



## VISION

By 2020, St Andrews will be a thriving, year-round visitor destination of international renown; its natural, heritage and cultural assets will attract a diverse range of visitors, appreciative of the particularly high quality of the products and services on offer.

To increase the year-round value of tourism to St Andrews, Fife and Scotland as a whole by developing the destination in a holistic way – harnessing all of the town's strengths, businesses, and people to work together for maximum economic, cultural and social benefit.

MISSION

To increase annual visitor expenditure in St Andrews by 22% (in real terms) by 2020, with the majority of growth to be generated by additional visits made between the October to March period.

AIM

## CURRENT MARKETS

UK & Ireland  
59%

EU short haul  
16%

US, Canada, Australia & NZ  
21%

Rest of world 4%

MARKETS

## CURRENT INHIBITORS & THREATS

Customer perception of St Andrews being difficult/time consuming to reach

Competing in a global market

Pressure and prices at peak times

ICT Infrastructure

Little collaborative marketing & data capture

No established culture of innovation and a degree of complacency

## KEY STRENGTHS & OPPORTUNITIES

International brand name and reputation for high quality

Notable built and natural heritage

St Andrews University – a major generator of visitors

Independent shops and restaurants

Worldwide Home of Golf

Growing arts and cultural offering

Spare capacity in winter months

## STRATEGIC CONTEXT & FOUNDATIONS

### POLICY FRAMEWORK

- Tourism Scotland 2020
- Fife Tourism Strategy 2014
- SE Business Plan
- TAYPlan and FIFEPlan 2015
- SAP Strategy and Action Plan
- St Andrews BID Business Plan 2015

### EVIDENCE BASE

- St Andrews Visitor Surveys 2010 and 2013
- Fife Council STEAM/DREAM data

### INVESTMENTS

- Accommodation developments
- Re-opened Byre Theatre
- Kingsbarns & Eden Distilleries
- University Sports Centre
- Craigtoun Park & Botanic Gardens
- Open Championship 2015 & 2021

### NATIONAL FOCUS YEARS

- 2014 Homecoming
- 2015 Food & Drink
- 2016 Innovation Architecture & Design
- 2017 Heritage & Archaeology
- 2018 Young people

### MEDIA

- Visit St Andrews (website and social media)
- VisitScotland.com
- High profile in written media
- Awards & Accolades

FOUNDATIONS

## TURNING OUR ASSETS INTO EXPERIENCES – PLACE DRIVEN AND EXPERIENCE DRIVEN

### HIGH QUALITY VISITOR ENVIRONMENT

- Co-ordinated management & maintenance of public realm
- Public toilets
- St Andrews in Bloom
- Environmentally sustainable business practices

### QUALITY OF VISITOR EXPERIENCE

- Investment in amenities and facilities used by visitors
- Improved visitor signage & town interpretation
- Upgrading of main arrival points

### WINTER PRODUCT DEVELOPMENT

- Collaborative Winter Marketing campaign
- Make more of year-round all weather attractions
- St Andrews Winter Festival

### FESTIVALS & EVENTS

- St Andrews Winter Festival
- St Andrew's Day – place of worldwide focus
- Year-round town centre animation
- Improved collaboration between events

### SPORTS & ACTIVITIES

- Winter Golf
- Water sports & beach-based sports
- Tourism to other parts of fife and neighbouring areas

STRATEGIC ACTION FRAMEWORK

## IMPROVING THE CUSTOMER JOURNEY – PUTTING THE CUSTOMER AT THE HEART

### VISITOR INFORMATION

- Further development and promotion of visitstandrews.com web portal
- Provision of information in other languages

### RETAIL

- Local retailer initiatives (events and promotions)
- Retail to be promoted as key strength
- Service and selling skills

### ACCOMMODATION

- More packages, offers and collaborative marketing
- Service skills

### FOOD & DRINK

- Local Provenance
- Accreditations & Listings
- St Andrews Food & Drink Festival
- Service and selling skills

### DIGITAL CONNECTIVITY

- Infrastructure – 3G/4G and free town centre wifi availability
- Business understanding and capabilities

## BUILDING OUR CAPABILITIES – TOURISM IS EVERYONE'S BUSINESS

### COLLABORATION

- St Andrews Business Associations
- Fife Local Tourism Associations
- Fife Tourism Partnership
- Dundee City
- VisitScotland

### MARKETING

- Collaboration amongst businesses
- Cross-sectoral promotions i.e. With Food from Fife, Outdoor Fife, Fife Golf Partnership

### MARKET INTELLIGENCE

- Benchmarking and capturing data
- Web & social media analysis
- Visitor surveys and customer feedback
- Awareness of market trends

### BUSINESS SKILLS

- Digital capabilities
- Market intelligence
- Innovation
- Collaboration & partnership working
- Leadership

CAPABILITY

## LEADERSHIP & COLLABORATION