



SME Toolkit

Exercises

www.spot-lit.eu

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Purpose of this this Toolkit

The Northern Periphery and Arctic area of the European Union (NPA) is home to a range of models of excellence in literary tourism. It incorporates two UNESCO Cities of Literature in Edinburgh, Scotland and Reykjavik, Iceland and is home to multiple literary icons and Nobel Laureates across multiple NPA country profiles. The borderland regions of Ireland and Northern Ireland have strong literary tourism assets, linked by people and place and spanning both urban and peripheral areas and in Dumfries and Galloway literary tourism acts as a driver for regeneration and economic prosperity.

This Toolkit is intended to provide a comprehensive guide for participants of the Spot-lit SME engagement programme¹; to aid development of literary tourism and tourism-related enterprises in the NPA. It has been designed with you the owner/manager of the SME in mind; to take practical steps to develop literary tourism business concepts, identify areas for collaboration and innovation, and maximise awareness to tourists and relevant stakeholders, ensuring a sustainable literary tourism business model which will enhance the literary tourism assets in the NPA region over time.

How to use the Toolkit

The Toolkit is intended to be used as a resource which supports the Spot-lit SME engagement programme. It provides information, exercises, checklists and examples of good practice in literary tourism development within the NPA region, to help you to build sustainable business models for LT in your destination.

This is provided via a step-by-step approach to:

- **Understanding the LT and cultural tourism landscape.**
- **Understanding the key challenges facing new business development for literary tourism.**
- **Developing a strategy to sustain your business idea.**
- **Understanding visitor motivations**
- **Developing innovative LT products/services/experiential offers which take consideration of visitor expectations.**
- **Integrating new products and services into the local and national tourism infrastructure.**
- **Maximising your potential to reach new audiences/markets.**
- **Creating partnerships and alliances with other cultural / LT providers and the wider tourism sector locally, nationally and internationally across the NPA.**
- **Evaluating your business success.**

¹ The Spot=lit SME Engagement Programme is a programme designed to assist micro, small and medium sized enterprises develop new approaches to literary tourism across the NPA region. Where micro enterprises are those with up to 10 employees and SMEs are those with 10 – 250 employees.

About Spot-lit

Spot-lit aims to grow the literary tourism sector in the NPA region by supporting the organisations and businesses in this culturally rich region to grow, collaborate and better engage audiences together. The project will run from October 2018 until September 2021. Spot-lit will enhance the capacity of the Literary Tourism sector in the NPA by:

- ✓ Developing new Literary Tourism assets which respond to emerging literary and cultural consumer needs.
- ✓ Optimising shared learning and evidence of successful approaches to literary tourism development from mature city markets and best practice models, towards realising literary tourism development potential in peripheral areas.
- ✓ Demonstrating the greater economic impact of an integrated cultural tourism product over projects developed in national isolation.
- ✓ Developing a framework for involvement of SMEs in realising literary tourism development potential.
- ✓ Maximising potential for inter-connectivity in the region through thematic place-based responses to literary tourism.
- ✓ Developing a shared narrative for literary tourism and inclusion of literary tourism in the wider tourism policy agenda and in tourism promotion.
- ✓ Addressing the need for shared development and marketing of existing Literary Tourism assets.
- ✓ Leveraging digital platforms and technologies to increase visibility of the sector to defined market segments.

Spot-lit addresses the need for shared marketing of existing place-based literary tourism assets and assistance in the development of new ones, with more effective promotion and development of these assets and sharing learning across the partner countries, the ultimate aim being the coherence and development of a new cultural tourism products and services for peripheral regions of the NPA delivered in association with local small, medium-sized (SMEs) and micro enterprises, and which deliver economic impact both in individual partner areas and across the NPA region. The Spot-lit project partners include:

- Irish Central & Border Area Network (ICBAN), Northern Ireland (Lead Partner)
- Arts Over Borders (AOB) Northern Ireland
- Western Development Commission (WDC), Ireland
- Kajaani University of Applied Sciences (KAMK), Finland
- Lapland University of Applied Sciences (Lapland UAS), Iceland
- Regional Council of Kainuu (RCK), Finland
- Wigtown Festival Company (WFC), Scotland

Associate Partners:

- UNESCO City of Literature, Reykjavik, Iceland
- UNESCO City of Literature, Edinburgh, Scotland

Toolkit Exercises

EXERCISE 1

Identifying your target customers

Working through the questions below will help your business to identify its core market segments, to gain an understanding of why they choose your location and how they view what you have to offer.

In addition, it can offer you insights into how you can target these customers e.g. through package development or collaborative programming in your destination etc

<p><i>Who are your customers?</i></p> <p><i>Your business doesn't only deal with the end user, sometimes your customer comes to you through an agent – you need to think about how you attract them too.</i></p>	<ul style="list-style-type: none"> ▪ Individuals (with a literary interest) ▪ Families ▪ Couples ▪ Special Interest Groups ▪ Tour operators and travel management companies ▪ Destination management companies
<p><i>How do they make their booking choices?</i></p>	<ul style="list-style-type: none"> ▪ As a group (special interest group, tour etc) ▪ Online as individuals ▪ Through a booking agent ▪ As part of a tourism package
<p><i>Why have they chosen your location?</i></p> <p><i>Are they looking for what you have to offer specifically or your wider location? What is their motivator?</i></p>	<ul style="list-style-type: none"> ▪ Your location - what it has to offer as a holiday destination ▪ A festival or specific event ▪ Literary specific travel ▪ Itinerary stop on a tour
<p><i>How do they find out about your business?</i></p> <p><i>Where do they seek information?</i></p>	<ul style="list-style-type: none"> ▪ Online – via your website, social media platforms ▪ Through a travel management company ▪ Through your packaging partners (e.g. hotel, restaurant, event/activity provider's communications platforms ▪ TripAdvisor, Lonely Planet etc. ▪ Media – national, local, international ▪ Word of mouth ▪ Industry publications (e.g. literary, tourism publications etc) ▪ In destination – local tourism office etc
<p><i>When do they choose what you have to offer?</i></p>	<ul style="list-style-type: none"> ▪ In advance of arrival – (How far in advance?) ▪ In response to promotional information (e.g. festival dates/programme released) ▪ When they arrive ▪ During their stay in your location ▪ Impulse visit / purchase
<p><i>Why do they choose you?</i></p> <p><i>Understanding their motivator will make it easier for you to target specific customer groups.</i></p>	<ul style="list-style-type: none"> ▪ Your programme ▪ Word of mouth ▪ Reputation ▪ Online presence ▪ You are a major attraction ▪ Trust in what you do as an organisation ▪ You formed part of a package – did they choose you specifically ▪ Learned about your business when they arrived in your location

EXERCISE 2

Developing Your Literary Tourism Business Plan

Developing a Business Plan – however short – will assist you to keep focus on what's important in getting your literary tourism business up and running.

Use the one Page business plan below to start you on this planning journey.

1 S.W.O.T.	
Strengths	Action to enhance Strengths
1	1
2	2
3	3
4	4
5	5
Weaknesses	Action to address Weaknesses
1	1
2	2
3	3
4	4
5	5
Opportunities	Actions to exploit Opportunities
1	1
2	2
3	3
4	4
5	5
Threats	Actions to mitigate Threats
1	1
2	2
3	3
4	4
5	5

2 Vision / Ideals	
Company Values / Vision	Actions to deliver Values
1	1
2	2
3	3
4	4
5	5
Your Business Offer	Target Markets (segments)
1	1
2	2
3	3
4	4
5	5
Market trends to watch	Key areas for focus
1	1
2	2
3	3
4	4
5	5
Your Pitch (Message)	
1	
2	
3	
4	
5	

3 Targets			
Key Targets	3-5 Year Targets	1 Year Target	Quarterly Target
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
Key Measures	3-5 year Initiatives	This Year	Quarterly
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5

4 Actions			
Objectives	Target	Current Mth Target	Current Mth Actuals
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
Next Steps	Priorities	Current Priorities	Current Challenges
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5

EXERCISE 3

Attracting the Literary Tourist

In order to attract the literary tourist to your business, ask yourself the following questions.

The answers to these questions will give you an indication of the areas where you can further develop your business to attract specific market segments.

	Yes	No
Does your business collect information about its core customers?	<input type="checkbox"/>	<input type="checkbox"/>
Do you build your products / services based on what you know about your customers?	<input type="checkbox"/>	<input type="checkbox"/>
Do you consider tourists a core market segment?	<input type="checkbox"/>	<input type="checkbox"/>
Does your business distinguish between cultural tourists and literary tourists	<input type="checkbox"/>	<input type="checkbox"/>
Do you develop products and services specifically for tourists?	<input type="checkbox"/>	<input type="checkbox"/>
If yes – Do you actively market your destination to the literary tourist?	<input type="checkbox"/>	<input type="checkbox"/>
Are you aware of trends in literary tourism as they pertain to your local region and nationally?	<input type="checkbox"/>	<input type="checkbox"/>
Do you align your products and services in line with these trends?	<input type="checkbox"/>	<input type="checkbox"/>
Do you work with other cultural tourism / literary tourism businesses in your area?	<input type="checkbox"/>	<input type="checkbox"/>
Do you schedule your literary tourism offer to attract customers when they are in-destination?	<input type="checkbox"/>	<input type="checkbox"/>
Do you plan your market awareness sufficiently far in advance to attract your customers to your destination?	<input type="checkbox"/>	<input type="checkbox"/>

EXERCISE 4

Your Customer Journey

Your visitor's experience commences as soon as they start to think about where they want to visit, motivations they might have for visiting your location. Your business needs to understand the opportunities and potential in connecting with your target markets at all points along the customer journey.

Answer the following questions to help you assess any gaps in your customer's journey with your business.

Awareness	<i>How and where do your customers find out about your business?</i>	
Consideration	<i>What would compel them to choose what you have to offer?</i>	
	<i>Is your offer different for each customer group?</i>	
Engagement	<i>How easy is it for your customer to access / engage with what your business has to offer?</i>	
	<i>How can you improve the engagement process?</i>	
Retention	<i>What would make them a return customer?</i>	
	<i>What are you doing to make this a reality in your business?</i>	
Advocacy	<i>How can / do you use what your customers have to say about you to develop your customer base?</i>	
	<i>Are you doing this already in your business?</i>	

EXERCISE 5

Developing your Message

Developing your message is an essential element in building awareness of your literary tourism product.

This exercise helps you to clarify that message for your customers, by delivering it in a way which keeps them interested in what you have to say – ultimately bringing them closer to choosing what your business has to offer them.

Hook

Find something compelling to get your customer's attention

Are you talking to me?

Outline in the first sentence the audience you are talking to – they need to see themselves reflected in your message.

What's in it for me?

*What's in it for them?
What will they get out of choosing what you offer?*

So what do you offer?

*What does your business do?
Tell them what it is e.g. a literary trail, an attraction, a tour, a location programme etc)*

Who's involved?

*Tell them who's behind the business, your delivery team.
Outline your experience and why they should trust you.*

What's the Advantage for me?

Outline what they get from you that they will not get from others?

Results

What difference will it make for them?

Request

What do you want them to do next? (subscribe, purchase a ticket, sign up, attend, visit etc.)

EXERCISE 6

Communicating with your customers

How you communicate with your customers says a lot about your business.

Answering the questions below will give you an indication of the areas where you can further develop your business to connect with your customers and respond to their needs.

What methods do you currently use to connect with your customers?	Yes	No
Website	<input type="checkbox"/>	<input type="checkbox"/>
Customer feedback - Formal (forms, online surveys etc)	<input type="checkbox"/>	<input type="checkbox"/>
Customer feedback – Informal (anecdotal, conversational etc)	<input type="checkbox"/>	<input type="checkbox"/>
Direct Mail	<input type="checkbox"/>	<input type="checkbox"/>
Blog	<input type="checkbox"/>	<input type="checkbox"/>
Social Media Channels	<input type="checkbox"/>	<input type="checkbox"/>
Mobile App	<input type="checkbox"/>	<input type="checkbox"/>
Membership Scheme	<input type="checkbox"/>	<input type="checkbox"/>
Ezine sign up	<input type="checkbox"/>	<input type="checkbox"/>
Mailing List	<input type="checkbox"/>	<input type="checkbox"/>
Mobile Marketing SMS	<input type="checkbox"/>	<input type="checkbox"/>
TripAdvisor (or similar)	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>
Telephone Marketing	<input type="checkbox"/>	<input type="checkbox"/>
Cross promotion with other cultural / literary providers agencies etc.	<input type="checkbox"/>	<input type="checkbox"/>
Targeted Marketing Campaigns	<input type="checkbox"/>	<input type="checkbox"/>



IRELAND SCOTLAND
NORTHERN IRELAND
ICELAND FINLAND