

“Destination Derby”

Visitor Economy Strategy 2011 – 2016



CONTENTS	Page
FOREWORD	3
1. INTRODUCTION TO VISITOR ECONOMY OF DERBY	5
Derby in Context	
City Centre	
Culture & the Arts	
Value of the Visitor Economy	
Visitor Services	
2. BASELINE ANALYSIS	10
Visitors to Derby	
Visitor Perceptions	
Competitor Analysis	
Customer Analysis	
Target (Visitor) Markets	
PESTLE Analysis	
SWOT Analysis	
3. STRATEGIC CONTEXT	17
National Visitor Strategy	
Sub-national (visitor) strategy delivery	
Partnerships in Derby	
Relationship with other Derby strategies	
4. VISITOR ECONOMY STRATEGY	19
Strategic Objectives	
Planned Outcomes	
Objective One: Enhancing Derby's identity for visitors	
Objective Two: Promoting new developments to improve Derby as a destination	
Objective Three: Improving the quality of the visitor experience	
APPENDIX 1: Draft Marketing Action Plan – Domestic market	26
APPENDIX 2: Evolution of the Visitor Economy Strategy	29

FOREWORD

The visitor economy in Derby supports many layers of businesses from the immediate industry (such as accommodation providers, attractions) to their supporting services. The City does not yet have a reputation as a leisure or business tourism destination and there is a significant opportunity for growth. To improve as a destination the city must promote a unique Derby identity and support developments that improve the visitor experience.

The demise of the RDA's and no apparent clarity on government funding for tourism has created a great deal of uncertainty around how the visitor economy will be managed going forward. However, with a new national government policy on tourism and a new marketing strategy from VisitEngland, together with the introduction of a new 'Derby Plan', the time is right to identify the best opportunity for Derby and tie it into the wider plans to take full benefit of opportunities as they emerge.

One such opportunity is the so-called 'staycation' trend, to take more, shorter breaks and in the UK. This trend opens up new opportunities for both established and potential destinations. Cities in particular are becoming increasingly attractive for domestic short breaks (of 1 night or more). Nearby cities of Nottingham and Sheffield each receive around 1 million annual over-night visits benefiting the city with an average spend of £60 pp per day. The same cities attract 201k (Nottingham) and 157k (Sheffield) business trips per year.

Derby hasn't traditionally been a destination for domestic visitors with no significant profile and a perceived weak offer. Recent developments have significantly improved the potential visitor offer with the result that the experience is now better than the perception. An increased choice of accommodation is available offering independent boutique experiences and the familiar, respected national chain hotels. Transportation to and around the city is much better and the city centre environment has been improved through a number of public realm projects. Derby's diverse local economy has bucked the national trends to withstand the recession.

The task now is to improve the perception of Derby's visitor offer, using a mix of marketing tools to suit different audiences. An improved range and quality of attractions and facilities will offer mutual benefits for visitors and residents – thus supporting Derby's Economic Strategy and the Derby Plan

The visitor economy in Derby currently delivers an annual spend of £280 million from 7 million visitors. (STEAM report 2009) There is considerable potential to improve the value of the visitor economy in Derby; hotels report low occupancy at weekends and the increased number of bed spaces available in the city opens up the opportunity to attract larger 'footloose' conferences and events. The visitor economy supports 4,272 jobs (STEAM report 2009). An increased number of leisure and business visitors would subsequently have a positive impact on employment figures, particularly entry point jobs where there is opportunity to progress and/ or learn transferable skills

Destination Derby – Visitor Economy Strategy 2011 – 2016

Developing the visitor economy is a complex task requiring partnership to manage the many sectors that support a healthy vibrant city. In such a challenging economy does this really need to be a priority? In fact, it is more important than ever that people want to live, work and visit Derby. Our city will only become a 'destination' if we work together to understand what we must protect, enhance and communicate that is uniquely Derby. By having a strategic plan for how we communicate the visitor opportunity in Derby, and by making sure we deliver on the opportunity, we can build a reputation that will have long term benefits.

The Visitor Economy Strategy has been developed in association with industry partners across the city and in particular the Derby Tourism Cluster Group. The purpose of this strategy is to maximise the opportunity to benefit Derby through the value of the visitor economy.

The strategy analyses the current tourism landscape in the city and identifies the potential visitor experience and the existing activity in promoting it, together with the current national and sub-national context. The strategy outlines three key strategic objectives for increasing the value of the Visitor Economy and the planned outcomes as a result of achieving these:

- 1 Enhance Derby's identity for visitors
- 2 Promoting new developments to improve Derby as a destination
- 3 Improving the quality of the visitor experience.



A handwritten signature in black ink that reads "Philip Hickson". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

Councillor Philip Hickson, Leader Derby City Council

June 2011

1. INTRODUCTION TO THE VISITOR ECONOMY OF DERBY

Derby in Context

Derby is a compact East Midlands city accessible from all parts of the country through an excellent rail and road network, with London St Pancras just a 91 minute journey away. The geographic location marks the city as a southern gateway to the Peak District National Park and Derbyshire countryside. The city itself boasts over 300 open spaces including England's first public park. It is situated in very close proximity to the cities of Nottingham and Leicester.

The River Derwent runs through the city but has not been a focal point for activity or development until very recently. The riverside setting of the 'Silk Mill' museum (site of the world's first factory) lies within the historic Cathedral Quarter (Business Improvement District) within the city centre and is the gateway to the UNESCO Derwent Valley Mills World Heritage Site (with a complementary Tourism Strategy and Brand). There is however, little or no interpretation to set Derby into the wider context or for a visitor to enjoy. The Silk Mill is outdated and will be closed for two years from March 2011 with a plan to develop as a visitor attraction supporting the main themes of the city.

Scratch the surface of modern Derby and you will find a number of exciting themes or stories around the Enlightenment Movement and Industrial transformation. This heritage has shaped the contemporary city and is doubtless one reason why the city has become home to some giants in the fields of manufacturing, engineering and technology such as Rolls Royce, Toyota, Bombardier and CitiGroup/Egg.

In addition, Derby has a flourishing creative industries sector comprised of small companies operating in both very traditional markets (Royal Crown Derby) through to cutting edge gaming technology. A famous incarnation of the industry in Derby is Lara Croft, giving rise to the naming of Lara Croft Way on the ring road network

Derby City Centre

Around £1billion of investment predominantly within the city centre has delivered many improvements, including new hotels, the creation of a new HQ for Derby College at the Derby Roundhouse, a visual arts centre and various public realm and highway improvements.

The Westfield Shopping Centre which opened in 2007 has around 25 million visitors per year. These are not counted as "visitors" by the Cambridge Model, as shopping is considered to take place within a 'normal' routine. However, the opening of the centre undoubtedly expanded and improved the retail offer and hence the reputation of Derby.

The development of the Cathedral Quarter character area as a Business Improvement District (BID) has balanced the retail offer and provides a quality, independent offer within a heritage area. The BID activity has increased awareness and helped to develop the area as a destination

Destination Derby – Visitor Economy Strategy 2011 – 2016

within the city. The current economic downturn has led to a high turnover with some empty shops but public realm improvements and regeneration projects, such as the re-modelling of Cathedral Green and the Morledge; grant aiding the improvement of building frontages and; introducing temporary art uses into vacant stores, have supported the area and helped attract quality retailers including designer brands.

A new BID around the St Peters area of the city is currently being developed and will become active should local retailer support be forthcoming. This should help to develop the area of the city between Westfield Derby and the Cathedral Quarter and provide encouragement for footfall to travel between the two areas.

The World Heritage Site status is a huge potential asset to the city as the southern gateway to the Derwent Valley Mills World Heritage Site. The riverside Silk Mill museum stands on the site of the world's first factory. A few miles upriver is the village of Darley Abbey and the Darley Abbey Mills complex with a Masterplan to preserve the buildings and encourage use that could be complimentary to the visitor offer. Potential development as one hub along the riverside corridor could benefit and bring benefits to the other hubs by encouraging traffic from one destination to another. There are plans to create a family audience, visitor attraction of national significance to tell the story set in the context of the wider valley and the significance on the world scene of Derby innovations. There is currently no way for the visitor to engage with the WHS in Derby (Silk Mill to be mothballed) however, the innovation, engineering creativity theme which supports the WHS accreditation is manifest throughout the city and transcends both the historical and the contemporary Derby picture.

Derby is a very green city with over 300 open spaces. The parks and gardens provide entertainment for large numbers of local residents and their families together with visiting friends and relatives. A number of the spaces have potential to attract wider audiences including the recently re-landscaped 'Cathedral Green' which is increasing in use as an outdoor cultural performance space. Derby Arboretum is the first public park in the UK and benefited from £6 million of investment a few years ago. There are links with the city heritage stories that can be explored to expand the unique themes of Derby for visitors.

Culture & the Arts

Derby has a developed cultural landscape with ambitious plans for developing events and festivals. There is a risk to fulfilling the plans as a result of funding cuts from most of the financing partners. The main festivals are as follows:

Festivals and events

- 1 Darley Park, the UK's largest outdoor classical concert and firework spectacular. Audiences of over 30K but mostly Derby/Derbyshire residents.
- 2 The annual Bonfire and Fireworks display attract an audience of 25K, the Christmas Lights switch-on 6K, The Big 1 @ Chaddesden Park 10K and the Caribbean Carnvial around 25K
- 3 Feste, festival of outdoor street theatre. (2011 will be the fifth year). Mostly local audience but with potential to develop as the Midland's

Destination Derby – Visitor Economy Strategy 2011 – 2016

largest festival of this type with internationally significant acts performing alongside local and community artists.

- 4 FORMAT Biennial. Could potentially be the most significant International photography festival. International audience.
- 5 In addition there is an active Jazz culture in the city producing a bi-annual (alternate with FORMAT) Jazz festival.
- 6 Winter and summer Real Ale festivals take place with multiple additional small festivals based at different Real Ale houses
- 7 An alternative festival culture is emerging in the form of Alt Fiction; Tattoo fest; Folk Festival; Mangan INDE (small independent theatre groups) Bonnie Prince Charlie re-enactment and the potential to develop a gaming festival.

Cinemas and theatres

There are 38 cinema screens within Derby. Most relevant to a visitor audience is art house cinema available at Quad film and exhibition centre (also home to the British Film Institute Archives). 12 screens can be found at Showcase in the Derby Westfield Centre including the Directors lounge.

Currently Derby LIVE is responsible for the production and presentation of theatre at Derby Theatre, the Assembly Rooms and Guildhall Theatre as well as site specific work. Derby LIVE receives Arts Council England funding to support its programme of produced theatre and recently Derby LIVE work has premiered at Derby Theatre and then transferred to London's West End. Derby LIVE also co-produces with high profile theatre companies in other major cities. From April 2012 the University of Derby will take on the programming of Derby Theatre including home produced work, however a bid to continue the city's Arts Council funding for produced theatre was unsuccessful and there is currently uncertainty as to the level and scope of produced theatre in Derby going forward.

The Assembly Rooms is also Derby's main music venue hosting a diverse and eclectic programme ranging from international symphony orchestras to world, folk, roots and jazz music.

The limited capacity of the Assembly Rooms means that Derby is unable to attract and host performances by many major popular artists. Elsewhere in the city the live music scene has been challenging recently with a number of venues closing.

The cultural offer in the city is restricted by the quality of the existing venue infrastructure which frustrates the programming ambitions of the organisation which run them and also means that proven market demand is left unsatisfied. Many of the existing venues are dated and require either replacement or significant investment to make them fit for purpose, allow them to compete with venues in similar sized or nearby cities and allow them to create and programme work which would draw audiences regionally, nationally and potentially internationally.

Museums, Exhibitions and performances

The three free museums available whilst home to some gems are very outdated. A museum review includes plans to refresh some of the existing presentations and to concentrate on highlighting the most significant collections. Plans include using the authentic Derby story of world class

innovation and technology to create a nationally significant visitor attraction potentially within the Silk Mill.

The new £50 million leisure strategy promises to deliver two large sporting ‘hubs’ including a 50m swimming pool together with a and a ‘multi sports arena’. The arena would hold a 250m indoor cycle race track and could potentially provide an events venue with seating capacity for 3 – 4000. This facility which would allow us to target and host a wider range of nationally significant events that we don’t currently have a suitable venue for.

Value of the Visitor Economy

Over 7 million people visit Derby annually (STEAM Report 2009) for leisure and business purposes. The value to Derby of the visitor economy is currently around £280 million each year (STEAM Report 2009). It is estimated that more of these visits are business related than the national average of two-thirds.

Visitors to the city can engage with authentic Derby stories/ themes through the following routes:

- 1 Derby Roundhouse at Derby College – via tours of the Roundhouse complex and the Railway Quarter.
- 2 Royal Crown Derby – tours of England’s oldest surviving bone china manufacturer, producing exclusively in Derby.
- 3 The Joseph Wright Collection – J Wright is an artist of international repute and significance particularly as the first painter to capture science through art and to portray the significant figures. The Derby Museum and Art Gallery is home to the largest collection of Wrights and this is recognised as a world class asset.
- 4 Derby is a Cathedral city. Bess of Hardwick’s tomb can be seen within it and tower climbs are available. A family of Peregrine Falcons nest in the tower.
- 5 Real Ale has developed as city strength with 3 microbreweries, 2 of which currently offer tours for groups or are made available as specific dates underwritten by Derby tourism. A trail based in the Real Ales Guide’s Best UK Pub Crawl is now available on-line and offers the opportunity to try unique locally produced Ales.
- 6 Derby is reputedly the most haunted city in the UK. Two ghost tours are available and an atmospheric experience can be had within the Old Gaol.

Some of these products are under-performing because of their presentation within a venue or location that needs considerable investment before it will generate valuable word of mouth publicity. Two of the most prominent examples of the low key nature of Derby’s potentially world class offer are:

- the Joseph Wright collection within the museum and art gallery and

Destination Derby – Visitor Economy Strategy 2011 – 2016

- the story of Derby leading the way in the industrial revolution and enlightenment movement – for example, being home to the world's first factory at the Silk Mill.

Furthermore, there is no *single* attraction that in itself promotes visits to Derby and the city does not have a reputation as a leisure tourism destination, with the result that occupancy rates and levels at weekends are generally poor. Considerable opportunity however, exists in the form of the city's central location and proximity to the Peak District (VisitEngland attract brand) and national, branded attractions. In addition there are a number of quality 'products' specific to Derby that have genuine interest and are unique to Derby. These are listed in the SWOT analysis to be found below.

Due to the ongoing investment in regeneration, the city has greatly increased the opportunity to develop as a city-break destination, a 'footloose' business tourism location and as a serious contender for hosting national events but Derby's reputation lags behind the current offer. And whilst the cityscape and infrastructure have improved substantially, the city still lacks any development bold enough to 'put it on the map' of city-breaks destinations.

Visitor Services

There has been a tourism team in the City of Derby for almost 20 years made up of tourism staff responsible for marketing promotions and TIC staff, providing an information service to visitors and residents. The Tourism Team within the Economic Regeneration Division seeks to maximise the value of the visitor economy to the city in support of the wider drive to create jobs and boost wealth.

The Tourism Team undertake the following activities:-

- 1 Information provision
- 2 Product development
- 3 Targeted marketing
- 4 Supporting the industry

In recent years the tourism team have assisted with developing and marketing the tourism product through partnership activity with the industry. Niche packages have been established within specific special interest markets – for instance: Real Ale, Football and Ghost Walks.

2. BASELINE ANALYSIS

Visitors to Derby

The following visitor analysis has been conducted for specific products using mosaic demographic analysis.

Table 1 – Derby Visitor Analysis

MOSAIC GROUP	Social Grade	Age	UK HOUSEHOLD		Derby - City Breaks Only 2009		Derby enquiries general		Finesse Hotels LMH_accomm postcodes	
			Number	Percent	Number	Percent	Number	Percent	Number	Percent
A Symbols of Success	AB	45-54	2,553,063	9.69	109	7.00	223	10.93	864	24.41
B Happy Families	BC1C2	25-44	2,765,961	10.50	222	14.26	215	10.54	388	10.96
C Suburban Comfort	BC1	45-64	3,933,490	14.93	227	14.58	430	21.08	455	12.86
D Ties of Community	C2D	25-44	4,353,707	16.52	269	17.28	343	16.81	317	8.96
E Urban Intelligence	ABC1	25-34	2,090,886	7.93	137	8.80	129	6.32	654	18.48
F Welfare Borderline	DE	25-34	1,709,157	6.49	111	7.13	67	3.28	92	2.60
G Municipal Dependency	DE	25-44	1,714,506	6.51	116	7.45	85	4.17	32	0.90
H Blue Collar Enterprise	C2DE	45-64	2,823,034	10.71	186	11.95	138	6.76	97	2.74
I Twilight Subsistence	E	65-84	938,571	3.56	37	2.38	56	2.75	35	0.99
J Grey Perspectives	C1C2D	65-84	2,088,135	7.92	77	4.95%	181	8.87	173	4.89
K Rural Isolation	BC1C2	45-54	1,380,780	5.24	57	3.66%	127	6.23	254	7.18
U Unclassified	N/A	N/A	0	0.00	9	0.58%	46	2.25	178	5.03
Total			26,351,290	100	1,557	100	2,040	100	3,539	100

Copyright Experian Ltd 2007 / Census output is Crown copyright and is reproduced with the permission of the Controller of HMSO

Visitor Perceptions

Up to date perception analysis is required. However, anecdotal evidence shows that the perception of Derby is out of synchronisation with the reality of the experience. Common statements from visiting trade, industry and media contacts reveal that the visitor experience delivered is better than the expectation.

Research conducted amongst visitors over a twenty year period shows what people value and enjoy about the city.

- 1 Accessible city – easy to get to from most areas of the country. 90 minutes from London.
- 2 Compact city – leave the car, arrive by bus or train and most of the ‘attractions’ are within walking distance.
- 3 Friendly city – easy to get around. The size of the city makes for a friendly, relaxed atmosphere.

Research is required to understand what the current perception is amongst our identified target markets.

Competitor Analysis

Sheffield as Northern Gateway to the Peak District and Derbyshire and new members of VPD&D as part of the VisitEngland attract brand – marketing themselves as City of the Peak. Sheffield is more mature as a destination and has a more developed visitor offer based primarily around sport, events and business tourism. However, they are very keen to be open and work with us to avoid duplication and to differentiate the two city offers.

Nottingham and Leicester are within close proximity and therefore have always been compared to Derby although these are both larger cities. Derby inevitably competes for regional day visitors based on retail, food and beverage and cultural experience. To compete we need to embrace and promote the benefits of being a compact city and recognise our unique attributes/character.

For a typically urban product offer in contrast to the rural prospect for people holidaying in Derby's and Peak District who require a wider food and beverage offer, retail or culture, other villages and market town could also be seen as competitors.

Other competitors may include:

- WHS – other WHS ‘hubs’.
- Other short break destination/ experience cities such as Birmingham, Chesterfield, Lincoln, Peterborough, Stratford-upon-Avon etc.
- Other festivals and events – competing for funding and for visitors.

Destination Derby – Visitor Economy Strategy 2011 – 2016

Target (Visitor) Markets

Target markets matched to the Derby visitor product, have yet to be identified.

Some research has been conducted amongst a limited number of attraction and accommodation providers asking them to identify target markets for future promotional work. To analyse things concisely, each were asked to work out percentages based on the following 4 markets:

1. Young/middle aged couples and families using Derby as a base to explore the area and enjoy the City ("Exploring Derby's Shire").
2. Holiday makers to the Peak District, South Derbyshire, Nottingham, Sherwood, National Forest, and UNESCO sites coming into Derby for a day or night ("Experience Derby by day" and "after dark").
3. Corporate, exhibitions
4. VFR and local residents ("visiting all on Derby's doorstep")

Table 2 – Potential Target Markets for Derby

	Target Markets:			
Venue:	1.	2.	3.	4.
<i>Attractions:</i>				
QUAD	30%	10%	20%	40%
Derby Museums	25%	10%	25%	40%
Derby Roundhouse	2.5%	2.5%	75%	20%
Derby LIVE (Assembly Rooms, Guildhall Theatre and Derby Theatre)	7.5%	2.5%	20%	70%
Westfield Derby	20%	20%	10%	50%
<i>Attractions sub-total</i>	<i>17%</i>	<i>9%</i>	<i>30%</i>	<i>44%</i>

Destination Derby – Visitor Economy Strategy 2011 – 2016

<i>Accommodation:</i>				
Ramada Encore	20%	20%	50%	10%
Hallmark Derby	50%	10%	40%	--
Cathedral Quarter Hotel	20%	10%	10%	60%
<i>Accommodation sub-total</i>	<i>30%</i>	<i>13.3%</i>	<i>33.3%</i>	<i>23.3%</i>
Attractions and Accommodation total	21%	10%	29%	40%

Macro - PESTLE analysis

Political

- Public spending cuts, nationally and within Derby, which could affect tourism resources
- Potential lack of understanding of the value of the visitor economy.

Economic

- Impact of the recession on spending/ taking short breaks
- Decline in the economy - slow down in development plans for the city
- Emergence of the 'Staycation' market
- Decline in business travel
- Rise in the VFR market, lower spend but increased opportunity

Social

- Aging population taking more breaks for longer
- Changes in consumer tastes/ popularity of one type of experience over another
- Increasingly consumers are looking for special offers, reductions, booking late to get deals

Technological

- Increased use of the Internet as a research and communication tool for consumers, including social networking and consumer reviews
- Expectations of the consumer for technology to be part of the delivery of an experience

Legal

- Implications of legislation and regulations. Package tour regulations, DDA compliance, insurance

Environmental

- Climate change – increased awareness of our carbon footprint yet difficulties surrounding the use of public transport

Micro – SWOT analysis

Strengths

- Regeneration of the city – better offer for the visitor
- Central location and accessibility - just 91 minutes from London St Pancras
- Proximity to branded attractions such as The Peak District, the National Forest, Chatsworth, Twycross Zoo and Alton Towers
- Compact and friendly, small enough to leave car and walk around yet close proximity to rural offer
- Variety of accommodation - from international brands to unique boutique experiences
- Existing, developed products - Ghosts, Real Ale, football, Derby Cathedral
- New products - Quad, Roundhouse tours etc
- Existing festivals - Feste FORMAT, Gleam, Darley Park Concert, Derby Jazz and niche festivals such as ALT fiction bringing people to Derby for the first time
- WHS status & heritage with strong underlying unique Derby stories and character districts (Cathedral Quarter)
- Local passion for Football team with high attendance/ quality stadium
- Over 300 Green spaces including the UK's first public park – Derby Arboretum
- Reputation for enterprise and engineering excellence, creativity and invention associated with world renowned brands - from Rolls Royce to Smith of Derby; Toyota to Royal Crown Derby etc
- 3 Museums and an Art Gallery (Joseph Wright etc.)
- Fine built heritage (inc Conservation Areas / Listed Buildings / NT properties etc)
- Westfield shopping centre (25 million visitors annually, not included in STEAM data)
- BMX and cycling facilities developing national recognition
- Produced theatre at Derby Theatre, cultural venues including Assembly Rooms and De`da
- University – design, computing and photography specialism's
- Computer gaming industry with international recognition – home of Lara Croft etc

- Rich cultural diversity / Normanton Road "experience"
- Local high quality food and drink product (inc real ale)

Weaknesses

- Outdated museum presentations
- Dated concert/ event venues means we lose out to other cities
- Lack of reputation as leisure or business tourism city
- No purpose built conference venue
- No nationally recognized or branded visitor attraction
- Lack of diversity in the evening economy offer
- Insufficient interpretation of the World Heritage Site status
- Difficulty in attracting 'events' to the city due to perceived lower footfall in the available spaces (significantly the market place)

Opportunities

- Increased bed stock and branded hotels can increase confidence and opportunity to bid for larger conferences and events
- Relatively undiscovered as a city break destination and increasing popularity of city breaks
- A blank canvas, more lack of awareness of what Derby has to offer than a negative perception to overcome
- Ambition for large footfall visitor attraction at the Silk Mill site, plans to develop the museum service
- Southern gateway to the Peak District (Peak District attract brand) and WHS
- Partnership opportunity with world renowned brands in the city; Rolls Royce, Toyota, Citibank
- Leisure strategy inc Velodrome and 50m swimming pool
- Ambition to bid for International and National events e.g. World Cup 2018
- Future regeneration plans in city centre (Regeneration Fund) & further development along the riverside
- New LEP with Derbyshire, Nottinghamshire and Nottingham
- Tourist Board plan for Derby "Slipstream Brand" as part of Peak District "Attract Brand"
- Ambition to develop Derby as a centre for gaming technology and associated festivals/events
- Darley Abbey Mills regeneration with offices, retail and cafes
- Recent focus upon improving the Evening Economy offer
- Ongoing investment in the public realm programme is set to improve the streetscape and overall appearance of the city centre
- Derby University attracting International Students, relationship with the Alumni, VFF (many students go on to live and work in Derby).
- Strong business community with loyalty to Derby.

Threats

- Budget cuts inc loss of East Midlands Tourism / emda funding and support
- Potential loss of Tourist Board or slimmed down if marketing funding cannot be identified
- Competition from other cities/ destinations
- Changing trends in taking domestic breaks and holidays

3. STRATEGIC CONTEXT

National Visitor Strategy

The recently released VisitEngland Action Plan has an overall objective to increase England's share of global visitors. The aims of the plan include the target to grow the value of tourism for England by 5% per annum and to proportionately increase UK residents tourism spend in England. The approach to delivering this will be to increase share of visits and to create more visits. Recognition is given to the fact that the current depressed economic situation gives rise to the opportunity for growth in domestic tourism – 'staycation' It also advises that 'consumer trends that can be harnessed' include an appetite for authentic experiences – to really discover what makes a place different and understand why. 7 possible 'themes' are suggested amongst which 'heritage' and 'cities' are obvious opportunities for Derby. Key 'attract' brands will be promoted and one such is the Peak District. This provides another opportunity for Derby to benefit from attract and dispersal activity associated with this brand.

Sub National (Visitor) Strategy Delivery

With the recent change of national government, regional structures are in the process of disappearing in favour of Local Economic Partnerships. The strategic focus and streamed funding provided by East Midlands Tourism as the industry advisor for the East Midlands Development Agency will be replaced by the agenda of the Derby, Derbyshire, Nottingham, Nottinghamshire (D2N2) partnership. With no dedicated employees the partnership exists as a board made up of senior private and public sector business representatives. The board will advise on funding through the new 'Regional Growth Fund' and have already stated their interest in tourism as an economic driver.

Creating a demand for leisure tourism in the region is the remit of the local Destination Management Partnership (DMP); Visit Peak District and Derbyshire. The DMP core costs have been funded by local authority partners whilst funding for marketing campaigns came from bids into East Midlands Tourism, an arm of the Regional Development Agency (RDA). A change in government sees the replacement of the RDA's with Local Economic Partnerships (LEP's). Tourism marketing for the region and development of Derby as a tourism destination in particular, must bid into appropriate funds for tourism marketing campaigns beyond the baseline activity.

Whilst many DMO's are disappearing under this new regime, Visit Peak District and Derbyshire have strengthened their position through an approach to the tourism governing body VisitEngland with the objective of being represented as a 'Destination of Distinction' attract brand. The Peak District has been accepted as a pilot attract brand - the full implications of which are yet to be established. It has however, become apparent that previous boundaries will be irrelevant and the brand will encompass new partners, Cheshire, Staffordshire and Sheffield, all of whom have some part of their region within the Peak District boundary.

For the first time another city - Sheffield will be represented within the Peak District and Derbyshire partnership. Sheffield is more developed as

Destination Derby – Visitor Economy Strategy 2011 – 2016

a destination. The city has been quick to take full advantage of the opportunity that the new VPD partnership has afforded, branding themselves as 'City of the Peaks'. The nearby city of Nottingham has also been recognised as an attract brand and as a large city it is represented through the 'core' cities group. Nottingham is also represented in the same LEP area as Derby.

Derby must position itself according to its own specific USP's rather than trying to compete.

The Peak District attract brand will be managed by the Derbyshire Tourist Board (VPD&D). The VPD&D plan is to represent Derby as a 'slipstream brand' with a specific Destination Derby campaign. However, for any campaign to be delivered successfully, Derby must first have a strategic vision for building the destination and benefiting from the visitor economy.

Partnerships in Derby

Established in 2009, The Derby Tourism Cluster is a group of industry representatives across the sectors co-ordinated by Derby City Council. The purpose of the group is to give a steer to the tourism team on developing the visitor economy.

In 2010 the tourism cluster group supported a plan to invite a place-branding specialist to run a facilitated workshop with industry representatives across the public and private sector and produce a report collating the findings as a basis for the strategic vision for *Destination Derby*.

The group give a strategic steer on developments in the visitor economy and advise on tactical activity to achieve the strategic objectives

Relationship with other Derby Strategies

The Visitor Economy Strategy has been prepared within the context of the Derby Economic Strategy 2011-16, which is the economic development component of the Derby Plan.

The Economic Strategy identifies the importance of attracting more visitors, for longer periods to the city as well as the need to better utilise World Heritage Site status and heritage assets as drivers of the economy. It therefore includes the following objective to help realise the desired Derby Plan outcome of *more use of shopping, leisure and visitor facilities*:

"Realising City Centre, district centres, heritage and tourism assets"

4. VISITOR ECONOMY STRATEGY

Strategic Objectives

The Visitor Economy Strategy for Derby is a dynamic document that will need to react to the changing environment. The over-arching goal is to increase the number of day and evening visitors and assist industry to benefit from the visitor economy will remain constant but many of the tactics and campaigns will need to reflect current circumstances.

The objectives of this strategy are:

- 1. Enhancing Derby's identity for visitors - by communicating authentic, unique stories and themes.**
- 2. Promoting new developments to improve Derby as a destination .**
- 3. Improving the quality of the visitor experience.**

Planned Outcomes

Planned outcomes of this strategy are that by 2016 (compared with 2010) there will be:

- A 10% increase in the number of day visitors.
- A 5% increase in the number of staying visitors.
- A 10% increase in visitor spend.
- A wider awareness and reputation of Derby as a short-break destination.
- A wider range of quality things to do and associated visitor economy related products available.

Objective One: Enhancing Derby's Identity For Visitors

To develop as a "destination" a city needs to cultivate and communicate its own unique identity based on authentic themes or stories that describe what is unique and special about the place and the people.

"People who haven't visited but could be persuaded... are not against visiting but you just haven't given them a compelling reason to do so". *A Destination Guide to building and Aligning your brand*, David Phillips for DPUK.

"Towns and cities...need to find their own distinctive solutions, should be bold in doing so and should always keep their distinctive culture at the forefront". *Place Shaping in Towns and Cities*, Locum Consulting

Derby has some unique themes and stories around the enlightenment period and industrial transformation. These are authentic as part of Derby's heritage and are meaningful to Derby in a unique way whilst also being relevant on an international scale - for example, WHS, Joseph Wright, engineering giants and gaming technology. They are both educational and interesting with opportunities for exciting interpretation to be attractive to a number of markets. It is fitting then that that these themes be used to develop a vision and strategy for Derby. These stories create a platform for an inspiring experience. From the stories, tourism partners can develop the messages to be taken to market and the potential market segments to target.

To interpret Derby's competitive edge and unique selling points by promoting the city across a range of marketing tools as:

- 1 "Great Place" – promoting the city as a place to visit for the leisure tourism market for staying visitors and day/ evening visitors, based on Derby's unique themes and stories and also on Derby's city offer
- 2 "Great Base" – from which to visit the surrounding area and attractions (central position and ease of access) predominantly for staying visitors.
- 3 "Great Space" - concentrating on the business tourism opportunity through promotion of the city for conferences and major business events.

Derby is a Great Place... For day visitors or staying visitors.

This theme builds on the distinctive elements of the city's tourism product - a variety of products and experiences based on culture - festivals/arts/events, and heritage (built, arts and social). It will emphasize that the city offers a great choice of places to eat and drink and a balanced retail offer, supported by a very good range (budget to boutique) and quality of city-based serviced accommodation.

The opportunities:

- 1 Maximise opportunities for day/evening urban visits as part of a longer rural 'staying' visit (Peak District, National Forest, etc)
- 2 Encourage potential targeted visitors to consider Derby as an 'untried' destination for a city short break (mid-week and/or weekend) -

Destination Derby – Visitor Economy Strategy 2011 – 2016

includes marketing to current Peak District visitors.

3 Attract regional day visitors through unique festivals, arts events, compact but diverse retail offer, etc.

Derby is a Great Base... For staying visitors

This theme will focus on highlighting the extremely wide range of facilities, attractions and interests within the city and within short reach of the city. Derby's central location within easy proximity to well established tourist attractions and sites will be drawn out. Making Derby a base will also refer to the benefits of the urban offer with a choice of accommodation, cultural activity, entertainment and an international dining choice. Furthermore, as marketing and the visitor product develops, Derby will be increasingly presented as a base from which to explore the World Heritage Site.

Derby is a Great Space...For business visits

Business tourism is brought to the city as a natural consequence of being home to the aforementioned large organisations. The weekday occupancy of Derby's hotels is based on the established business traffic, Monday – Thursday. However, since the bed stock in the city has increased by around 50 % in recent years, the existing business is being shared around more hotels. This issue is being addressed in part through a re-positioning and increased activity of the local conference bureau - Conference Derbyshire.

Conference Derbyshire is a free event finding service that matches the requirements of conference and event organisers with appropriate venues. The organisation is currently hosted by the Visit Peak District and Derbyshire Tourist Board and is funded by membership and by commission paid by the venues following successful placement of business. Limited resources mean that marketing activity is basic in a very competitive environment. Business leaders in the city are being encouraged to recommend Derby as a potential host city for their own networks. The City Council's Visitor Services Development Manager sits on both the board and the marketing panel.

Further details about proposed marketing activities are listed in Appendix 1.

Creative Interpretation

Currently Derby is marketed using the following tools and partnerships:

- On-line, through the Visit Derby web-site.
- Through marketing publications; the main tool being the Derby Essentials Guide produced in partnership with Marketing Derby and Westfield Derby and distributed to accommodation providers and tourism related industry providers in Derby and Derbyshire and through motorway networks connecting to Derby
- Pro-active tourism PR amongst the travel print media both directly and through national tourist board PR executives. Many of these are followed up by journalist visits which result in regional and national press coverage
- Attract and disperse marketing through the regional tourist board - Visit Peak District and Derbyshire
- The visitor information service.

Work has taken place to creatively interpret the messages behind the Great Place - Great Base - Great Place themes for use in tactical marketing promotions. Developed in partnership with members of the Derby Tourism Cluster, the Orrery structure has been identified as a visual image that is both part of the Derby story (Joseph Wright and Enlightenment) and also a flexible vehicle that can be used to promote Base and Place and also particular campaigns

The Orrery visual has been developed with basic brand guidelines and potential uses across promotional tools.

http://www.visitderby.co.uk/files/discover_derby_brand_guidelines.pdf

Affiliation with the Peak District & Derbyshire Tourist Board

The Tourist Board, Visit Peak District and Derbyshire, are proposing to present Derby as a 'slip-stream brand' to the Peak District attract brand. A specific Destination Derby campaign is to be developed with the possibility of funding from the Peak District attract brand and /or bidding into tourism funding through the D2N2 Local Enterprise Partnership (Derby/ shire and Nottingham/ shire).

The Destination Derby campaign will use the Great Place, Great Base strategy and the Orrery visuals to attract target markets.

The strategy for benefiting the Derbyshire tourism industry through the Peak District attract brand status is 'Attract and Disperse' and various tools are being developed to enable this. Derby will be presented as a Great Place for day visits and short breaks and a Great Base within the dispersal activity.

Other Initiatives

The following initiatives are also to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. With an ever increasing number of people accessing information on-line, the tourism service needs to develop on-line mechanisms to reach and attract visitors - by 2012 it is estimated that 50% of all mobile phones sold will be smart phones. Various forms of social networking are used widely by destinations in their marketing activity and Derby needs to move fast to keep pace. Consumer to consumer recommendation becomes increasingly important. In this environment it is vital that destination marketing keep pace with consumer trends.

"England's tourism industry must be at the forefront of technology and optimizing its ever- increasing sophistication to deliver messages and information of value to potential visitors, in shaping their decisions... in building loyalty and keeping pace with fast changing consumer trends" *England A Strategic Framework for tourism 2010-2020.*

The current visit derby website is performing well but needs to keep in touch with new trends in accessing information on-line. The

Visitor Economy Strategy is supported by an electronic marketing strategy with actions and timescales. Research shows that some markets still prefer a hard copy publication. In addition, there are advantages to having a marketing tool available in venues where people are relaxing, killing time, may not have access to on-line tools. This sort of publication is increasingly used as a motivational piece of print rather than an information tool. Particularly where a destination has a lack of awareness, a piece of print, using vibrant imagery to create an impression, continues to be an important marketing tool relevant for Derby.

2. It is important for Derby to improve perception and raise expectations to be competitive with other city destinations. Effective targeted PR and appropriately targeted relationship marketing can achieve this aim and Derby must continue to invest in these activities. The Visitor Information Service must develop in line with changing consumer demands, providing information where, when and how it will be most effective for instance by undertaking cost effective campaigns at East Midlands Airport and the main train stations serving Derby.

Objective Two: Promoting New Developments to Improve Derby as A Destination

"Any progressive city or town should be constantly thinking about how it can add to the quality and range of its attractions", Place Shaping in Towns and Cities, Locum Consulting

The aim should always be to create an environment that is exceptionally attractive for people to live and work in as well as to visit. In particular, various studies have shown that a city centre should be a recreational hub, where people want to dwell and socialize. Whilst the city has a greatly improved visitor infrastructure and there have been notable improvements to the public realm in the city centre, the cultural offer, and to accessibility around the city, there is still room for improvement. Wider stakeholder groups that influence the strategic planning across the city need to be engaged in creating a visitor friendly focus that maximizes on the opportunity created by Derby's unique features, themes and stories.

Whilst we have a great heritage in assets like the first factory; the World Heritage site; the Joseph Wright collection, there is currently very little interpretation to attract and engage visitors. A high level, combined ambition to create a world class attraction at the southern gateway to the World Heritage Site would create an anchor for attracting both day and short break visitors. Similar support at a high level would help to remove some barriers to a wider visitor economy view of place shaping in Derby.

The following initiatives are therefore to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. Identify where there may be gaps in the product mix that we are providing visitors and also in the segments of visitors we are aspiring to attract.
2. Derby has a developing £50 million leisure strategy which will deliver a 50 meter swimming pool and a multi-sport event venue.

Support the delivery of this strategy in partnership, by helping to communicate, target and attract events that will maximize the use of the facilities.

3. Work with partnerships to maximize the potential of existing festivals, so that they attract more people to stay longer and spend more; having a positive effect on Derby's reputation. Investigate and support the growth of new festivals and events that will increase and improve Derby's visitor offer. Identify and bid to attract potential events to the city
4. Work with providers to help them identify ways to increase, improve or diversify their visitor offer to encourage repeat visits, new business and word of mouth recommendation.
5. Support inward investment to target and attract businesses that will strengthen the destination offer.

Objective Three: Improving the Quality of the Visitor Experience

"The most popular places to visit are those that mix a large variety of ingredients into great experiences...Ultimately people enjoy living in, working in and visiting towns and cities that are, in simple terms, "nice" places." *Place Shaping in Towns and Cities*, Locum consulting

"Destinations that are well managed will be more likely to generate wise growth in their visitor economy and more likely to get the most - in terms of long term additional income and jobs - from that growth".

Best Practice in Destination Management Action Plan (Draft), England a Strategic Action Plan for Tourism 2010- 2020

To be perceived as a 'nice' place and thereby encourage existing visitors to recommend the city and to build reputation through Word of Mouth publicity, Derby should be:

- attractive,
- clean
- safe and perceived as safe
- easy to access and navigate around.

In addition it should strive to constantly improve the attractions, events and facilities on offer to visitors.

The following initiatives are therefore to be prioritized by the City Council's Tourism Team and partners with a stake in the visitor economy:

1. There should be activity to improve local awareness and customer care skills amongst FOH/ service industry staff

2. Work in partnership to deliver safe, attractive and clean gateways including car parks, rail and bus stations.
3. Build relationships to improve reporting and action on street drinking, beggars and anti-social behavior and support the provision of welfare services such as street wardens and taxi-marshals
4. Provide positive media stories to manage reputation in relation to perceived lack of safety.
5. Work in partnership to address issues and deliver the evening economy plan. Work to develop a more diverse early evening economy with integration across sectors to target appropriate markets.
6. Deliver effective signposting to ensure easy navigation across the city via the Wayfinding strategy and support visitor friendly signposting to the city and its attractions.
7. Support the delivery of attractive Public Realm improvements that will enhance the visitor experience.
8. Manage the delivery of a quality agenda for accommodation, food and beverage, attractions and events, providing advice and support on quality delivery and quality assessment programmes. Where appropriate deliver quality awards schemes to raise ambition locally.
9. Provide advice and sign-post to training tools that will improve the quality of the visitor experience. Concentrate on customer care awareness and enhanced local knowledge for 'front of house' staff from taxi-drivers to hotel receptionists and retail assistants
10. Assist established attractions by providing visitor feedback to encourage continuous improvement; assisting with signage, packaging and marketing through the city marketing tools. Assist new providers through partnership support, connections, advice and marketing tools
11. Create ways to engage with Derby's unique stories and themes by supporting or delivering trails and tours with accurate and up to date information
12. Support the development and communication of 'blocks' or 'zones' where there will be a 'consistency of experience', so that people who enjoy 'this type of thing' or who share similar characteristics (Arkenford profiling) will be attracted to and converge. This could be through the existing and developing Business Improvement Districts but also in a wider context.
13. Actively target and encourage the 'visiting friends and relatives market' by providing timely information and special offers.

APPENDIX 1: Draft Marketing Action Plan – Domestic Market

Target Markets	Goal	Actions	Performance Indicator
Day visitors	Increase numbers of day visitors by 10% by 2016 (by promoting Derby as a Great Place for day/ evening visitors)	<ol style="list-style-type: none"> 1. Provide accurate information on attractions activities and events via visit derby web-site 2. Create and deliver on electronic marketing plan 3. Build database and produce quarterly consumer e-shot 4. Deliver and distribute in partnership, the Derby Essentials Guide both hard copy and on-line as a PDF 5. Attend 1 consumer show 6. Get information on Derby product in partner publications/ e-shots (particular emphasis on Peak District) 7. Raise awareness of industry so that they recommend Derby to staying visitors 8. Create suggested itineraries/ campaign pages for day visits aimed at targeted markets 9. Assist in producing product specific literature 10. Maximize visitor spend in the city's hotels and eating out venues. 	<ol style="list-style-type: none"> 1. Increase visitors to web/site to 12,000 per month by 2012 2. Refresh web-site with new campaigns on monthly basis, based on unique events (e.g. Titanic, Destination Derby and calendar events (e.g. mother's day/ Easter etc). No of Social media friends and followers to increase by 10% each month for each profile. Number of in-bound links to reach 2000 by 2012 Number of mobile web users to increase by 50% Develop web-site in line with identified priorities 3. Increase database to 3000 contacts by 2012 Opening rate of e-shot to reach 7% 4. To achieve 100 downloads of Derby Essentials online PDF each month. 6. Aim for Derby content in 4 partner publications Achieve content in 4 partner industry e-shots per year 7. Organise or participate in 1 industry familiarisation visit per year. Communicate events info and updates through monthly e-mail 8. Achieve 50 visitors to the itineraries location online and aim for 20 downloads each month. 10. Increase visitor spend by 5% per year, measured through tourism and TIC research.

Destination Derby – Visitor Economy Strategy 2011 – 2016

		11. Work with Visit Peak District and Derbyshire on a specific Destination Derby campaign	11. Achieve an ROI of 25:1 (tbc)
Staying visitors	Increase the number of staying visitors by 10 % by 2016	12. Promote accredited accommodation providers on-line and in publications 13. Create bookability from visit derby by directing through relevant booking agents or by directing to providers website 14. Arrange rates to correspond with key events and publicize on-line 15. Promote special offers to increase motivation	12. Achieve average of 2,500 visitors to accommodation pages online pre month 13. Identify a measure for actual bookings via visiderby that is trackable. 14. Achieve rates/ negotiated deals for each campaign throughout the year 15. Achieve average of 1,200 visitors to special offer pages. Collect data from accommodation providers and aim to achieve 8 new contacts from special offer redemptions each month
Demographics/ segments?		16. Promote awareness of attractions/ product within easy access to Derby 17. Promote Derby to Group organizers 18. Promote events and festivals in Derby/ assist with marketing/ city dressing and present as a short break or overnight opportunity 19. Work with Visit Peak District and Derbyshire on a specific Destination Derby campaign	16. Achieve average of 2,000 visitors to attraction pages online per month 17. Arrange 1 Group familiarisation visit to Derby per year 18. Increased opportunities to promote city events 19. Achieve ROI of 25:1 (tbc)
	Increase business tourism visitors by achieving 3 new events per year (by promoting Derby as a Great Space for conferences and events.)	20. Work in partnership with Conference Derbyshire and influence through participation on board and strategic marketing group 21. Work in partnership to deliver business tourism ambassadors event 22. Participate in 2 business tourism familiarisation visits per year	20. Derby content on CD web-site Achieve 10 conference/ meeting enquiries for Derby per year 21. Achieve 3 number of business recommendations p/a 22. Show round 20 agents or organizers p/a
	Increase visitor spend	23. Increase awareness of Derby products	24. identify appropriate measure - Steam Data or

Destination Derby – Visitor Economy Strategy 2011 – 2016

by 10 % by 2016

	24. Increase numbers at events and attractions	new VE tracker research 24. Increase number of visitors into the TIC Increase number of spots to pick up Derby literature around Derby/shire Increase Increase Increase no of tickets sold at TIC and on-line 25. Achieve £200k of PR publicity value
Increase awareness of Derby/ Improve Derby's reputation through pro-active positive PR	25. Continue to use professional PR service to maximize opportunities through established tourism contacts and relationships. 26. Work with PR agency to produce regular newsworthy and timely stories 27. Encourage and deliver informative and entertaining PR familiarisation visits	26. Achieve positive content in 2 National and 2 Regional Newspapers annually (including on-line) Plus content in 4 on-line information providers 27. Achieve 4 PR fam visits annually
Increase the number of quality tourism products available by supporting suppliers or delivering content	28. Continue to deliver Roundhouse tours 29. Promote and deliver other city tours 30. Support the development of specific areas as developing destinations/ products within Derby	28. Achieve 1000 ticket sales per year 29. Deliver 1 new tours per year with ticket sales of 500 in first year 30. Work with 3 partnerships to deliver additional tourism product

Appendix 2 - Evolution of the Visitor Economy Strategy

Established in 2009, The Derby Tourism Cluster is a group of industry representatives across the sectors co-ordinated by Derby City Council. The purpose of the group is to give a steer to the tourism team on developing the visitor economy.

In 2010 the tourism cluster group supported a plan to invite a place-branding specialist to run a facilitated workshop with industry representatives across the public and private sector and produce a report collating the findings as a basis for the strategic vision for *Destination Derby*.

The Purpose of this Workshop was to:

- 1 Draw out coherent links to the city's values, heritage and future direction to underpin developing vision and strategic approach to *Destination Derby*
- 2 Achieve consensus about a handful of stories or messages that interpret the unique and special products for the promotion of *Destination Derby* through various packages and channels
- 3 Identify the main promotional channels to optimise the delivery and success of *Destination Derby*.

Messages

The messages that were developed through the workshop were as follows:

- "Melting pot" Derby is not about one thing, it has 'ingredients' for lots of experiences – embrace instead of trying to contain.
- Enlightenment - 'Ambition, Innovation and Inspiration' Where Art and Science come together. At the 'Cutting Edge' throughout generations of emerging ideas.
- Great Place / Great Base – a fantastic, compact City. A great base for visiting some of the UK's unique tourist sites e.g. Alton Towers, Chatsworth House and Sherwood Forest.
- Chic in Peak' for the sophisticated/ boutique, quality offer aimed at a sophisticated audience.

At a meeting of the tourism cluster in September 2010, the group received a presentation on the report presented by Lloyd Northover and subsequently decided that some or all of these messages could potentially be adopted as the key message for the Visitor Economy Strategy.

Creative interpretations

The next process in delivering the strategic vision for Destination Derby was to translate the messages into creative interpretations; and explore how these could be taken to market visually and what tools could potentially be used to attract identified audiences.

The Tourism Cluster advised that local creative agencies should be given the opportunity to tender for creative interpretation with particular emphasis on aspects which were 'distinctively Derby'

The aim of the creative concepts would be to:

- Generate interest in the city's specific events and opportunities
- Raise awareness of the general profile of Derby as a location to visit.
- Increase traffic to visitderby.co.uk and associated sites.
- Provide a 'call to action' to visit the city/ website and book accommodation.

Design concepts together with examples of practical applications were requested.

As a result of the brief and presentations, design agency 'Origination' were requested to further work up an idea based on the use of the Orrery as a vehicle for the Great Place, Great Base message. Initial designs were taken to a number of members of the Tourism Cluster group and then to the Tourism Cluster meeting on 25th November 2010, who agreed that the visual use of the Orrery as a creative interpretation was:

1. Distinctively Derby.
2. Supported the key themes/ messages that had been identified,
3. Would be a flexible vehicle to promote Derby in general and specific products as appropriate.

The visitor economy strategy will be to use the Orrery visual interpretation and deliver authentic stories about the City of Derby within the 'Great Place, Great Base' message to identify targeted audiences who will respond to the products that are available within the city.