 'categories' of tours and experiences:

- (1) Formal tours, marketed both to the public and via the travel trade
- (2) Community-based experiences that can be incorporated into the tours and be marketed direct to the public.

Crucially, the plan is based on the imperative for all groups to work together to create and operate one set of tours together, rather than doing things individually. By collaborating rather than competing, a successful tours offer is much more likely.

*"A rising tide lifts all boats" (J.F. Kennedy)*

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<sup>1</sup> Online audit of TripAdvisor and Viator, Acorn Tourism Consulting

## Outline Plan A: Development of a broader Destination Management and Marketing Organisation (DMMO)

### Introduction

What the group is able to achieve will very much depend upon the number of stakeholders 'at the table', as well as the breadth of their expertise and availability and willingness to be actively involved in the group's activities. The initial priority will therefore be to encourage increased, proactive, support for project and identify some quick 'wins' and build from there; success should then breed further success.

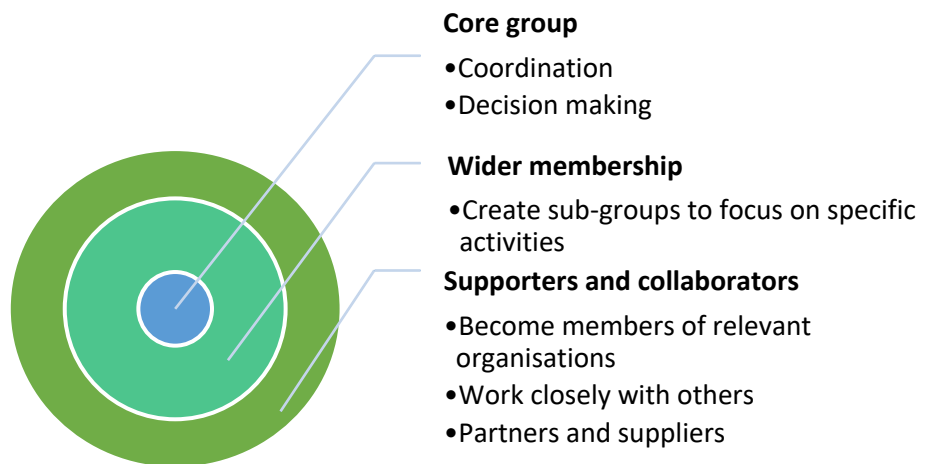
Phase 1 of this plan therefore focuses on the practicalities of setting up the group itself. The second phase is to agree an action plan, setting out the activities on which the group should focus once it is established and operational.

*"Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment"<sup>2</sup>.*

### Phase 1: Establish the group

#### 1. Identify all key stakeholders

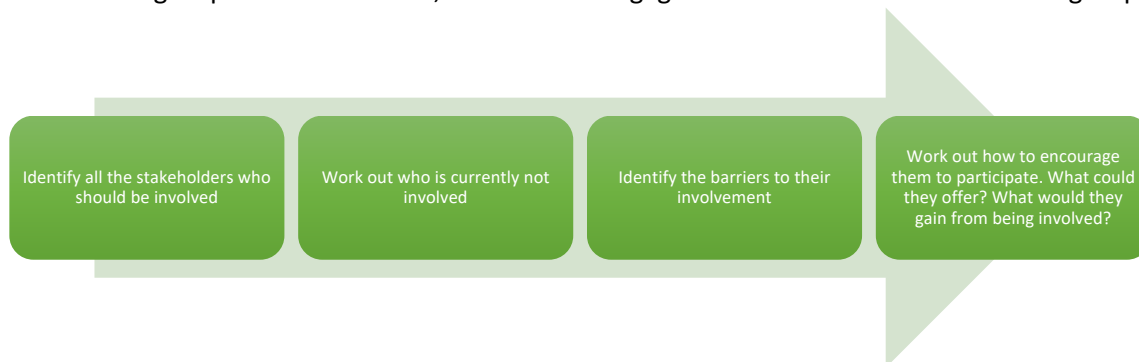
The first step is to identify all stakeholders who need to be involved. We recommend three levels of involvement, illustrated by the diagram below:



Some examples of the stakeholders who should be included in each group are shown in the table below, prepared on the information gained through this study. However, the group should ultimately decide together on their preferred structure and should add to this list from their own knowledge and stakeholder contacts – as well as, going forward, make a plan to continue to engage with new stakeholders (individual and groups).

<sup>2</sup> Visit England (2012) Principles for Developing Destination Management Plans. Available from [https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/dm\\_plans\\_guiding\\_principles.pdf](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/dm_plans_guiding_principles.pdf)

The following steps should be taken, to maximise engagement and involvement with the group:



Level	Role	Members
<b>Core group</b>	Coordination and decision making functions. From within this group, a Chair, Deputy Chair, Secretary and Treasurer will be elected on a periodic basis, by all members	Members of this group should comprise at least one representative from each of the following interest groups: <ul style="list-style-type: none"> <li>• Residents of Pembroke Dock</li> <li>• Businesses in Pembroke Dock (including tourism industry)</li> <li>• Heritage groups and attractions in Pembroke Dock</li> <li>• Milford Haven Port Authority</li> <li>• Pembroke Dock Town Council</li> <li>• Pembrokeshire County Council</li> <li>• Any others agreed through discussion on group structure and decision making process</li> </ul>
<b>Wider membership</b>	Form sub-groups from this membership pool, each to focus on key areas of activity (see action plan below)	All interested stakeholders, including: <ul style="list-style-type: none"> <li>• Residents – representing older and younger groups</li> <li>• Businesses (tourism and non-tourism)</li> <li>• Tourism attractions</li> <li>• Tourism service providers e.g. guides</li> <li>• Heritage groups</li> <li>• Event organisers</li> <li>• Local groups e.g. Doc on the Map</li> <li>• Young people including students</li> <li>• Older people</li> <li>• Community groups and associations</li> <li>• Any other interested parties</li> </ul>
<b>Supporters and collaborators</b>	Organisations and groups with which the DMMO should engage and work. Representatives of these organisations will also be seen as advisors, able to guide and advise the DMMO on relevant issues.	<ul style="list-style-type: none"> <li>• Pembrokeshire County Council</li> <li>• Pembroke Dock Town Council</li> <li>• PLANED</li> <li>• Pembrokeshire Enterprise Network</li> <li>• Pembrokeshire Tourism – learn from others, share experience e.g. Fishguard, Saundersfoot</li> <li>• Visit Pembrokeshire</li> <li>• Pembrokeshire Tour Guide Association / Wales Official Tourist Guides Association and particularly local members</li> <li>• Pembrokeshire Coast National Park Authority</li> <li>• Destination Pembrokeshire Partnership</li> <li>• CADW</li> <li>• Pembrokeshire Coastal Forum</li> </ul>

		<ul style="list-style-type: none"> <li>• Partners and stakeholders of other projects to ensure alignment and collaboration, e.g.: <ul style="list-style-type: none"> <li>○ Ports Past &amp; Present stakeholders and tourism networks</li> <li>○ Celtic Routes project stakeholders</li> <li>○ National Museum of the Royal Navy – collaborate on relevant projects e.g. to digitise Devonport records about the Royal Dockyard</li> </ul> </li> <li>• Visit Wales</li> <li>• Pembrokeshire College</li> <li>• Tall Ships Wales Trust</li> <li>• Surrounding communities and visitor attractors - collaboration and cross-marketing: e.g. Pembroke (Castle / Henry VII, heritage), Neyland (marina, yachting market), Milford Haven (Waterfront, Museum, other part of the waterway story, growing leisure market)</li> <li>• Heritage Forum</li> <li>• Other heritage and preservation organisations e.g. National Trust</li> <li>• Irish Ferries</li> </ul>
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### Ports Past and Present

This will be a particularly important initiative with which to engage. Two of its intended outcomes, which complement those of the Pembroke Dock project partners, are that: *Coastal communities enjoy an increased awareness of their cultural heritage and develop opportunities for heritage tourism; and Port towns become stopping places and spending places rather than just through places for tourists with an increase in tourism-related employment*

## 2. Agree a common vision, mission and objectives for the group

### Vision

The group's vision should be a short statement of what it would like things to look like in the future – perhaps in three to five years. The vision must be developed collaboratively, with input from a broad spectrum of the key stakeholders listed in the 'wider membership' group above.

### Mission

The group's mission will be a series of short sentences to describe how the vision will be realised. Again these should be discussed and agreed together. On the basis of the work carried out for this study, these might include, for example:

- *Develop and run projects and initiatives designed to encourage local people and visitors to spend time in Pembroke Dock*
- *Use tourism to generate social and economic benefits for the residents of Pembroke Dock*
- *Ensure that any negative environmental impacts of tourism or other development are minimised*
- *Work on regeneration of Pembroke Dock town centre*
- *Bring interest groups together to work collaboratively*
- *Raise funding / income*
- *Market Pembroke Dock as a desirable destination for business and tourism*

## Objectives

Objectives are the specific actions you will carry out to achieve your mission. A suggested action plan is set out below, again to be developed and progressed by the group.

### 3. Agree on the group's structure and decision-making processes

The group should discuss and agree how it would like to be constituted – in particular whether its structure should be formal or informal. Some examples of different possibilities and combinations are shown in the table below.

	<b>Examples – this could be one or more of the following in combination:</b>
<b>Who leads?</b>	<ul style="list-style-type: none"> <li>• Local authority / other public sector body</li> <li>• Private sector lead</li> <li>• Steering / advisory group made up of external stakeholders from public sector / private sector (including tourism businesses) / combination</li> <li>• Independent entity e.g. Business Improvement District (BID) / Community Interest Company (CIC) / body with charitable status</li> </ul>
<b>Who pays?</b>	<ul style="list-style-type: none"> <li>• Funding by local authority / other public sector body – wholly / partially / to start up the process / match funding</li> <li>• Joint public / private finance</li> <li>• Grant or other funding</li> <li>• Business levy / membership fee</li> <li>• Direct investment by larger members</li> <li>• Opportunities for businesses to pay for particular activities or “buy in” to specific opportunities (e.g. PR campaigns, trade show representation, funding local information points etc)</li> <li>• Discrete funding for particular projects</li> <li>• Other income e.g. paying for advertising</li> </ul>
<b>Who does what?</b>	<ul style="list-style-type: none"> <li>• Working groups led by local authority / other public sector body</li> <li>• Working groups drawn from stakeholder base to suit particular activities and projects</li> <li>• Coordinator / manager appointed by local authority or other</li> <li>• Outsourcing of activity to consultants / other external providers</li> </ul>

### 4. Identify funding sources and establish financial plan

Funding will be necessary for two important purposes:

1. Coordination of activities to manage Pembroke Dock better as a place to live, a destination and environment in which to do business; and
2. Marketing of the destination

Funding options will comprise a mix of:

- Public sector funding e.g. for the Town Champion role
- Grant funding
- Private sector – membership subscriptions
- Income generating activities e.g. social events, merchandising, competitions etc

## 5. Measuring and monitoring progress

Regular monitoring of the results of the action plan is essential, to ensure it is on track and delivering the intended results and so that any lessons learned from implementing the activities can be fed back into future planning. This will be assisted by developing a simple framework to record and monitor:

- Activities
- Inputs (the resources required to deliver the activity)
- The results of those activities, which ideally would be assessed on three levels:
  - Outputs (the products of the activity)
  - Outcomes (the changes that result from the activity)
  - Impacts (achievement of the overall goal(s) of the activity)

For example, for the activity 'training guides' in the tours project plan below, a record of activity and results could look like this:

Activity	Examples of ....			
	Inputs	Results		
		Outputs	Outcomes	Impacts
Guide training	Trainer Costs e.g. materials, venue hire Engagement with potential guides	Training materials created and training delivered to X people	X guides now have skills in guiding, storytelling etc	Tours booked and enjoyed by visitors X guides earn £Y per year from tours

## Phase 2: Action plan

The table below sets out a number of activities, which the group should initiate once established. Each activity should be led and organised by a sub-team drawn from the wider membership, which should report back regularly to the decision making board and members. Each activity has been assigned a cost 'bracket', as follows:

£	0-500
££	501-5,000
£££	5,001-10,000
££££	10,001-50,000
£££££	51,000+

Activity	Tasks	Timeline (S/ M/ L)	Estimated cost (£ to £££££)	Lead (to be decided by group)
Commission development of a Pembroke Dock Story, place making plan and group, including engagement process	<ul style="list-style-type: none"> <li>Identify potential funders and partners e.g. Planed, MHPA, PCC, Town Council</li> <li>Create brief and budget</li> </ul>	Short	££££	
Commission the development of a Destination Management Plan (DMP)	<ul style="list-style-type: none"> <li>Identify potential funders and partners e.g. Planed, MHPA, PCC, Town Council</li> <li>Create brief and budget</li> <li>To include including actions for how to maximise investment, regeneration, tourism and civic pride</li> </ul>	Short to medium	££££	
Commission the development of a visual language and identity toolkit	<ul style="list-style-type: none"> <li>Once the above two activities have been completed - all the elements of a Place Story and DMP need to be in place if the visuals are to be effective and consistently used by all stakeholders</li> </ul>	Medium	£££	
Develop and coordinate tours	<ul style="list-style-type: none"> <li>See outline business plan below</li> </ul>	Short to medium	See below	
Establish a single heritage organisation for Pembroke Dock	<p>Facilitate creation of a single group, which would:</p> <ul style="list-style-type: none"> <li>Bring all heritage organisations and attractions under one umbrella</li> <li>Ensure each attraction tells (only) its own distinct part of Pembroke Dock story</li> <li>Provide coherence and simplicity for tourists</li> <li>Enable joint funding bids</li> <li>Benefit from each others' skills, experience and resources – including volunteers</li> <li>Ensure collaboration rather than competition</li> </ul>	Short to medium	££	
Develop and maintain Discover Pembroke Dock website (building on outcomes of place making exercise and DMP)	<ul style="list-style-type: none"> <li>Establish two sites or sub-sites, for visitors and local people / businesses respectively</li> <li>Identify members with relevant skills and experience</li> <li>Engage businesses and work with them to develop content</li> <li>Identify best promotion channels and work on SEO</li> <li>Explore potential for generating income from membership / marketing – once it has demonstrated enough success to make this appeal to businesses</li> </ul>	Medium	£££	



Visitor information, signage and interpretation (latter building upon outcomes of place making exercise)	<ul style="list-style-type: none"> <li>• Town, station, outskirts</li> <li>• Online</li> <li>• App based e.g. iBeacon (once infrastructure is improved)</li> </ul>	Medium to long	££££	
Events strategy and management	<ul style="list-style-type: none"> <li>• Develop a plan for tying together existing and new events with Pembroke Dock's story – building on place making exercise</li> <li>• Work with existing events to support and streamline their offer</li> <li>• Identify potential new events to appeal to visitors and local people – especially those that could attract new markets or visitors in the low season</li> </ul>	Medium to long	£££	
Town centre regeneration	<ul style="list-style-type: none"> <li>• Based on existing Town Team remit</li> <li>• Building on outcomes of place making and DMP</li> <li>• Linking with Celtic Routes 'colourful towns'</li> <li>• Complement PCC regeneration framework and other plans e.g. Green Infrastructure Action Plan, Active Travel Plan, Pembroke Dock Conservation Area Management Plan</li> </ul>	Medium	£££££	
Arts projects	<ul style="list-style-type: none"> <li>• Celtic Routes Wales research identified 'colourful towns' as a point of interest, supplemented by good places to stay and eat, and independent shopping</li> <li>• Explore small and larger arts project that could appeal to this market and engage local people</li> <li>• Build on outcomes of place making exercise – tie in with Pembroke Dock's story</li> </ul>	Medium to long	Depends on project	
Sustainability	<ul style="list-style-type: none"> <li>• Identify all potential negative impacts of tourism development – particularly environmental and social (community impacts)</li> <li>• Identify the positive impacts of tourism development to promote and support</li> <li>• Develop a plan to avoid/mitigate negative impacts and enhance positive impacts e.g. <ul style="list-style-type: none"> <li>○ Environmental management</li> <li>○ Policy to support local businesses / local procurement</li> <li>○ Community engagement around where visitors will go / what local people are happy to share</li> </ul> </li> <li>• Monitor progress and feed into future planning and improvements (see below also)</li> <li>• Resources include Visit Wales sustainability toolkit:  <a href="https://businesswales.gov.wales/dmwales/sustainable-tourism/sustainability-toolkit-overview">https://businesswales.gov.wales/dmwales/sustainable-tourism/sustainability-toolkit-overview</a> </li> </ul>	Throughout	£	

## Outline Plan B: Development of tours and experiences

### The long-term objectives of this plan are to:

- Enable local people to create and market tours based on their individual interests, passions and on the particular stories that they would like to share with visitors;
- Offer a range of tours to encourage visitors and local people to discover more about Pembroke Dock and spend more time and money in the town;
- Respond to market demand for authentic and immersive experiences that benefit local people and places;
- Coordinate existing resources to create and market current and new tours;
- Train and employ local guides;
- Create a sense of local ownership and pride in Pembroke Dock and its story.

### The market

Increasingly, visitors are looking for an immersive experience when they are travelling. They want to know that the money they spend supports local communities and enjoy delving deeper into the areas in which they travel and for these locations to be brought to life through storytelling.

For example, TripAdvisor's 2019 Experience Trends Report<sup>3</sup> reports that:

- Classes and workshops, family-friendly activities, and wellness experiences are the fastest-growing experience categories U.S. travellers are booking on vacation;
- Globally, traveller bookings for classes and workshops almost doubled (+90%) year-over-year;
- Whilst sightseeing iconic attractions are a mainstay, experiences must cater to the whole family: bookings for family-friendly activities shot up over 200% year-over-year;

The fastest-growing types of experiences globally are:

1. Family-friendly (+204%)
2. Classes and workshops (+90%)
3. Wellness experiences (+69%)
4. Cultural and themed experiences (+65%)
5. Outdoor activities (+56%)
6. Watersports (+47%)
7. Food and wine experiences (+47%)
8. Private and customized tours (+46%)
9. Sightseeing tickets and passes (+45%)
10. Cruises and sailing experiences (+44%)

This plan covers three phases:

**Phase 1 (January to April 2020)** sets out some initial preparatory steps and 'quick wins'. During this phase, the group should identify and engage with the key partners and collaborators who will be central to making the tours project work; collate all the resources already available; identify passionate local residents with whom to work to bring their stories to life and finally work with the Wales Official Tourist Guides Association (WOTGA) to understand what the market is looking for and create a pilot tour.

<sup>3</sup> Source: TripAdvisor <https://www.tripadvisor.com/blog/experiential-travel-trends-health-wellness-family/>

**Phase 2 (May 2020 – May 2021)** then sets out a detailed action plan to build on this initial work, to work on bringing the tours to market and developing community-based or local experiences which could supplement or for part of a tour itinerary.

**Phase 3 (June – December 2021)** involves reviewing progress and identifying new opportunities to develop, once the main tours and experiences project is up and running well.

The cost brackets used for this plan are the same as those above, and are estimated on the basis that much of the work will be carried out by volunteers or free of charge by businesses / attractions who get involved because they recognise that doing so will benefit their business in the longer term..

**Phase 1 (December 2019 – April 2020): Work with existing resources to develop a ‘quick win’ tour offer**

	Action	Tasks	Cost
TOURS	Identify partners and collaborators	<p>These should include:</p> <ul style="list-style-type: none"> <li>• Heritage groups – Sunderland Trust, Hancock’s Yard, Save the Commodore</li> <li>• Organisations: Planed, Milford Haven Port Authority, Tour Guide Association, Heritage Forum</li> <li>• Individuals with expertise and knowledge of local heritage e.g. Guy Anderson, any others known or identified over time</li> <li>• Cadw – youth project</li> <li>• Tanyard youth project</li> <li>• Community groups e.g. Doc on the Map</li> </ul>	£
	Collate existing resources for itinerary development	<ul style="list-style-type: none"> <li>• Itineraries previously prepared by group led by Guy Anderson (e.g. ‘Dockyard Dawdle’ resources, church trail, town tour, military history)</li> <li>• Heritage Centre resources (e.g. compiling stories of the Dockyard workers) and tour routes</li> <li>• West Wales Maritime Heritage Society resources</li> <li>• Pembroke Dock Museum Trust resources</li> <li>• Save the Commodore’s research and information e.g. Dockyard heritage assets, history of ships and their captains</li> <li>• Stories about the people and ships of the Dockyard</li> <li>• Information from other studies e.g.: <ul style="list-style-type: none"> <li>○ PCC Pembroke Dock Conservation Area Character Appraisal and Management Plan (2017)</li> <li>○ Copeman (2017) Pembrokeshire Cultural Heritage Study - Overview of Heritage Assets (Draft)</li> <li>○ Feasibility Study for the potential development of industrial heritage tourism in Pembrokeshire Wales (for Planed, 2010)</li> <li>○ Cadw ‘Defence of the Realm’ interpretive strategy</li> </ul> </li> <li>• Topical stories e.g. HMS Erebus (Michael Palin’s book)</li> <li>• John Davies - history of Pembroke Dock town (previously on website)</li> <li>• Previous content from Pembroke Dock community web project</li> <li>• Books e.g. Pembroke Dock town trail (based on plaques); Pennar People by Richard Rose; Pembroke Dock through time by Phil Carradice &amp; Roger MacCallum</li> </ul>	£

		<ul style="list-style-type: none"> <li>Resources on Pembroke Dock Town Council website</li> </ul>	
	Identify passionate residents of the town to share their skills, local knowledge and be trained as town guides / ambassadors	<ul style="list-style-type: none"> <li>People with particular stories / elements of the Pembroke Dock story – of interest to locals and / or visitors</li> </ul>	£
	Create one 'pilot' tour itinerary based on what already exists	<ul style="list-style-type: none"> <li>Work with WOTGA to understand what will most appeal to their clients</li> <li>Create route: identify all stops, including attractions, points of interest, any activities, food and retail (including a system for rotating food and beverage stops so that all benefit in turn), any points to purchase locally manufactured goods or souvenirs</li> <li>Test with different groups e.g. local residents, young people, volunteer visitors if possible</li> </ul>	££

**Phase 2 (May 2020 – May 2021): Work on bringing the tours to market and developing community experiences**

	Action	Tasks	Cost	Useful examples / contacts / links
<b>TOURS</b>	Identify potential markets for tours and prioritise those to target first	<p>For example:</p> <ul style="list-style-type: none"> <li>Existing visitors to Pembroke Dock</li> <li>Local residents</li> <li>Those visiting friends and relatives</li> <li>People within 1-2 hours driving distance</li> <li>Visitors to Pembrokeshire looking for a different experience (in particular the three segments identified by the Celtic Routes project: see examples to the right)</li> <li>Families (local and visitors), especially with younger children</li> <li>Empty nesters / retirees</li> <li>Cruise passengers – especially smaller ships, special interest itineraries</li> </ul>	£	

		<ul style="list-style-type: none"> <li>• Luxury hotel guests e.g. St Brides, Atlantic, The Grove (and others in the Seren Collection), Twr y Felin</li> <li>• Tour operators, group travel organisers / coach and smaller tours</li> <li>• Special interest / cultural heritage breaks</li> <li>• Overseas visitors (a small market) – focus on Irish visitors, European activity seekers, north American markets</li> <li>• Those with family or national connections e.g. American connections to Front Street Gun Tower, Sunderland flying boats etc; Japanese links e.g. Imperial Navy, Ginko tree</li> <li>• Walkers – e.g. ‘industrial heritage’ section of the Pembrokeshire / Wales Coast Path – potential for appealing to a different age profile and extending the season</li> <li>• Community groups who would be interested in paid-for tours e.g. U3A, educational, children’s and young people’s groups, retirees, special interest e.g. local history</li> <li>• Ferry passengers</li> <li>• Business visitors</li> </ul>		
	Identify themes for tours	<ul style="list-style-type: none"> <li>• Through discussion with stakeholders</li> <li>• Including outcomes from place making exercise</li> <li>• In collaboration with WOTGA</li> <li>• Collaborate with Fishguard Bay Welcome to understand more about their model, what appeals to their customers and any opportunities for working together / cross marketing and selling tours – ensure that what Pembroke Dock offers is complementary to the Fishguard-based tours</li> <li>• Based on resources and stories available</li> </ul>	£	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Industrial heritage</li> <li>• The Royal Dockyard</li> <li>• Story of the waterway – including the new story of renewable energy</li> <li>• Family trail</li> <li>• Photography</li> </ul>

	Develop new itineraries	<ul style="list-style-type: none"> <li>• Use same model as above to create content and routes</li> </ul>	££	
	Develop booking and financial model	<ul style="list-style-type: none"> <li>• Agree on pricing structures</li> <li>• Agree on payment share(s) and any commission</li> <li>• Income for DMMO?</li> <li>• Central booking system?</li> <li>• How will practical arrangements be coordinated? Who will do it? Paid coordinator?</li> </ul>	£	
	Work through legal and operational requirements	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Health and safety requirements</li> <li>• Financial arrangements, banking etc</li> </ul>	££	
	Create coordinator role	<ul style="list-style-type: none"> <li>• Explore initial funding for coordinator role – to be sustained by tour income in the longer term Coordinator could work on marketing, promoting local food, supporting attractions, collaboration with partners, work with accommodation providers, welcome packs, knowledge about tours etc, networking and coordination.</li> </ul>	££££	
	Train guides / ambassadors	<ul style="list-style-type: none"> <li>• Work with Tour Guide Association</li> <li>• Use Planed’s experience</li> <li>• Collaborate with Fishguard group and any others, to learn from their experience</li> </ul>	£££ to ££££ depending on approach	Celtic Wales initiative – training guides in the Welsh and Irish ports – information from WOTGA
	Start tours programme	<ul style="list-style-type: none"> <li>• Get more tours up and running</li> </ul>	£ (because based on previous activities)	
	Identify and prioritise marketing	<ul style="list-style-type: none"> <li>• Continue to collaborate with WOTGA</li> </ul>	£££	

	channels to work with in the short to medium term	<ul style="list-style-type: none"> <li>• Collaborate with Fishguard Bay Welcome on any opportunities for working together / cross marketing and selling tours</li> <li>• Web-based e.g. TripAdvisor, Viator</li> <li>• Via travel trade e.g. coach tour operators currently bringing visitors to the area; walking holiday groups, individual tour guide businesses etc</li> <li>• Companies providing pre-booked excursions for cruise passengers e.g. Inter Cruises – ground handling agent for cruise passenger excursions</li> <li>• Work with Milford Haven (including Museum as point of information provision / enquiry) to direct cruise passengers without an excursion booked, across to Pembroke Dock</li> <li>• Others</li> </ul>		
	Work with individual sites	<ul style="list-style-type: none"> <li>• Begin to work with (existing) individual sites to help them develop their offer (based on their distinct part of the whole Pembroke Dock story) as well as specific activities suited to different themes and target markets</li> </ul>	££	<p>For example:</p> <ul style="list-style-type: none"> <li>• Hancock’s Yard – focus on developing hands on activities; develop more community projects; explore apprenticeship possibilities; Tenby Lugger; work on entrance pricing / more prominent donation box to boost income;</li> <li>• Pembroke Dock Heritage Centre – focus closely on its particular element of the Pembroke Dock ‘story’</li> <li>• Food and drink locations to be promoted through tour visits – help them promote what is distinctive e.g. local produce, imaginative cuisine</li> </ul>
<b>EXPERIENCES</b>	Identify group / individual to lead this activity	<ul style="list-style-type: none"> <li>• Ideally from within tour sub-group of DMMO to ensure continuity and synergy of activities</li> </ul>	£	



	Identify 'quick win' community-based / local experiences to develop	<p>Activities which can be developed as stand alone community experiences or as shorter activities to form part of a tour, such as:</p> <ul style="list-style-type: none"> <li>• Hands on activities at Hancock's Yard</li> <li>• Storytelling at the Heritage Centre</li> <li>• Cookery demonstrations / tasting / lessons based on traditional recipes and / or local produce e.g. at Y Gegin</li> <li>• Home hosting</li> </ul>	£	<a href="https://www.visitwales.com/info/travel-trade/fact-sheets/food-tours-and-experiences-travel-trade">https://www.visitwales.com/info/travel-trade/fact-sheets/food-tours-and-experiences-travel-trade</a>
	Create content	<ul style="list-style-type: none"> <li>• Design experiences</li> <li>• Test with volunteers</li> <li>• Create plans and descriptions for marketing</li> </ul>	££	<p><i>"What is Airbnb looking for in an experience?"</i></p> <ul style="list-style-type: none"> <li>• <i>It's led by a knowledgeable and passionate host</i></li> <li>• <i>Guests participate actively, or are immersed in an activity</i></li> <li>• <i>It gives guests access to a special place or community</i></li> <li>• <i>It tells the story of a host's unique perspective"</i></li> </ul>
	Pricing	<ul style="list-style-type: none"> <li>• Benchmark pricing against other community-based / personal activities in Pembrokeshire and other similar offerings elsewhere, on Airbnb Experiences</li> <li>• Create pricing structure for experiences</li> </ul>	£	<p>Examples from Airbnb Experiences:</p> <ul style="list-style-type: none"> <li>➤ In Pembrokeshire / nearby: <ul style="list-style-type: none"> <li>• Pottery wheel session, Pencader from £30 pp</li> <li>• Arty Farty, Freshwater East – various activities from t shirt making to mug design – up to £30 pp</li> <li>• Solid silver jewellery making course, Pembroke £120 pp</li> </ul> </li> <li>➤ Elsewhere: <ul style="list-style-type: none"> <li>• Taste of Wales food and drink experience, Cardiff from £15 pp</li> <li>• Artisan bread making, Bath £65 pp</li> </ul> </li> </ul>

				<ul style="list-style-type: none"> <li>• Art workshop, Liverpool from £25 pp</li> <li>• Hands on street art, Melbourne £55 pp</li> </ul>
	Identify marketing channel(s)	<ul style="list-style-type: none"> <li>• Start with Airbnb Experiences</li> <li>• Research specific activity OTAs e.g hosted meals</li> </ul>	££	<a href="https://www.airbnb.co.uk/experience-host-onboarding?step=homeHostIntro">https://www.airbnb.co.uk/experience-host-onboarding?step=homeHostIntro</a>  Airbnb Experiences charges a 20% commission – effectively the cost of marketing the experiences.

### Phase 3 (June – December 2021): Take stock, consolidate tours and develop new offers and markets

	Action	Tasks	Cost	Useful examples / contacts / links
<b>BOTH</b>	Review progress	<ul style="list-style-type: none"> <li>• What has worked well?</li> <li>• What could we build on?</li> <li>• What should we change?</li> <li>• Are there any new markets that we haven't yet catered for?</li> </ul>	£	
<b>TOURS</b>	Identify and develop new tours		££	
<b>EXPERIENCES</b>	Identify and develop new experiences		££	
<b>TOURS</b>	Work with potential sites and attractions	Keep in touch with and identify ways to support emerging attractions / tourism assets (See options appraisal with tourism feasibility study final report)	£	<b>For example:</b> <ul style="list-style-type: none"> <li>• Other heritage buildings e.g. Front Street Gun Tower, the Commodore, Defensible Barracks – work with current or future owners to identify market demand for services or attractions to be developed;</li> <li>• Renewable energy interpretation e.g. Marine Energy Visitor Centre (part of</li> </ul>

				<p>the Marine Energy Test Area (META)'s public engagement);</p> <ul style="list-style-type: none"> <li>• Work with Milford Haven Port Authority to assist in preserving historical assets as far as possible and in creating imaginative and interactive content for interpretation of both the heritage and renewable energy stories e.g. virtual / augmented reality etc;</li> <li>• Hobbs Point – work on development as an attractive location for visitors and local people, access to the waterway;</li> <li>• Leisure attractions;</li> <li>• Sailing, tall ships and heritage vessel mooring facilities.</li> </ul>
	Incorporate other elements into tours	Work with potential 'special interest' elements or additions to tours (e.g. a half day walking tour in the morning combined with a half day activity in the afternoon).	£	<p>For example:</p> <ul style="list-style-type: none"> <li>• Work with Tall Ships Wales Trust / Seafair Haven – classic vessels and sailing trips</li> <li>• Boat trips e.g. work with Hancock's Yard, Llanion Cove, MHPA</li> <li>• Llanion Cove for water sports and activities</li> <li>• Food tasting / cookery lessons</li> <li>• Hands-on activities at Hancock's Yard</li> <li>• Experiences developed as part of this project</li> </ul>
	New markets	<ul style="list-style-type: none"> <li>• Identify any new markets</li> </ul>	£	<ul style="list-style-type: none"> <li>• 'Industrial heritage' section of Pembrokeshire / Wales Coast Path</li> <li>• Foreign language tours if a market has been identified</li> </ul>

	New marketing channels	<p>Try other marketing channels – perhaps those identified but not followed up in phase 2, for example:</p> <ul style="list-style-type: none"> <li>• Regional and national websites e.g. Visit Pembrokeshire, Visit Wales</li> <li>• Direct to cruise market e.g. via Cruise Wales / tour providers</li> <li>• Wales Coast Path Marketing toolkit</li> <li>• Work with existing and new boat trips to consider adding a walking tour element to their itinerary</li> <li>• Work with local businesses e.g. accommodation, restaurants, other attractions – to promote tours and experiences e.g. through discount code for their guests</li> </ul>	£££	Be aware of the implications of the Package Travel and Linked Travel Arrangements Regulations 2018 – see note in final report for this study.
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