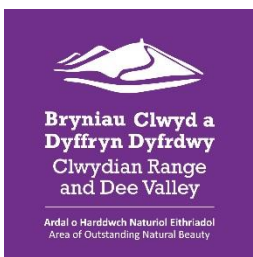




Stay Eat Do End of Project Report led by Clwydian Range Tourism Group (CRTG)





The Aims of the project.

The Feasibility Study which preceded and bore this project advised the following three-phase approach:

Phase 1: Capacity building: to develop, as a group, a strategic understanding of the Clwydian Range Tourism Group's (CRTG) tourism proposition and appropriate markets;

Phase 2: Development of product clusters

Phase 3: Development of a combination of routes to market, including working with Go North Wales (GNW) whilst also working with private sector operators to promote tailored group product and service offerings.

Further to these 3 phases, the Stay Eat Do project aimed:

To develop over the period, October 2018 to June 2021, a sustainable model for taking the STAY, EAT & DO concept beyond the duration of this pilot project.

- Attract overnight visitors to the area and encouraging them to stay longer and do more during their stay by integrating the 'Stay, Eat, Do' elements of their experience;
- Develop sustainable forms of linking and working together that maximise the potential for local economic benefit to the area and create an environment in which local businesses can develop and thrive;
- Create unique products that offer the visitor an enhanced experience through developing a stronger 'sense of place' as well as recreational activities, local experiences, Welsh culture and language and local food and drink.

Julie Masters was appointed in Nov 2018 to lead the project.



Executive Summary.

The project was greeted with enthusiasm and engagement by those sectors of tourism businesses who were already good at engagement: Some of the lessons learned and gaps identified:-

- Quality businesses do not necessarily have the time to consider what the Itinerary market needs or what price it will pay - Close analysis of benefits accrued from linked travel and their existing business model is necessary.
- The issues around Package Travel Regulations and Linked Travel Arrangements need proper discussion - to avoid a “Test Case” through the courts. Destination Management Partnerships have been informed details contained in <https://www.visitbritain.org/business-advice/holiday-packages> and discussed in interim report noted below
- Tour Operators need a good supply chain to know what is available in the area - be happy with the quality and professionalism to add to their offer.
- Accommodation businesses love to see what others are doing but do not have the opportunity to have a look or a chat - so we piloted “Curious Neighbours”
- Providers are busy with their businesses - they need an honest broker who will encourage engagement only when it could be of real benefit. Somewhere to discuss minor operational issues; or ask for contacts of people who may be helpful to them.
- As lockdown eases - from previous experience, quality accommodation will be over capacity but the management of cleaning/booking/digital operations - both social media and operational issues/social distancing rules/new catering regimes. - all of this has time resourcing issues and skilled staffing needs.
- Activity providers, in general, did not engage initially with the project, as many who are involved in the more obvious NE Wales activities ie cycling, walking, adventure sports were already trading to their maximum capacity.
- There are businesses on the edges of “Tourism” ie Arts and Farming that could find other income streams from Tourism Experiences - they are difficult to engage.
- Businesses are not clear about which groups offer a benefit to them for their engagement as they have limited time and financial resource.



Executive Summary continued.

• Things that went well

- It was noticeable that accommodation businesses benefited and enjoyed seeing what others are doing but do not usually have the opportunity to have a look or a chat - so we piloted “Curious Neighbours”. Where 8 businesses displayed their business to a wider audience.
- Proper Networking ie Brenig/Ruthin Castle – requiring proper conversation with one another. Many of the Forums delivered by other organisations are “presentation” based, with limited conversation time with those you don’t already know. This was aimed at locations where there was a win win for all organisation – encouraging full collaboration.
- Cluster/Neighbour networking – personal linking people and issues in areas such as recruitment, skills and products
- Practical operational, business centred workshops – specific to the business itself. The IT workshops were very hands on providing direct help for each business – but on going needs one to one support.
- Working partnership with Snowdonia Active – working in complimentary regions and providing micro businesses with a income generation platform of Airbnb experiences – to be used for product testing, and potentially repeating on other platforms.



Executive Summary continued

Gaps identified - for further investigation

- As the market grows - there is a need for more quality accommodation provision and more trained staff
- More trained activity providers are needed in high demand sectors ie walking and cycling - activity provider label for tourism needs to be expanded from adventure led activities to anything that delivers an experience for visitors, such as arts and crafts, storytelling, music, farming, countryside management etc This message needs promotion.
- More coherent collaboration between tourism support groups - to stop overlapping and dividing the business sector.
- There is a real difference about the needs and drivers of rural tourism providers from those in larger conurbations - Support often concentrated in more populated area where target numbers are larger and easier to engage – leaving the important smaller businesses without support
- Training on legislation, - plus lobbying for clarification on Package Travel Regulation and Linked Travel Arrangements
- More specific IT support and Training to meet needs of micro businesses
- Higher profile events that celebrate a sense of place for NE Wales

Background details

An Interim report was completed Nov 2018- March 2020 - see link for information

https://docs.google.com/document/d/13pQME5wXwAvawp0ldLIWhNbAhwn5Z-6_6dICsgLhUQU/edit - this details the work to March 2020. The Pandemic halted work whilst the direction of the project was determined.



Performance indicators.

Indicator	Total Project Target	Total Project Achievement
Project promotional events	5	9
Business Clusters established and Itineraries developed	12	13
Number of stakeholders engaged	5	5
Number of participating businesses supported	40	66
Consumer Uptake of itineraries	480	0
Production of reports	13	14
Capacity and long term sustainability	3	8

Figures to be collected in
Autumn 2021



What People said about the project – CRTG Survey March 2021

THEME	COMMENTS
Networking	<p>“The links made have been really helpful”</p> <p>“Main benefits from networking/interaction with similar and complementary businesses....network with local business owners and build beneficial relationships”</p> <p>“Julie’s work has been excellent and it would be nice to see it continue”</p> <p>“Benefitted from the general networking and understanding of local businesses during the pre-Covid”</p>
Training helpful	<p>“The training provided has been really useful”</p> <p>“free workshops such as social media marketing and AirBnB experiences”</p> <p>“Social Media side”</p>
Want SED extended	<p>“Only just found out about it – would love to do more”</p> <p>“I genuinely hope the project is extended beyond March 2021”</p>
Covid-19 halted or stalled our SED plans	<p>“We would have benefitted but for Covid closing travel down”</p> <p>“Covid and new package insurance requirements prevented wider collaboration”</p>
Were not able to move forward with SED plans	<p>“We have not been able to make anything happen within the realms of this project”</p> <p>“we have joined curious neighbours but have yet to see any result”</p>
SED has helped my business plan	<p>“This project has been a lifeline for my fledgling business”</p> <p>“We intend to join the AirBnB experiences and attended a Zoom about it”</p>
Raised awareness	<p>“SED has brought awareness about what we and others are doing”</p>



Analysis by Key Performance indicator. Project Promotion

Project promotional events	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
	3	4	1	3	1	2	

Year 1 & 2 were busy making many organisations and businesses aware of the work of Stay Eat Do in the rural tourism arena such as:- news items and attendance at conferences

Hospitality - the Road to Recovery
Wednesday, 17th February 2021
10.00am-12.00pm

In a 2-hour pilot session for the hospitality sector, Business Wales is bringing together high-calibre industry experts, to offer free support and guidance to small and micro businesses in North Wales, as they look for the light at the end of the tunnel in these challenging times.

In this first 'taster' session, we will focus on the customer journey, shedding light on how customers make their decisions on where to go on holiday, the value of a staycation, why they might choose North Wales over other UK locations, and offering tips on how businesses can create and drive engagement with potential and previous clients.

We will show you how to identify and target your 'ideal' client, the value of booking platforms, and also the benefits and challenges in running your own direct booking platform, as well as looking at social media and how to use it best.

We will give tips on managing the customer experience from the initial engagement, query, booking process, and during their stay adding value through local knowledge and client-focussed opportunities.

Don't miss out - the session will be delivered by a panel of industry experts:
 Adrian Barsby – Barsby Associates
 Andrew Wallace Forfar – Visit Wales
 Jim Jones – North Wales Tourism
 Tansy Rogerson – Armadillo Events
 Karlos O'Neill – Superfast Business Wales
 Julie Masters – Chwydian Range Tourism Group
 Jayne Jones – Cymwain
 Melanie Cash – Melanie Cash Training
 Yvonne Jackson – Condor Hotels

Busnes | Business
Cymru | Wales

Dydd Mercher, 17eg Chwefror
10.00yb-12.00yp

Mewn sesiwn beilot 2 awr ar gyfer y sector lletygarwch, mae Busnes Cymru wedi trefnu dod ag arbenigwyr blaenlaw o'r diwydiant ynghyd i gynnal cefnogaeth ac arweiniad am ddim i fusnesau bach a maelro yng Ngogledd Cymru wrth iddynt chwilio am lygea'm o olau yn ystod y cyfnod henial hwn.

Yn y sesiwn 'blasu' cyntaf hwn, byddwn yn canolbwyntio ar Ddiw y Cwsmwr trwy ffrwy golwg ar sut mae cwsmeriaid yn gwneud y penderfyniad ar ble i fynd ar wyliau, gwerth gwyliau gartref, pam dewis Gogledd Cymru yn hytrach na lleoliadau eraill yn y DU a chynnig awgrymiadau ar sut y gall busnesau greu a sbarduno ymgysylltiad â darpar gleientiaid a chleientiaid blaenorol.

Byddwn yn dangos sut i adnabod a thargedu eich cleient 'delfrydol', gwerth asiantaethau teithio ar-lein yn ogystal ag edrych ar y buddion o'r heriau o reddeg eich platform archebu ymrogyrchol eich hun. Byddwn hefyd yn edrych ar y cyfngynnw cymeddrosol a sut orw i'w defnyddio.

Byddwn yn cynnig awgrymiadau ar realti taith y cwsmer o'r cyswllt cyntaf. I'r ymholiad ac archebu hyd at eu harhosiad, gan ychwanegu gwerth trwy wybodaeth leol a chyfluoedd sy'n canolbwyntio ar gleientiaid.

Peidiwch â choli allan - bydd y sesiwn yn cael ei chyflwyno gan banel o arbenigwyr y diwydiant:
 Adrian Barsby – Barsby Associates
 Andrew Wallace Forfar – Croeso Cymru
 Jim Jones – Twristiaeth Gogledd Cymru
 Tansy Rogerson – Armadillo Events
 Karlos O'Neill – Cyflynnu Cymru i Fusnesau
 Julie Masters – Chwydian Range Tourism Group
 Jayne Jones – Cymwain
 Melanie Cash – Melanie Cash Training
 Yvonne Jackson – Condor Hotels

I archebu eich lle, ffoniwch **01745 585025** neu anfonwch e-bost i northwales@businesswales.org.uk.

01745 585025
 busnescymru.llyw.cymru

European Union
 Cwmni Ddeddfedig
 Rhannu'r Ffordd
 2019-2024



Analysis by Key Performance Indicator. Project Promotion

Year 3 - Promotional Activities

- Built on year 1 & 2 working with CRTG newsletters (over 250 businesses circulated)
- Working with Business Wales and Visit Wales to show the work being done in rural hinterlands
- Working with AONB with ITV on Offa's Dyke programming
- Interviewed by ITV news identifying the problems that small businesses in the Pandemic





Project Promotion SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none">• Quickly became a recognised product and were invited to spread the word of collaboration• The preparatory work done pre pandemic, we were considered and approached to be involved in projects. When permissible we were able to engage effectively and support our partners• Worked efficiently with NE Wales website	<p>Weaknesses</p> <ul style="list-style-type: none">• Not being aware of the new Package Travel Regulations (PTR), which changed the vision.• Authorities not being able to give guidance in workable solutions for PTR.• Agreement made verbally with Go North Wales - was impossible for them to adhere to as they could potentially disadvantage their members
<p>Opportunities</p> <ul style="list-style-type: none">• To make a real difference to the area on a wider platform - with a large engaged database of small rural businesses• Still a need for support in preparation, delivery and promotion.	<p>Threats</p> <ul style="list-style-type: none">• A complete shut down of the project.• Businesses not understanding PTR and the criminal repercussion of breaching the regulations

Promotional activities also occurred through social media - Stay Eat Do shared the admin role on the CRTG Group page from Aug 2021 - all events have been advertised on that page - in that time numbers of members have increased by 100. Active viewers – over 550

The database of businesses has increased by almost 100 from 178- 272. SED is active in the newsletters from CRTG, sharing COVID and other information to those on that database



Analysis by Key Performance Indicator. Business Clusters

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
Business Cluster established and Itineraries Developed	4	4	4	3	4	6	13

Nov 2018 - April 2020

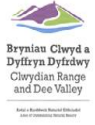
Initially, business clusters developed around particular themes - driven by individual businesses who wanted to collaborate:



Pilot Process – Groups Chosen from interested businesses



Spring Meeting 2019





Analysis by Key Performance Indicator. Business Clusters

Examples of Itineraries developing in early stages of the projects :



Example
Discover North East Wales through Artistic Horticulture

"Perhaps it was flowers that made me a painter" – Claude Monet
The Laundry/Porth y Dwr/Manorhaus (Accommodation) Sonia Hawes Artist



Example:- Arts – Chris Frost
Discovers skills in Home Crafts including Up cycling-

I hear and I forget, I see and I remember, I do and I understand – Confucius
Manorhaus (accommodation) and State of Distress (activity – with associates)



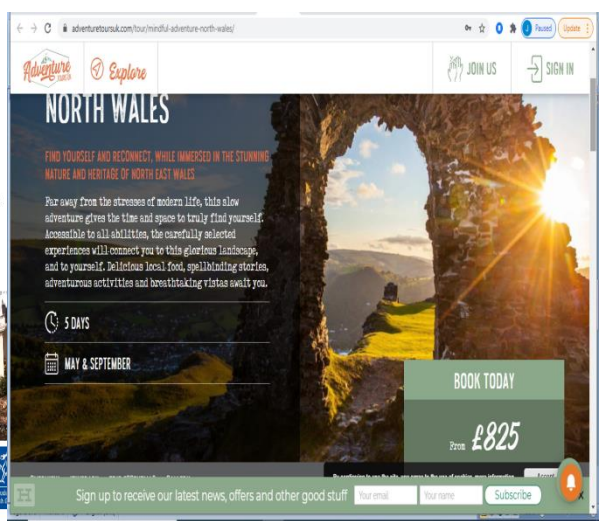
Adventure Tours UK worked with the Cluster Group for Mindful Adventuring (which fitted their market sector) - thereby covering Package Travel Insurances



Example- Dave Kelly Parkinson
Discover North East Wales through the Natural Elements

Adopt the pace of Nature, her secret is patience –Ralf Waldo Emerson

Old Mill/The Old Rectory (accommodation) Halkyn Castle Wood/Planetree (Activity)





Analysis by Key Performance Indicator. Business Clusters

Year 3 August 2020 - March 2021

Due to the difficulties arising from both COVID and the Package Travel Regulations (making it a criminal offence for businesses to work together to deliver packages without Financial Failure insurance) - we encouraged support, preparation for non lockdown periods and wider collaboration without formal packages being formed - with smaller Itineraries

- Zoom event - ready for trading post pandemic (summer 2020) - support grouping
- Networking event - Ruthin Castle: collaborative working between Castle Spa and small accommodation /activity providers.
- Curious Neighbours - small group of providers learning IT self videoing skills and allowing others to benchmark their businesses against the established offering
- AirBnB x3 events - creating small itineraries from a diverse group of businesses to develop a greater visitor offering
- Supporting the development of further itineraries through Adventure Tours UK - by helping recruit suitable tour guides for their bespoke tours (4 new business contacts made)



AirBnB Experiences - 5 businesses already on the platform (Way of Mindfulness; Theatre Clwyd; Plas Newydd; Wernog Woods; Mynydd Sleddogs) Several more in the pipeline



Business Clusters and Itineraries Developed

SWOT Analysis

Strengths

- Group of quality, enthusiastic businesses
- More experienced businesses happy to share their knowledge about operational issues
- Great opportunity to share product information and to get answers to minor operational issues
- Collaborative working between organisations ie County Councils, Welsh Gov and business
- A new local tour company wanting to work with clusters of local business
- Local small accommodation providers, facility and activity providers are ideal for secure Covid locations

Weaknesses

- Many of the businesses are at their capacity - apart from off season.
- Businesses' offering itineraries were not necessarily what the market wanted.
- Market would not necessarily pay the price that the clusters wanted - therefore the existing businesses happy to stick to their own business model
- Itinerary Market Research not particularly robust
- Too few activity providers for developing Itineraries
- Many of the activity providers are Over their working capacity - not wanting to expand their influence/change their business model

Opportunities

- For more businesses to enter the market.
- Build an even greater visitor interest in the area
- Bring younger people/new ideas into the sector
- Great location with untapped potential
- There are organised groups ie Food and Drink, for different tourism interests more effort needs to be made to enable joined up working, where at the moment it is ad hoc

Threats

- Larger organisations may come in to deliver visitor experiences where there are no local traders, or local traders are less visible
- Stop Start Covid response leads to businesses leaving the industry
- Lack of investment due to lack of income security
- Lack of innovation due to uncertainty of the market



Analysis by Key Performance Indicator. Business Clusters



Start your search



Become a host



[North Wales, United Kingdom](#) > [Wellness](#) > [Mindfulness](#) > [Meditation](#)

[Share](#) [Save](#)





Analysis by Key Performance Indicator. Stakeholder Engagement & SWOT

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
Stakeholders Engaged	5	5	0	0	0	0	5

Denbighshire, Flintshire, Wrexham County Councils, AONB, Flintshire Tourism Association, CRTG

<p>Strengths</p> <ul style="list-style-type: none"> ● Practical and strategic partners ● Denbighshire, Flintshire and Wxm County councils were committed and engaged in the Steering Group ● Flintshire Tourism Association involved in Steering Group 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Stop Start nature of the project made further part engagement seem unrealistic ● No representation from the Food community ● No representation from Activity providers representative -
<p>Opportunities</p> <ul style="list-style-type: none"> ● Stay Eat Do - has high level of awareness across strategic partners, (Visit Wales; Business Wales; North Wales Tourism Partnership) to start supporting them with information - gaining greater recognition ● Work strategically across North Wales, particularly to support NW Wales with limited knowledge of NE Wales 	<p>Threats</p> <ul style="list-style-type: none"> ● The work done to encourage collaborative working and encouraging engagement from new businesses in the area will be lost



Analysis by Key Performance Indicator. Business Support

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
No. participating businesses supported	15	16	15	21	10	29	66

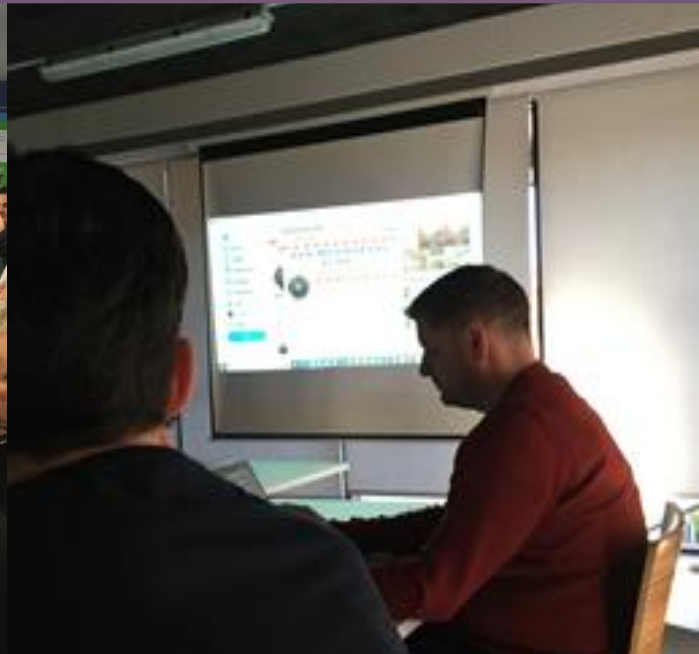
Businesses were only counted once in the whole project - regardless of the number of employees engaged - so there were many more periods of direct involvement

Support included

Cluster development	Google placement
Itinerary development	AirBnB Experiences x3
Market Knowledge	Self Video and promotion (Curious Neighbours)
Facebook Stories	Networking opportunities with larger organisations
instagram posting and Reels	Dealing with Covid preparations



Training and Networking





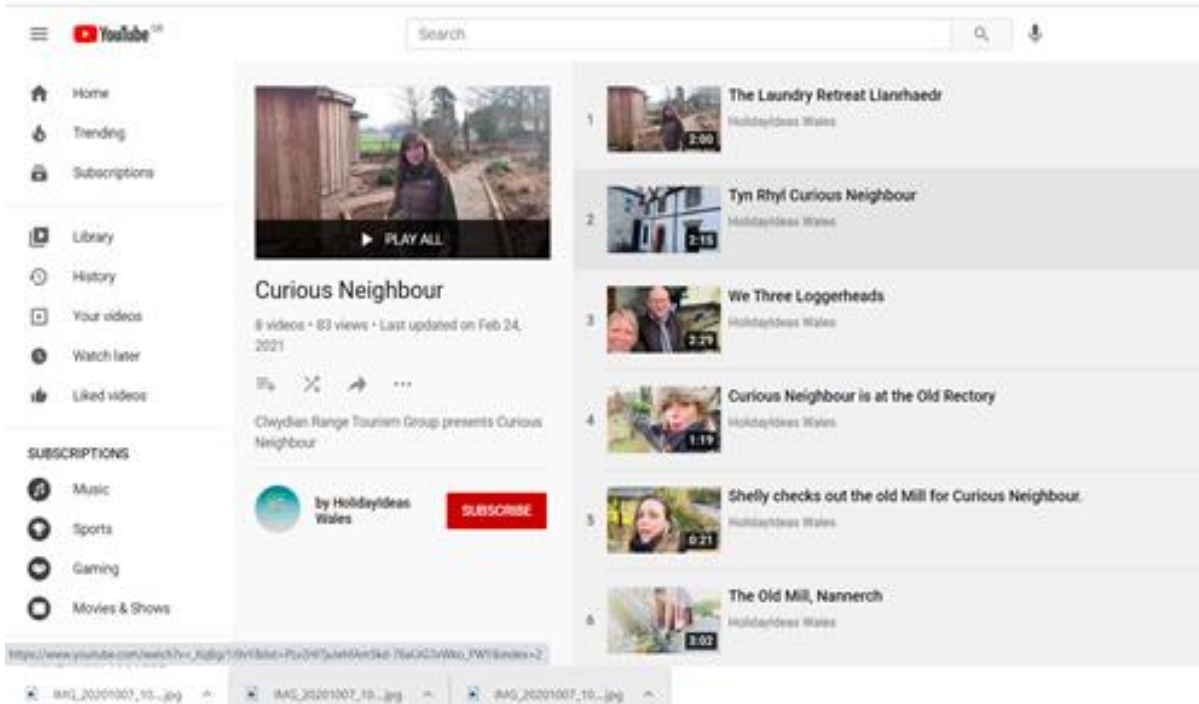
Training and Networking



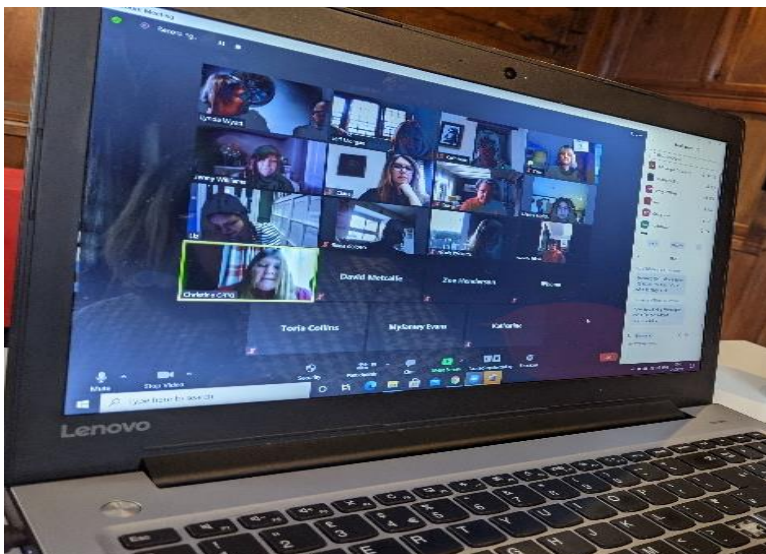


Analysis by Key Performance Indicator. Business Support

Curious Neighbours - Benching marking, supporting and learning from each other



8 businesses prepared video contact themselves to showcase practices - and answer general operational questions. They shared their experience in a zoom conference with another 15 businesses





Business Support SWOT Analysis

Strengths

- SED has Good knowledge of the businesses in the area
- Businesses actually met rather than just heard about each other - stronger base for doing business together
- Upskilled businesses
- Greater database meant greater accumulation of useful knowledge resource
- A proactive single point of contact, saving the business time - able to share business contacts and be an honest broker when introducing businesses to each other
- Good Social media reach
- Working effectively in conjunction with CRTG administration to deliver information and newsletters

Weaknesses

- Businesses need more intensive hand holding with skills ie IT /Marketing - their skills & time resources lie elsewhere
- Information needs to be at a time when the industry can access it - not at busy times
- There are many similar organised groups - for businesses wanting to network, offer is confusing and costly. Danger of battling for the same business could lead to dis-engaged businesses - organisations need clearly defined unique offering and business benefit.

Opportunities

- For CRTG to emphasise - unique Rural Small Sustainable Tourism Community in the area
- Business need more staff for change over and cleaning periods - need to grow the potential employee base
- A need to concentrate on "Experience" holidays for different groups. Experiences are a key trend after the pandemic
- Businesses need to have time to plan strategically to take advantage of the opportunities.
- The businesses need good information to make choices - delivered easily and practically

Threats

- Larger organisations realising the potential in the area moving to develop centres that dissolve the unique nature of the area
- Business Support is often concentrated in more Urban area - Rural businesses are more difficult to engage with and can be neglected



Analysis by Key Performance Indicator. Consumer Uptake

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
Consumer uptake of itineraries	80	0	160	0	240	0	0

This key performance was not achieved:-

- The project was unwilling to promote itineraries that were ostensibly in breach of the EU Package Travel Regulation/Linked Travel Arrangements and carried criminal charges. Financial Failure Insurance, a requirement under the regulations was not readily available to SME's and only with a substantial cost implication. The cost benefit analysis did not stack up for the initial cluster development for SME with limited accommodation.
- COVID lockdown meant that consumer activity was very limited for years 2 &3 – Key messages kept people away from Wales
- The AirBnB Experiences - which have been promoted as a way to build experiences to test new product development should deliver clients to the area and to several businesses in the area
- It is hoped that by April 2021 at least 8 businesses will have an itinerary showcased on the platform If each business was able to average 6 people per Itinerary it should take on average 10 half day events to reach this target. So hopefully by the end of Summer with a COVID free period this KPI should be met



Key messages



Peidiwch teithio. Am y tro.
Visit North East Wales. Later.



Visit Wales.
Later.

Please avoid all unnecessary travel
within Wales this weekend.
Following this advice will save lives.
#stayhome



Later.



Later.



Peidiwch teithio. Am y tro.
Visit North East Wales. Later.



Analysis by Key Performance Indicator. Reporting

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
Production of Reports as specified	4	4	4	5	5	5	14

2018-19

- Stay Eat Do progress report Nov- April;
- Assessment of Art & Adventure cluster groups (Survey Monkey)
- SDF AONB report
- Work programmes and gant chart

2020

- Stay Eat do progress report May 2020 (steering group details)
- Summary of PTR impacts and working practice
- Proposal for working with key influencers in the area/ Funding IT support for ATUK
- Assessment of IT Training
- Assessment of AirBnB workshops
- Review of SED Project April - April 2020

2020-2021

- Activity proposals for CRTG during COVID and post lockdown
- Stay Eat Do - alternatives for project progression
- End of year Report - Stay Eat Do Nov 2018- March 2021
- Business Wales - Resilience - The road to recovery
- Clocaenog WindFarm application



Analysis by Key Performance Indicator. Sustainable Solution

	Part Year 1 Nov 2018 – Apr 2019		Year 2 Apr 2019 – Apr 2020		Year 3 Aug 2020-March 2021		Actual Total
	Target	Actual	Target	Actual	Target	Actual	
Capacity and long term sustainable solutions	1	1	1	2	1	5	8

2018-2019

- Building Relationships between companies and Adventure Tours UK

2019 - 2020

- Build IT resilience of small businesses with understanding of Facebook, Twitter, Instagram Google location and scheduling,
- Brenig Networking event, request for annual gathering.

2020-2021

- Developing a working relationship with Snowdonia Active and AirBnB Experiences workshops - developing new products for AirBnB platform to promote North Wales
- Curious Neighbours
- Establishing links with Ruthin Castle
- Consultation with CRTG group to determine the way forward
- Initial working application to Clocaenog WindFarm