



Aberdeenshire
Scotland

VisitAberdeenshire Business Recovery Programme

How can Tourism Businesses
make better use of Insights?

Best Practice User Manual

January 2021

VisitAberdeenshire



We were delighted to be appointed by VisitAberdeenshire to assist tourism businesses in the North East in the recovery programme as we make tentative steps through and out of the pandemic. Market research and insight into consumer trends and behaviour are at the heart of all aspects of business planning and development of new and innovative products and services. This is as true for tourism businesses as much as for any other sector. Knowing which insights and research resources are available, and how to interpret them, and how to undertake your own surveys to inform your own business ideas are all at the core of business growth and development and no more so than now against the backdrop of an unpredictable global visitor market

In these times, kit is essential for businesses to be given a guiding hand and assistance in identifying the information that would be most useful for them. The 56 Degree Insight team partnered with Glamis Consultancy to produce this manual of 'Best Practice' – and to provide tourism businesses throughout the North East with some guidance on how to make better use of insights and market research within their operational plans



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How to use this manual

This manual is designed to be as interactive as possible. On the next page, you can click on the links to go directly to different sections of the report. Please don't feel you have to read it from start to finish! (although you can do that if you wish!)

We have also included an Index at the back of the manual for easy reference.



VisitAberdeenshire are here to support businesses in the region with all of their Insights issues.

Any questions? A follow-up discussion? Advice?
Contact our Insights & Evaluation Manager using the details below

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The importance of evaluation and insight gathering for tourism businesses

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Means of collecting information about your customers (guidance on undertaking surveys but also coverage of the many other, simple approaches which can be utilised)

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Key sources of market information (inc. weblinks, frequency of publication, topics covered, and the role they should play in individual business planning)

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Advice on analysis techniques and synthesising data within business and marketing plans

Appendix 1:

Questionnaire Templates

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A series of **template questions and survey forms** to cover a range of different types of businesses (accommodation, attractions, hospitality etc.) and areas of investigation (visitor satisfaction, basic demographics, marketing effectiveness etc.) – plus examples of **Insights Pyramids and Planning Templates** – a structured approach to designing an Insights Programme

Appendix 2:

Insights Pyramids & Insights Planning Templates

56°

1.

The importance of evaluation
and insight gathering for
tourism businesses



Customer Insight: seeing your business through the eyes and experiences of your customers

Customer insight is an interpretation used by businesses to gain a deeper understanding of how their audience thinks and feels. Analysing human behaviours allows companies to really understand what their consumers want and need, and most importantly, why they feel this way.

When customer insight research is conducted properly, it should improve the effectiveness of how a company communicates to its customers, which is likely to change consumer behaviour, and therefore increase sales.

“Market research isn't just for big business. Small and medium sized enterprises (SMEs) have a lot to gain from researching their customers, so long as they are prepared to take on board the bad as well as the good feedback.

Chair, Market Research Society





What benefits can customer insight and market research bring to your business?

Listening to your customers can seem like opening a can of worms. Today, brands often go viral (almost instantly) for one negative tweet or badly handled complaint. Almost every business is going to have some negative feedback, so it may seem easier to just not think about it at all...

The thing is, avoiding listening to your customers is usually what escalates a minor situation into a much bigger problem. There are many great reasons that listening to your customers can benefit your business.....



Benefits

And the application of customer insight can address many challenging business problems.....

Understand the
Customer Journey

Measure levels of
satisfaction with
the visitor experience

Refine your
Marketing Activity

Test new ideas,
products & services

Monitor trends and
understand the
competition

What will attract
new customers?

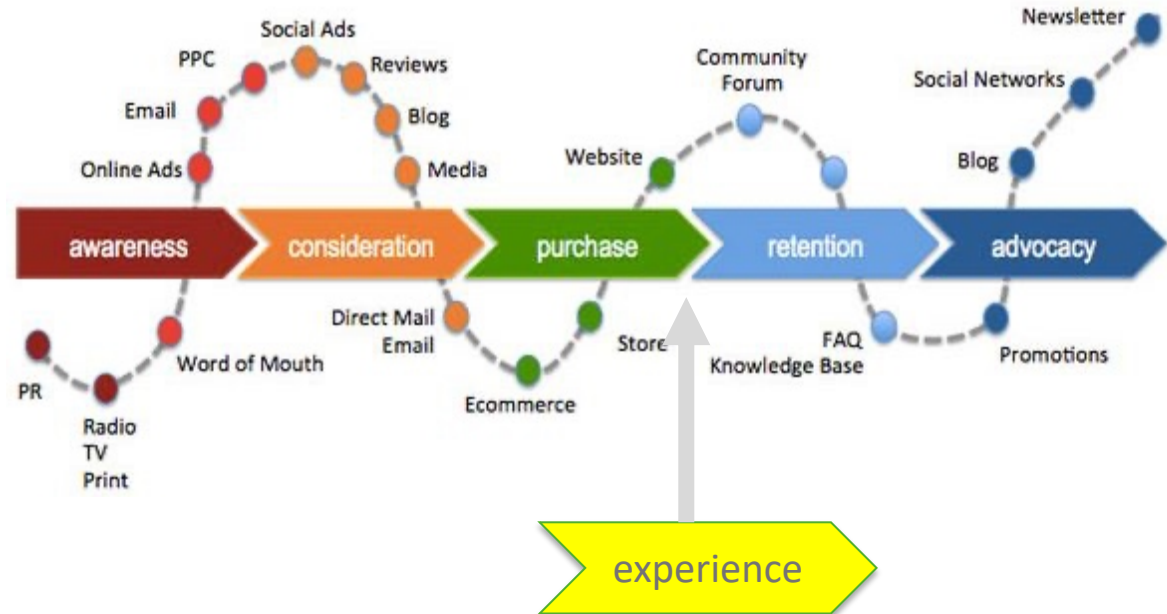


Consumer insights help you identify the moments of truth and key touchpoints on the customer journey

It is key to understand the different stages of the journey for all your customers or visitors.

This example is from retail, but it illustrates the point. Every business with a customer interface can map out its customer journey – what are the key touchpoints at each stage, what are the moments of truth and how do your customers, visitors feel at each stage – and how can you influence them? Market research can help answer these questions.

And for tourism, understanding the ‘experience’ of the visit/stay is an additional stage where understanding how your customers feel is vitally important.



Measuring levels of satisfaction with the visitor experience to help your business understand how your products or services met, exceeded or fell short of your customers' expectations

Making sure customers have a positive experience is crucial - even more so in our digital times. Although positive reviews posted online pack a punch, just one bad review can be toxic to your business's reputation. Customers are far more likely to tell friends and family about a bad experience - and it'll be shared on social media faster and more widely. Unhappy customers can cost your business in sales and revenue, and that's not even taking into account those people who have a bad experience with your brand but leave without comment never to return.

We need to understand both positive and negative experiences: finding out what your buyers think of interactions with your business, from cost, customer service and your overall brand will help you spot any problems and give you a chance to fix them. Research insights will also help your business shine a light on good experiences, not just bad. You'll get a deeper understanding about what visitors want and expect, helping you define your short- and long-term goals and making it simpler to develop future products and services.

Measuring the customer experience is also about customer loyalty. There's no doubt that satisfied existing customers/visitors will have a net positive benefit for your business. And studies suggest that if you boost customer retention rates by 5% you can increase your profits from a healthy 25% up to a massive 95%. Customer satisfaction surveys are probably the best known of all market research tools. They're a way of measuring how satisfied customers are with their experience of interacting with your business. You can gauge customer satisfaction in person and over the phone, but thanks to digital technology it's easier than ever to poll customers online to find out what they like, dislike or improvements they'd like to see.



Choosing the best metrics to understand the customer experience



There are lots of measures of the visitor experience but two are especially common in tourism and hospitality:

- Net Promoter Score (NPS), which measures customer loyalty towards your brand. 'How likely are you to recommend [our company or product] to a friend?' on a scale of 1-10.
- Customer Satisfaction (CSAT), which measures customer satisfaction on a single issue. For example, 'How satisfied were you with your experience?', again on a sliding scale.

This kind of market research can help your SME measure how your products or services met, exceeded or fell short of your customers' expectations - plus how loyal they are and how they feel about your brand.

But don't be tempted to carry out surveys for the sake of it. It's crucial to have a clear purpose, and be left with meaningful and useful results that will give you the information to make changes. We will help you identify the priorities and most suitable approach for your businesses

Using customer insight can help you to refine your marketing, to understand your audience better, as well as find deeper, more actionable insights to improve the way you market your business.

Of course, consumer insight can play a major role in ensuring that your marketing activity – your website, social media, digital ads, print ads, leaflets etc etc are all performing a key role, meeting their objectives and adding value to your business. There are any number of roles where it can play a part:

Developing a marketing strategy

- What are your objectives
- Who are you targeting
- What is the message
- What are the best channels

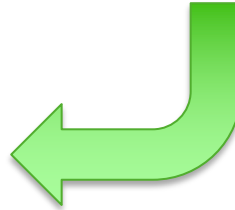


Pre-testing your marketing materials – website, advertisements, promotions:

- Messaging
- Imagery
- Relevance
- Likely Impact

Monitoring and evaluating your marketing activity:

- To what extent did it meet your objectives?
- What were the outcomes?



Developing new products or services, or trying to improve existing ones, is vital if you want to take your business to the next level. But how do you know that people will actually buy your new offering? Consumer insights plays a key role

Gut instinct just won't cut it. New products and services fail for many reasons, and one of those is if companies fail to do any up-front research. It's the only way to get proper insights into who your target market is and whether they'll actually buy a new product.

Identifying new opportunities.

- Are customers interested in any new products or features?
- What do customers need?
- Are any customer needs not being met?
- Who would be most interested in a new product?
- How do customers decide to buy a new product?

Testing new products and services

- How do customers react to the product/service?
- Does it meet their needs?
- What types of customers is it most likely to appeal to? (their habits, spending tendencies and values)?
- How likely are people to be more attracted to visit by the new product/service?
- How much are they willing to pay?

Market research insights can also help you uncover the best way to communicate to potential consumers about your new offering. From marketing and branding to technical messages you use to describe the product, connecting with the buyer is crucial if you want to succeed in a competitive marketplace.



Monitoring market trends and understanding your competitors - an ever-changing consumer environment makes it essential to monitor trends in travel and tourism and adapt your strategies to fit.

The more you know about your competitors and their products and services, the better. As well as keeping an eye on what your rivals are doing, what counts is understanding where in the marketplace you stand compared to them. It's also important to discover how customers compare you to them.

Competitive intelligence is about collecting and analysing information about your competitors and the marketplace, and actioning it to inform your business strategy. This can help you anticipate what the market could be like in the future and help you face new competitors when they emerge. As a small or medium-sized business you don't have the financial or logistical power of a large corporation. But your size makes you more nimble and able to react quickly to what your rivals are doing, whether that's in product development or pricing strategies - so competitive intelligence can be a fantastic tool for you.

Use competitive intelligence

- Become familiar with competitors' products and services,
- Their pricing
- Their approach to communicating with customers.
- Subscribe to their newsletters,
- Set up Google Alerts for mentions, keep an eye out for new items.





- What are they doing better than you?
- What tactics are they using successfully that you can copy?
- Have they made any mistakes that you can learn from?
- Are you doing anything better than them?
- How do their customers view them?

Use available national data:

The tourism industry is fairly unique in the amount of freely available information about the markets which is available. It's all about knowing what to look for, where and when you can access it and how to apply it to your business. Later, we will help you navigate through the wealth of information available and help you to identify what is most appropriate for you.

In short, compared to most industries, there is a huge opportunity in tourism to use the wealth of available national data

What will attract new customers? Consumer insight takes the guesswork out of identifying your target market, and the the consumers you have the best chance of appealing to

The only way to grow is with a steady pipeline of fresh customers. Finding out what those customers really want is crucial if you want to retain them, and attract new ones.

- Find out who has the most potential to become a customer
- Hone your offering to suit customers' specific needs, wants and aspirations
- Tailor sales and marketing messages to appeal most to specific groups
- Leverage your current customer base to introduce new customers

And you can get this information using surveys, polls, focus groups, insights from social media - or ideally all of the above – making it easier to engage potential customers with the right message

Segmenting the market

Drilling down into your target market further to help grow your customer base by breaking a larger target market into smaller segments or subcategories based on shared characteristics:

- Demographics
- Psychographics
- Geographics

By segmenting, your business can spot the groups of consumers who have the most potential for growth - or have the highest chance of being profitable. It's also a handy tool for honing your sales and marketing, plus customer experience, to reach specific segments of customers



Four Steps to getting started with consumer insights

Establish what you want to learn:
before conducting research, make sure you know what (and how) you'll get your data.



Identify your resources:

How will you obtain data, who's going to collect it, who's going to analyse it? Make sure you have enough time and employees dedicated to getting and using your consumer insights.



What's your collection method?

How you'll collect data is extremely important. Are you targeting a specific audience? Existing consumers? Will you use a survey? A focus group? These are important questions.



How will you use the data?

Make sure your efforts are not going to waste. It's important to plan and think ahead. Once you have the data, start thinking about what departments, processes, strategies, and initiatives might be affected and what the plan is for that.



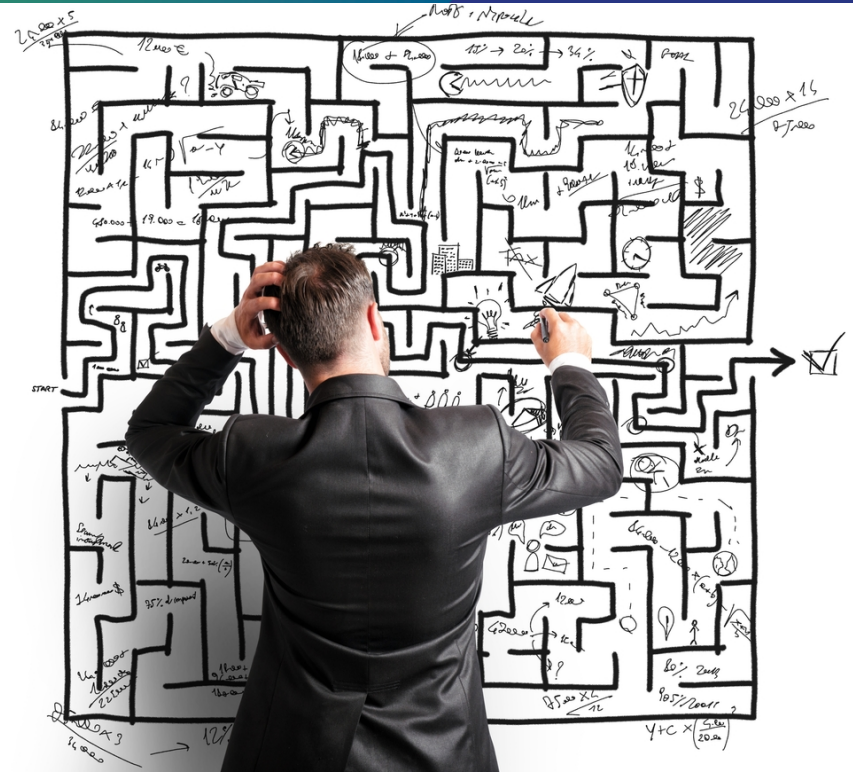
And there are lots of ways to gather customer insight – it doesn't need to be complex

It's not all about undertaking complex surveys – there are other ways to better understand your customers many of which may already form part of the day to day activities in your business

- Visitor books
- Reading social media comments
- Speaking to customers about their visit

It's about formalising these processes – and applying the findings to your business planning.

We cover this in more detail in the next section

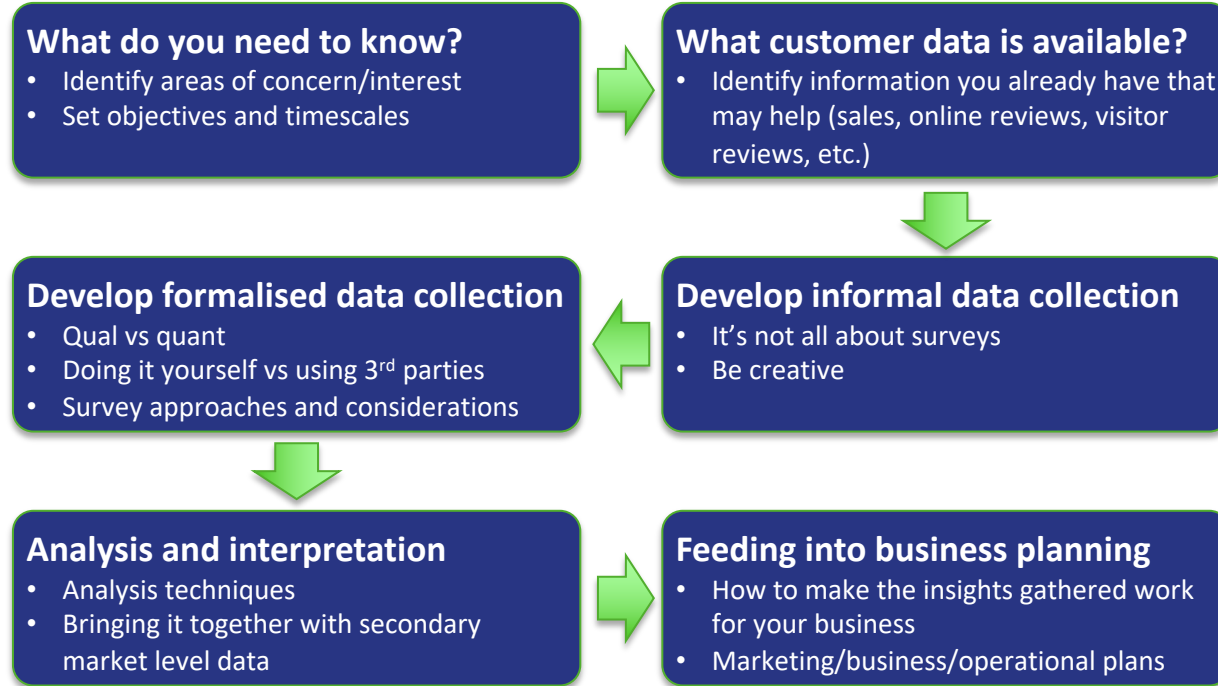


2.

Means of collecting information
about your customers



Taking a strategic approach to data collection and insight gathering



At the start of the process define the research questions that you are seeking to answer, in the context of your overall business objectives

A three-staged approach to planning your research:

1) What do business objectives look like?

- All businesses you should have some objectives and if they aren't clear and defined it's probably worth while considering and defining them – especially in these changing times. These may be short terms (tactical) or longer term strategies.
- In business these are typically going to be about growth - increasing numbers of customers through marketing, improvements to the customer experience or launching a new product or service.

2) Next step is to consider and defined your research objective

- What decisions have to be made in order to achieve the business objective? and What information will be useful to support those decisions?
- Examples of research objectives would be understanding what customer would like to see improved in a service, understanding what matters when they choose a product or service, knowing which sources of information are used when planning a visit or understanding the appeal of different new product or service ideas.

3) Break down your research objectives into the detailed research questions

These aren't the questions you put in your survey questionnaire (that comes later) but are an important stepping stone towards that level of detail – this stage is about pinning down what you want to know and amongst which particular customer groups. It may be behaviours/things they do such as buying certain products or using certain social media channel to more about their attitudes and views e.g. how concerned are they about potential risks around Covid 19?, Do they prefer the colour red or blue in your new logo.



So, in summary, three steps to planning your research requirements



1. What are your business objectives?

2. What are your research objectives?

- What decisions have to be made to achieve your business objectives?
- What information would be useful to support those decisions?

3. What are the more detailed research questions?

- What do you need to understand – which behaviours, which attitudes, which opinions?
- Amongst which customer group(s) do you need this better understanding?

It can be useful to set these out as an ‘Insights Pyramid’ with the business objective at the top and the research objectives and questions below. Here is an example



Maximise the effectiveness of our spring marketing activities aimed at domestic market

Understand if the advertising is reaching our target audiences

- What proportion of Scots are spontaneously aware of the advertising?
- How well do the adverts cut through in comparison to other brands?
- Do Scots remember the TV adverts and other media?
- Are the adverts engaging?
- Do the adverts reaching the right audiences? (e.g. by demographics, travel and tourism habits)
- How does the reach change over the campaign period?

Measure the short term impact of the advertising

- Do the adverts increase awareness of our brand over the campaign period?
- Does the advertising drive consideration and a desire to travel with us?
- How well do the key campaign messages land?
- What, if anything, does the campaign prompt people to do?
- How do the short term impacts vary between population groups?
- How do these short term impacts vary over the campaign period?

Measure if the campaign had a longer term impact on our brand

- How does the advertising impact on brand health?
- How does it impact on perceptions of our brand?
- How do these brand impacts vary between population groups?
- How do these brand impacts vary over the campaign period?

There are some other examples in Appendix 2 – taken from a recent series of training workshops based around real business issues

Once you have your research questions clear the next step is to think about how you can answer them – start with the customer data that already exists

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

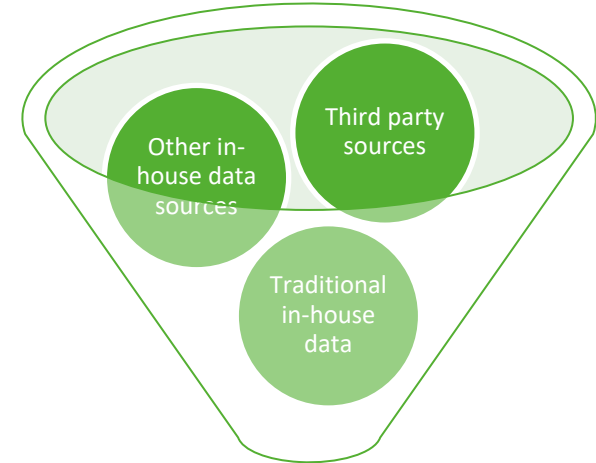
Analysis and interpretation

Feeding into business planning

Traditional sources - includes sales and/or bookings (CRM), occupancy data, formal or informal feedback on customer experience or marketing.

Other in-house sources - includes website analytics (e.g. most and least viewed pages, time on page, source of traffic), social media analytics.

Third party sources – online customer reviews – Facebook, Twitter, Google My Business and TripAdvisor – Analytic Suite is available.



Understanding customers – trends over time, comparisons to same time last year, emerging needs.

Before moving to more formal research approaches consider to what extent you could use more informal approaches to answer your research questions (1)

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

Analysis and interpretation

Feeding into business planning

Gaining insights about your visitors and how they feel about their visit to a business does not just mean questionnaire surveys. Often, there are simpler approaches which can unearth invaluable information – these may be things you already do or could fairly easily implement. Firstly, let's look at three popular approaches – informal feedback, observation and making better use of visitor books:

Informal feedback



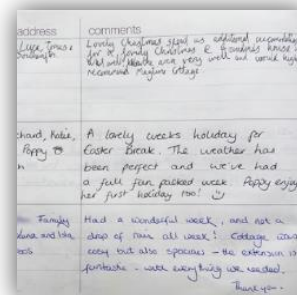
Just have a conversation with visitors to get their honest views. Also, speak to your staff – they are a great source of insight.

Observation



Depending on the nature of your business, spend time to observe reactions of your visitors – at the breakfast table, or while moving around your attraction

Visitor book+



A carefully thought through Visitor Book with columns to record what was best, what could we improve, other comments, your email (to follow up).

Before moving to more formal research approaches consider to what extent you could use more informal approaches to answer your research questions (1)

...and two other common approaches – an Ideas Tree/Wall and the usage of photography:



Ideas tree/ wall



Graffiti wall or ideas tree – what did you like most about visit, what could be improved etc (visitors give feedback on green sticky notes, the question on the tree asked can be changed).

Kodak moments



Using Photos (or screengrabs) – ask visitors to take pictures of the objects or displays/ parts of experience that were their highlight – and anything they didn't like – then talk over it at end of visit.

These are simple examples of creative ways to get feedback from your visitors – and there are lots of others from comments cards in your rooms to stamped and self-addressed postcards which can be sent back by the guest on their return home with their thoughts and views. **Be creative – it's not all about questionnaire surveys!**

However, often more formal approaches are needed to ‘fill the gap’ when existing data and informal approaches can’t fully answer your research questions

Are ‘quant’ or ‘qual’ methods most appropriate to your information needs...



- Most appropriate when your information needs relate to **describing** and **measuring**.
- **Generates numerical data** – e.g. % of visitors that enjoy the experience, % in a certain age group, how much £ they would spend
- Often involves gaining **structured feedback using a questionnaire** with a fairly large number of customers.



- Most appropriate when your needs relate to **understanding people’s attitudes, experiences and beliefs**.
- Generates **non-numerical data** - **why** do customers do a certain activity or what would encourage them to do something.
- Often involves **fairly long, detailed discussions** with relatively small numbers of customers.

Sometimes you may need to consider a combination.

Qualitative research can require specialist skills and resources so may be less feasible than 'quant' if you are planning to do everything in house



A couple of main methods are available, each with pros and cons...

GROUP DISCUSSIONS (FOCUS GROUPS) - TYPICALLY 1 HOUR TO 90 MINS



Convene discussions with specific customer groups. Undertake either on site or somewhere else e.g. quiet corner in local café or bar. Group dynamic allows the 'snowballing' of ideas.



Requires a lot of time to set up and conduct – especially difficult when busy. Participants may expect a payment or gift in return for taking part.

IN DEPTH INTERVIEWS – TYPICALLY 20 TO 45 MINS



More suitable when subject matter is sensitive/ personal. Can be undertaken on site to get 'in the moment' views – potentially with couples or families together.

Can be undertaken remotely by telephone or Zoom etc. if you have a means to 'recruit' customers.



If undertaken on site requires a comfortable and private place to speak.

In some circumstances it may be more appropriate to contract out some or all of the market research



Specialist areas – certain types of research really need experts with experience – for example in depth qualitative research, complex pricing research or forecasting.

Harder to reach groups – sometimes you'll need help to find the audience you are interested in hearing from e.g. potential future customers who live within 1 hour drive, people who play golf regularly.

Larger scale/ ongoing research projects – with bigger project there are benefits and economise of scale if you contract out the research e.g. customer experience or brand tracking.

An extra pair of hands – while the approaches we are sharing are intended to be easy to implement – some time commitment is needed from management/staff so it may on occasion be helpful to source external help.

For most however, the most likely outcome will be a need to design and administer a simple quantitative survey. To do this effectively, there are four key factors to consider.....

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

Analysis and interpretation

Feeding into business planning

- ✓ How do you reach your customers and get them to provide information?
- ✓ How do you reach a representative sample of the customers you want to hear from?
- ✓ How many customers do you need to contact for the results to be considered robust?
- ✓ What questions should you ask to get the insights you need?

We'll consider each of these factors over the next few pages.....



How do you reach your customers and get them to provide information?

A number of quantitative methods should be considered



How do you reach a representative sample of the customers you want to hear from?

Who is included in your survey sample is just as important as the total number of surveys completed

What do you need to know?

What customer data is available?

Develop informal data collection

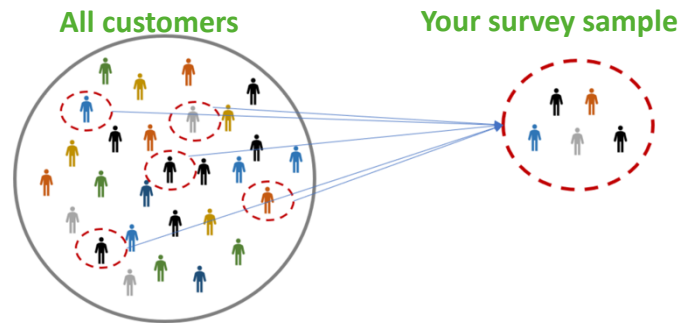
Develop formalised data collection

Analysis and interpretation

Feeding into business planning

✓ **A representative sample**

- All customers or just certain group(s)?
- Do customers vary by time (e.g. time of day) or place (e.g. bar v restaurant) – if so ensure adequate coverage in survey.
- If you want to be reflective of all customers – use ways to ensure the sample is random e.g. every Nth customer or 'next birthday' rule.
- If you want to include key groups- you can set 'quotas' to ensure the right people are included (e.g by age or country of residence).



How many customers do you need to contact for the results to be considered robust?

Who is included in your survey sample is just as important as the total number of surveys completed

What do you need to know?

What customer data is available?

Develop informal data collection

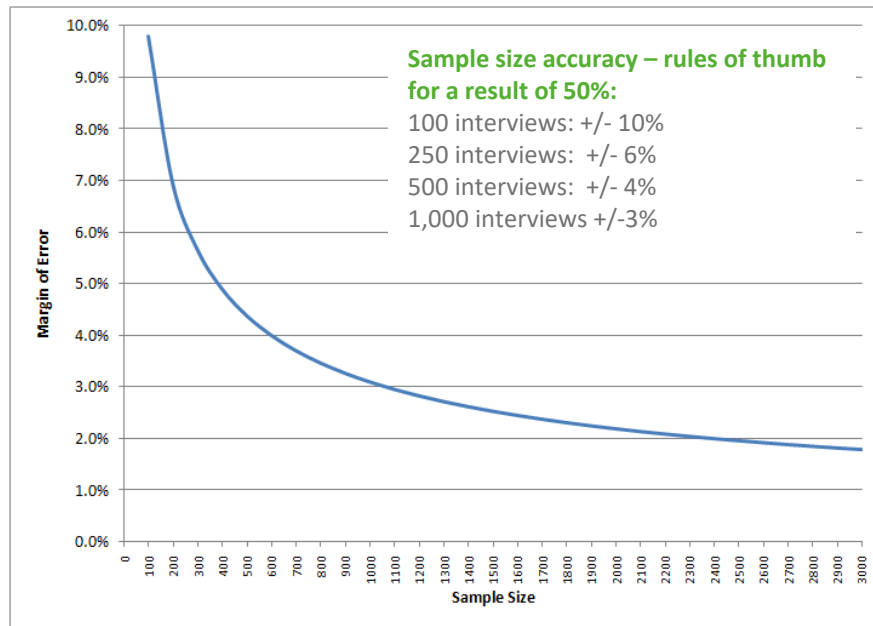
Develop formalised data collection

Analysis and interpretation

Feeding into business planning

✓ A large enough sample

- But how large is large enough?
- How to maximise response rates:
 - Keep it short (5-10 mins is ideal)
 - Explain the purpose – verbally or in writing
 - Provide an incentive or a small gift
 - Send a reminder after an initial deadline



These margins of error are at 95% confidence levels (i.e. if the survey was undertaken 100times, the results would be within this range on 95 occasions).

What questions should you ask to get the insights you need?

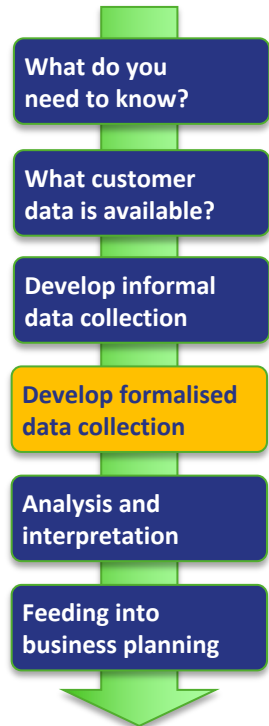
'Top tips' when designing a questionnaire



- ✓ **Stay focused on your research questions and higher-level objectives.** Every question must have a purpose and link to the objectives of the research.
- ✓ **Don't reinvent the wheel** – we will provide a number of template questions and questionnaires!
- ✓ **Have a logical flow** – explain the purpose up front, start with broad, easy questions, finish with demographics like age.
- ✓ **Keep it simple and short** – use simple language and ensure it can be completed in under 10 minutes.
- ✓ **Be specific and unambiguous** – will everyone understand what you mean including those who don't have English as first language? Avoid 'double barrelled' questions, double negatives or jargon.
- ✓ **Try to obtain honest answers!** – avoid leading questions (Do you agree that..), have equally balanced rating scales and bear in mind that some topics may obtain a socially desirable response.
- ✓ **Test and revise the questionnaire** – even just a trial run with friends and family / people not as close to your business.

What questions should you ask to get the insights you need?

Use the correct types of questions



Question types to use...

- ☐ **Closed questions** – respondents chose answers from available options - most suited for measuring KPIs, targets, etc.
- ☐ **Open-ended questions** – respondents answer in their own words. Providing unprompted responses and a deeper (more qualitative) understanding.
- ☐ **Prompted questions** – show respondents something and get their reaction (e.g. marketing or product concepts)
- ☐ **Rating scales** – a type of closed question, allowing people to rate satisfaction, agreement with a statement, etc. Remember to use a balanced scale!
- ☐ **Profiling/classification questions** – usually closed questions which collect detail on the customer which are useful in analysis e.g. their age, if they have children – usually asked last.

What questions should you ask to get the insights you need?

We have created example questionnaires and templates for a range of the most popular 'survey' scenarios for tourism businesses.....

What do you need to know?

What customer data is available?

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Analysis and interpretation

Feeding into business planning

Visitor Profile

Who are your visitors?
What are their demographics?
Where from?
Repeats or 1st time?

Visitor Experience

How satisfied with their visit? What liked best? What could be improved?
Will they recommend?

Marketing Evaluation

What influenced them for this visit – spontaneous vs prompted, likeability of your marketing, how could improve?

Product & service testing

Testing interest in potential new developments and services (menus, new facilities etc.)

You can access suggested question wordings for each of these scenarios in Appendix 1 – Questionnaire Templates

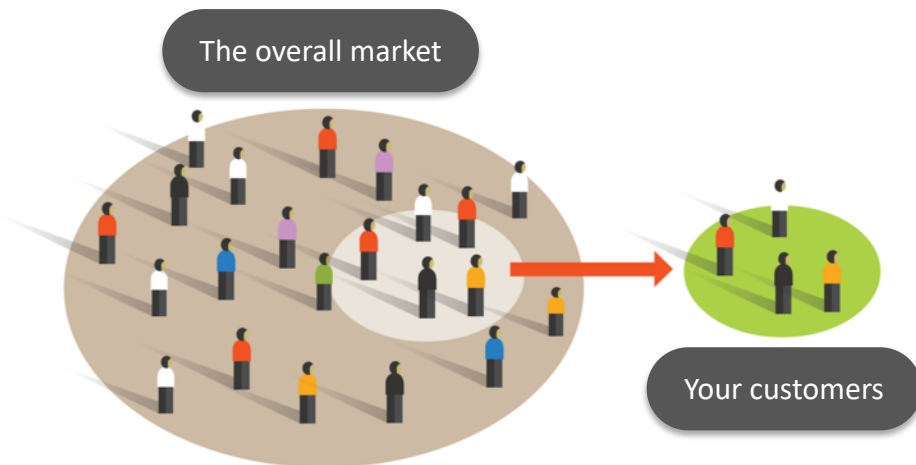
You can also find useful questionnaire templates online e.g. www.surveymonkey.com/mp/sample-survey-questionnaire-templates

3.

Key sources of market information



Looking beyond your customer base at the wider market helps to better understand the context within which you operate and see opportunities and threats



Secondary sources of information provide that market view

The tourism industry is characterised by a wealth of accessible data on tourism volume, value, characteristics and trends



Often it's a case of failing to see the wood for the trees. The details on the following pages try to 'demystify' what is available:

- **From a Visitor perspective**
 - Domestic market – volume, value, characteristics and trends
 - Overseas markets – volume, value, market characteristics and trends
 - Activities/things to do insights
 - Deeper insights on holiday intentions and consumer perceptions
 - Insights focused on Aberdeenshire
 - Impacts of COVID-19 on consumer attitudes and behaviours
- **From an Industry/Business perspective**
 - Scottish Accommodation Occupancy Studies
 - Visitor Attractions Monitor
 - Industry Barometer
 - Various newsletters and factsheets
 - Looking to the future
- **More general insights**
 - Consumer trends – from Pinterest, Expedia etc.

Your starting points.....four 'go-to' insight hubs

VisitScotland Insights Website



<https://www.visitscotland.org/research-insights>



VisitScotland COVID-19 Hub



<https://www.visitscotland.org/supporting-your-business/advice/coronavirus>



VisitBritain Insights



<https://www.visitbritain.org/inbound-research-insights>



VisitAberdeenshire Industry Website



<https://industry.visitabdn.com/home/insights/>



Visitor Perspective:

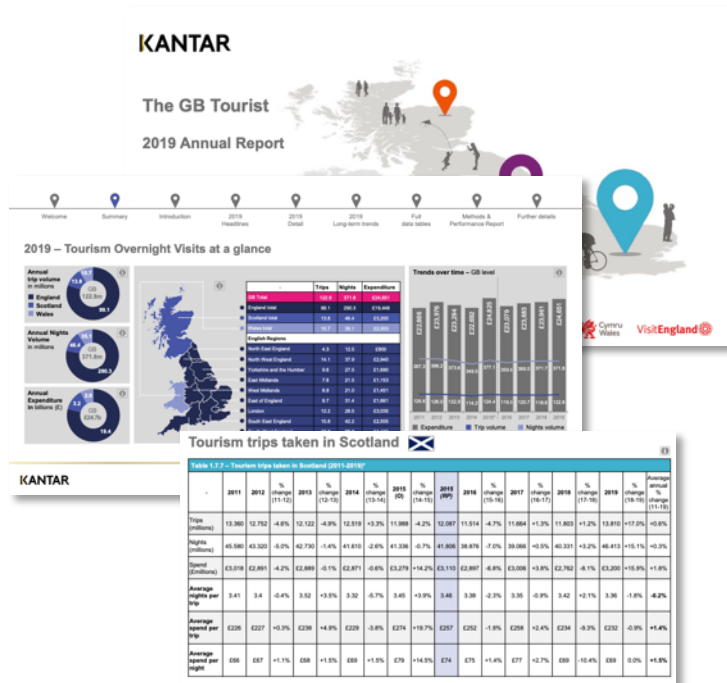
1) Domestic Markets – two key survey sources for Scottish data...

Great Britain Tourism Survey (GBTS)

- Continuous monitor of domestic overnight tourism across England, Scotland and Wales – commissioned by VE, VS and VW
- Measures volume, value and characteristics (people and trips) – but as with all national surveys, sample size limitations
- Run since 1989 and now online. Break between January and June 2020 – restarted in July
- July-Sept Scotland report expected in January 2021, and Full Year review in March 2021
- Annual report – latest is for 2019. <https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers-2/uk-visitors/gb-tourist-2019-annual-report.pdf>
- Data viewer (data for Scotland and 'north' of Scotland visits for 2006-2019). Trip purpose, accommodation used: <https://gbtsscotlandlightviewer.kantar.com/ViewTable.aspx>
- Quarterly trends published by VisitScotland but currently on hold: <https://www.visitscotland.org/research-insights/about-our-industry/statistics>

Great Britain Day Visits Survey (GBDVS)

- Continuous monitor of domestic same day tourism across England, Scotland and Wales – commissioned by VE, VS and VW
- Measures volume, value and characteristics (people and trips)
- Run since 2011 online. Break between January and June 2020 – restarted in July
- Annual report – latest is for 2019. <https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers-2/uk-visitors/the-great-britain-day-visitor-2019-annual-report.pdf>
- Data viewer (data for Scotland and 'north' of Scotland visits for 2010-2019). Demographics, activities, transport, party composition, trends: <https://gbdaysitslightscotland.kantar.com/ViewTable.aspx>
- Quarterly trends published by VisitScotland but currently on hold: <https://www.visitscotland.org/research-insights/about-our-industry/statistics>



Visitor Perspective:

2) Domestic Markets – other sources of domestic consumer behaviours

Scotland's People and Nature Survey (SPANS)

- Scotland's People and Nature Survey (SPANS) is a large-scale quantitative survey undertaken for NatureScot conducted among a representative sample of adults in Scotland. The survey collects information on how people living in Scotland use, value and enjoy the natural environment.
- The survey is undertaken every two years covering a 12-month period. Latest report covers 2019-20:
<https://www.nature.scot/naturescot-research-report-1227-scotlands-people-and-nature-survey-201920-outdoor-recreation-health>
- Relevant to outdoor activity businesses and others with an outdoors element being key
- Keywords: visits to the outdoors; visits to the natural environment; participation in outdoor recreation; physical activity outdoors; benefits of visiting the outdoors; attitudes towards the natural environment.

Scottish Household Survey

- The Scottish Household Survey (SHS) provides robust evidence on the composition, characteristics, attitudes and behaviour of private households and individuals. The survey covers lots of topics, including types of housing lived in, composition of the household, occupations, travel behaviours, health and physical activity, education etc. Conducted continuously but reports in two year blocks
- Relevant in terms of focus on outdoor activity, leisure time, sports participation, interest in culture and heritage etc.
- <https://www.gov.scot/collections/scottish-household-survey-publications/>

Scottish Health Survey

- The Scottish Health Survey is a detailed picture of the health of the Scottish population in private households and is designed to make a major contribution to the monitoring of health in Scotland
- Relevant for any businesses wanting to keep abreast of trends in physical activity and the outdoors
- <https://www.gov.scot/collections/scottish-health-survey/>



International Passenger Survey (IPS)

- The International Passenger Survey (IPS) collects information about passengers entering and leaving the UK, and has been running continuously since 1961. The IPS conducts between 700,000 and 800,000 interviews a year, of which over 250,000 are used to produce estimates of overseas travel and tourism. This study is currently suspended because of the coronavirus pandemic although a 2020 Q2 report is being released this week providing estimates from a range of sources: <https://www.ons.gov.uk/surveys/informationforhouseholdsandindividuals/householdandindividualsurveys/internationalpassengersurvey>
- 'In normal times', VisitBritain provide an accessible portal to the data: trends, purpose of visit, spend, length of stay etc. from numerous countries: <https://www.visitbritain.org/nation-region-county-data>
- Regional analysis of 2019 data including trends for Scotland - https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/foresight_174_regional_spread_of_inbound_tourism.pdf
- Market Profiles: VisitBritain also provide detailed information on population, economy, consumer trends, travel trade for numerous overseas markets www.visitbritain.org/markets-segments
- Sector profiles: VisitBritain also produce a range of reports and factsheets on different elements of inbound international tourism including international takes on accommodation choice, activities, countryside & coast, cultural and heritage appeal, food and drink, shopping and transport: <https://www.visitbritain.org/inbound-research-insights>

International Market Factsheets (from VisitScotland)

- Each year, VisitScotland publish detailed factsheets containing comprehensive information, statistics and trends about visitors from 14 international markets.
- Latest data available is for 2019
- <https://www.visitscotland.org/research-insights/about-our-visitors/international>



Visitor Perspective:

4) Insights available on activities and things to do

VisitScotland Activity Factsheets and Research Reports

- Over the last few years, VisitScotland have undertaken and published a wide range and large number of research reports on a number of key activities and areas of visitor interest including:

- Ancestry
- Coastal tourism
- Culture & heritage
- Film and TV
- Food and drink
- Golf
- Outdoor activities
- Travel and Transport
- Weddings
- Wellness
- Wildlife and Nature

- All can be downloaded at:
<https://www.visitscotland.org/research-insights/about-our-visitors/interests-activities>



5) Deeper Insights on holiday intentions and consumer perceptions

Unique Scotland – promoting the benefits of a holiday in Scotland

- In 2019, VisitScotland conducted research with visitors and potential visitors to explore what they perceived as being the benefits of a holiday in Scotland.
- What emerged was a set of recognisable core attributes or features as well as a set of important emotional benefits.
- The reports produced aims to help everyone in the Scottish tourist industry understand the perceived features and benefits of a holiday in Scotland – from a rational as well as an emotional perspective - and promote these points of difference when marketing any tourist offer.
- <https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers/unique-scotland-promoting-the-benefit-of-holidays-in-scotland-oct-2019-final.pdf>

Britain's Image Overseas – Anholt-IPSOS Nation Brands Index

- 2019 findings from the Nation Brands Index providing detailed quantitative analysis of strengths and weaknesses of UK from international perspective – broken down by country (22 markets included)
- For inbound tourism, the most relevant indices are of course Tourism as well as Culture, plus how 'welcome' respondents feel they would be in the UK (which appears under the People dimension).
- Relevant for any business who depends on international visitors or looking to expand in this area
- https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/how_the_world_views_the_uk_2019.pdf

Scotland Visitor Survey

- Every few years, VisitScotland undertakes a major survey of visitors to the country. Last undertaken in 2015-16, over 10,000 interviews were undertaken and they looked at the whole visitor journey from inspiration to planning, booking and later sharing to build a better picture of what is a particularly important to our visitors.
 - Due to be repeated in 2020, it was postponed because of Coronavirus. The 2015-16 results remain relevant however.
- <https://www.visitscotland.org/research-insights/about-our-visitors/visitor-journey>



Visitor Perspective:

6) Insights focused on Aberdeenshire

VisitScotland research publications

- Grampian Factsheet 2018
- Scotland Visitor Survey 2015-16 (Nearly 900 interviews with visitors to Aberdeenshire covering motivations for visits, info sources, visit details (activities, accommodation), strengths and weaknesses of experience, etc.)
- Scotland Golf Visitor Survey, 2016 - nearly 200 interviews with golfing visitors to Aberdeenshire covering profile, planning and booking, motivations, experience.
- <https://www.visitscotland.org/research-insights/regions/aberdeen-aberdeenshire>

VisitAberdeenshire Research

- **North East Adventure Tourism Consumer Research:** undertaken by 56DI in late summer 2020, this report looks at the potential for adventure tourism across the North East. Report available
- **Aberdeenshire Festivals Research 2018** – undertaken by Aberdeen and Grampian Chamber of Commerce, an evaluation of 16 Festivals across Aberdeen City and Shire.
- **Aberdeenshire Visitor Survey 2019** – undertaken by Aberdeen and Grampian Chamber of Commerce, regional visitor survey based on circa 400 respondents.



VisitScotland reports

Domestic Markets:

- Since May 2020, VisitScotland have worked with the other National Tourist Boards in Britain to regularly survey British consumers to better understand their holiday intentions, sentiment and behaviours during 2020. This survey has temporarily replaced the Great Britain Tourism and Day Visits Surveys
- Expected to run until January 2021
- Monthly reports have been published which focus on the domestic markets to Scotland during COVID:
- <https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market>

International Markets:

- International market reports are being regularly updated during COVID – a great deal of depth and information about all of Scotland's key international markets:
- <https://www.visitscotland.org/research-insights/coronavirus-insights/international-markets>

Social Listening:

- Regular analysis of social media conversations around holiday intentions
- <https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#socialupdate>

56DI Scottish Tourism Index

- 56 Degree Insight undertook 4 waves of consumer research between May and late August to better understand the views and opinions of the Scottish consumer about holidays and travel in general and staycations in particular.
- All 4 reports can be downloaded here:
- <https://www.56degreeinsight.com/scottish-tourism-index>

COVID-19 Consumer Tracking Report – Scotland Level Summary

31st August – 2nd October 2020

(Waves 14-16)

Published 16th October

Further on the site of Larnach, Larnach, Argyle and the site, Richard Elliot

IMPACT OF COVID-19 ON INTERNATIONAL MARKETS

The latest research into our international markets and how COVID-19 is impacting plans to visit Scotland

Explore below feedback from our international marketing teams and insight from the latest social listening

In this section:

Market intelligence update: Europe

Social listening update: Europe



COVID-19: Outdoor Recreation in Scotland

- 56DI for NatureScot (formerly SNH)
- 2 waves of research undertaken amongst Scots (1,000 interviews per wave) measuring levels of participation in outdoor recreation, places visited during outdoor visits and propensity to take more or less visits in future.
- <https://www.nature.scot/enjoying-outdoors-monitoring-impact-coronavirus-and-social-distancing-latest-survey-results-october>

COVID-19: Cultural Participation and Attitudes in Scotland

- 56DI for Creative Scotland
- Research tracking attitudes towards visiting arts and cultural venues (events, museum galleries) after lockdown and in different Covid 19 safe ways (online, outdoor, with social distancing, etc.)
- <https://www.creativescotland.com/resources/professional-resources/research/creative-scotland-research/covid-19-audiences>



Industry/Business Perspective:

1) Accommodation Occupancy Studies

Scottish Accommodation Occupancy Studies

- The Scottish Accommodation Occupancy Studies are some of the longest running tourism surveys anywhere in the UK having run, in one form or another since the mid 1970s and are commissioned by VisitScotland.
- Participating accommodation businesses submit returns on a monthly basis to the Moffat Centre who then translate numbers of beds, rooms, self-catering units, caravan pitches etc. into rates of occupancy. This provides a continuous measure of the demand for commercial accommodation in Scotland.
- Unlike many surveys in 2020, data collection continued throughout the course of the pandemic.
- Participating businesses receive monthly reports of their own rates of occupancy alongside regional and national comparisons – invaluable context to benchmark their own performance and monitor trends.
- Annual analysis is available here:

<https://www.visitscotland.org/research-insights/about-our-industry/accommodation>

- VisitAberdeenshire also have regional specific information

- Accommodation businesses can join and in return for providing information on their occupancy levels received benchmark reports:

<https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers-2/scottish-accommodation-occupancy-survey-get-involved.pdf>



Industry/Business Perspective:

2) Visitor Attractions

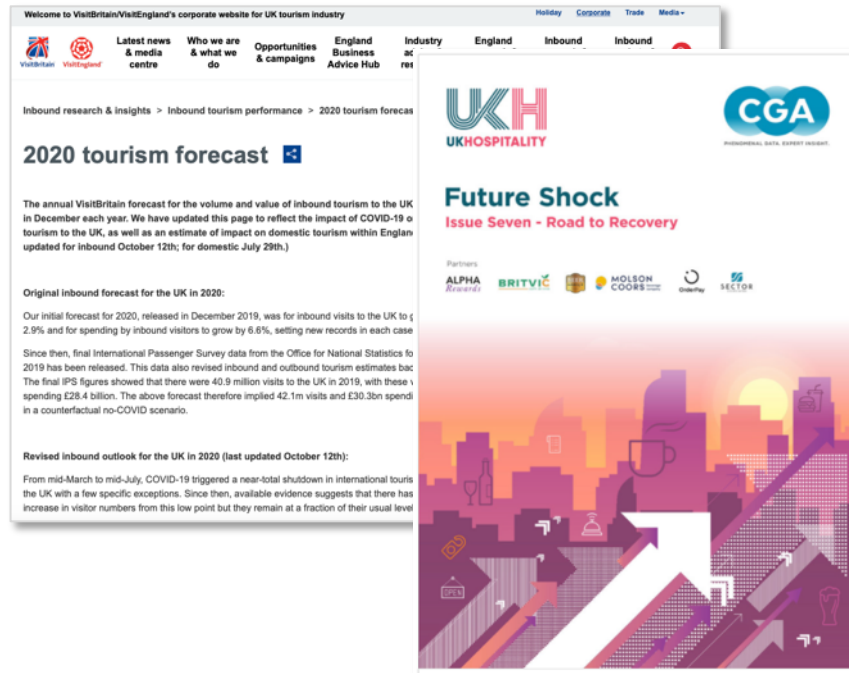
Visitor Attraction Monitor and Barometer

- Each year, the Moffat Centre produces the Visitor Attraction Monitor which supplies detailed data on public and private sector Scottish attractions from large operations like national museums and galleries to small independent operators. It is the most comprehensive range of data on visitor attraction performance in Scotland with data available back to 1991.
- Information covers visits data as well as more operational information such as staffing, average revenue and dwell time. Some qualitative information is also collated to probe negative and positive factors affecting the industry.
- Businesses can use the findings to compare their performance with competitors that have similar tourist attractions, or are located within the same region.
- The Moffat Centre also produces a monthly Visitor Attraction Barometer on behalf of VisitScotland. The reports map trends, visitor numbers, and other key variables of more than 500 visitor attractions across Scotland. The Barometer is one of the earliest indicators of tourism performance in Scotland with only one month data turnaround. It is used by the Bank of England as one of their economic monitoring tools
- <https://www.moffatcentre.com/visitorattractionreports/>
- Subscription required by businesses to access a detailed live portal



Other sources of Tourism Industry Insight in Scotland

- UK Hospitality – factsheets on hospitality and reports on key issues (including 'Road to Recovery')
<https://www.ukhospitality.org.uk>
- Association of Scottish Visitor Attractions (ASVA) – regular statistical updates
<https://www.asva.co.uk>
- Association of Scottish Self Caterers (ASSC)
<https://www.assc.co.uk>
- Forecasting: VisitScotland are expecting a 70%+ drop in tourism volumes this year. This is based on VisitBritain research and work by the UNWTO. Details can be found here:
<https://www.visitbritain.org/2020-tourism-forecast>
- Also, subscribe to VisitScotland and Scottish Tourism Alliance newsletters – they always reference new pieces of research which offers value to tourism businesses



- Pinterest 100 – the latest trending searches across the globe – stay abreast of the latest fashions and trends in travel and associated sectors. “Pick a theme that intrigues you, then dig in to see emerging Pinterest trends from all over the world. 100 trending searches”

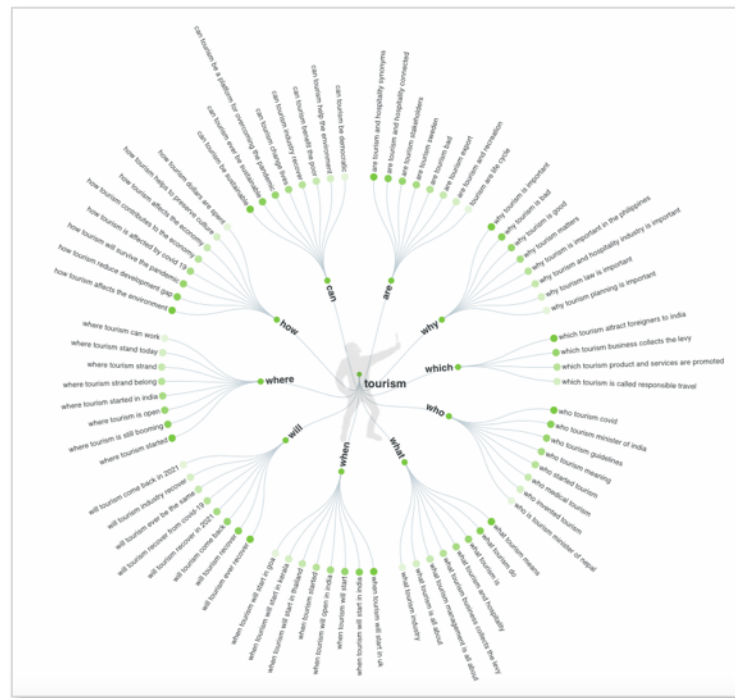
<https://business.pinterest.com/en/insights>
<https://business.pinterest.com/en/blog/the-top-trends-for-october-2019>

- Answer the Public – type in your search query and discover the most common questions and trends around that subject just now on the web:

<https://answerthepublic.com>

- And the Expedia Press room provides a wealth of global travel trends:

<https://newsroom.expedia.com/home>



4.

Advice on Analysis techniques



Advice on analysis techniques

Simple analysis of survey results can be undertaken using standard spreadsheet packages such as MS Excel

What do you
need to know?

What customer
data is available?

Develop informal
data collection

Develop formalised
data collection

Analysis and
interpretation

Feeding into
business planning

Whilst specialist survey software packages are available, it is possible to use Excel or similar freely available spreadsheet software (e.g. Google Sheets) to analyse survey results.

Inputting questionnaire results into Excel can be time consuming but the attached template, short instructional videos and tips in this section can make the process more efficient.

How you will input data should be considered when you are designing questionnaires:

Closed/pre-coded questions can be keyed in quickly and accurately if you include codes to input in a small font beside each answer option.

Q5 How would you describe this trip/visit that you are on?

- 1 ☐ Day trip from home
- 2 ☐ Holiday/break of 1-3 nights
- 3 ☐ Holiday/break of 4-7 nights
- 4 ☐ Holiday/break of 8+ nights
- 5 ☐ Business trip
- 6 ☐ Visiting friends/relatives
- 7 ☐ Something else

Please specify: _____

Q2 More specifically, how important were each of the following in your decision to visit [BUSINESS NAME]?

List range of
potential influences e.g.

A previous visit

Recommendation from friends

Online reviews (e.g. TripAdvisor)

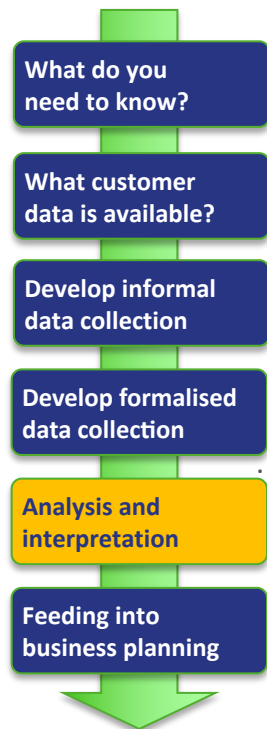
Article in newspaper

Special Offer in newspaper

etc. etc.

Very Important	Quite Important	Neither	Not very Important	Not at all Important
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Responses to open ended questions can be analysed quantitatively by 'coding' responses or in a more qualitative manner using verbatim comments which bring the results to life



Responses to open ended questions can be treated in different ways.

The most thorough (but time consuming!) method is to create a code frame covering all of the commonly provided responses to the question and to input these codes into your Excel, ready for quantitative analysis. You can also identify and use direct quotes from respondents to bring results to life, or create a wordcloud to visualise the responses provided.

Q6 We are keen to get any feedback on how we could improve the visitor experience at [BUSINESS NAME] Please provide any thoughts below.

Create word cloud
(e.g. www.wordclouds.com)

Create a code frame

- | | |
|----|--|
| 2 | More promotion of town attractions, walks, history (8% 8 n=8) |
| 3 | Maps for visitors (1% 1 n=1) |
| 4 | Experienced rude staff in businesses (1% 1 n=1) |
| 5 | Parking problems/ need improved parking (11% 11 n=11) |
| 6 | Lack vitality/vibrancy/dull (4% 4 n=4) |
| 7 | Create coach parking (1% 1 n=1) |
| 8 | Promote events to visitors (0% 0 n=0) |
| 9 | Shops should open Saturday afternoons (9% 9 n=9) |
| 10 | Need greater range of independent shops/better quality shops (23% 23 n=23) |
| 11 | Tidy up town/town is mess (3% 3 n=3) |
| 12 | Too many empty shop units (4% 4 n=4) |
| 13 | Busy traffic/traffic issues (3% 3 n=3) |
| 14 | Needs better hotels/accommodation (6% 6 n=6) |
| 15 | Nothing to do/nowhere to go (14% 14 n=14) |
| 16 | Needs more places to eat out/ need more restaurants, cafes, bars (22% 22 n=22) |

Use verbatim comments

"Anything to encourage more diverse shops - there are only so many hairdressers and barbers any town needs."

"Better signage and more made of the William Wallace connection."



Advice on analysis techniques

Responses to open ended questions can be analysed quantitatively by 'coding' responses or in a more qualitative manner using verbatim comments to bring the results to life

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

Analysis and interpretation

Feeding into business planning

Responses to questionnaires can be input into a spreadsheet such as MS Excel or Google Sheets.

Before starting data inputting you should set up a template – the example provided with this manual provides a template which you can overwrite. Also see the accompanying short video on data entry overleaf.

In the template your first row should contain column headings – with each column representing a question. Questions where more than one answer can be given need a column per answer option.

Each respondent should be given an unique ID number (also handwrite this onto the paper questionnaire when inputting data). The data for each respondent should then be input across a row by keying in their responses using the codes you have allocated to each answer option and typing in verbatim comments in full.

Set up an Excel template to enter your data:

	A	B	C	D	E	F	G	H	I
	Unique ID	VP1 Gender	VP2 Age	VP3 Children	VP4 Residence	VP5 Trip type	VP6 Newspaper	VE1 Overall satisfaction	VE2 Why do you say that?
1	1	2	1	2	1	1	4	2	
2	2	1	5	2	4	4	2	1	
3	3	1	5	1	1	1	1	4	No view from road
4	4	1	5	1	1	1	5	2	
5	5	1	6	2	1	1	1	2	
6	6	1	2	1	1	1	1	2	
7	7	2	2	2	1	1	1	3	
8	8	1	5	2	2	2	4	1	Wonderful experience
9	9	2	6	2	1	1	6	1	
10	10	1	4	1	1	1	5	2	Excellent food
11	11	2	5	2	2	3	5	1	
12	12	2	3	2	2	4	2	2	
13	13	1	3	2	1	1	1	3	Noisy
14	14	2	1	1	1	1	1	1	
15	15	1	2	2	2	2	2	1	Great value
16	16	1	4	1	1	1	5	2	
17	17	2	3	2	1	1	2	2	
18	18	2	6	2	1	1	5	2	
19	19	2	6	2	1	1	1	3	
20	20	1	5	1	1	2	1	2	
21	21	2	5	2	2	1	1	2	
22	22	2	4	2	1	6	1	1	Friendly staff
23	23	2	2	2	1	1	2	2	
24	24	1	2	2	1	1	6	2	
25	25	2	2	2	1	1	6	3	
26	26	2	1	2	1	1	1	1	
27	27	2	4	2	1	1	1	2	
28	28	2	6	1	1	1	6	2	
29	29	1	1	1	1	1	1	4	Television did not work
30	30	2	1	1	1	1	1	3	
31	31	1	3	2	1	2	6	2	
32	32	1	4	2	1	5	1	2	

Advice on analysis techniques

Watch this video on Data Entry techniques (available as a separate file, external to manual)

What do you
need to know?

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data is available?

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data collection

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data collection

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interpretation

Feeding into
business planning



Advice on analysis techniques

Some fairly straightforward Excel calculations can start to convert your data into useful insights

What do you need to know?

What customer data is available?

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Analysis and interpretation

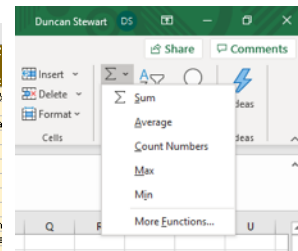
Feeding into business planning

After inputting your data, a number of calculations can be used to make the analysis as useful as possible:

- **Percentages of totals** – makes numbers more meaningful than just counts of respondents and facilitates comparisons between customer groups, over time, etc.
- **Averages** – data such as expenditure or satisfaction ratings can be more easily understood and compared is shown as an average.
- **Cross tabulations** – analyse the results to questions against other results such as gender or age to identify variations.

For more details see the accompanying short video on data analysis.

	A	B	C	D	E	F	G	H	I
1	Unique ID	VP1 Gender	VP2 Age	VP3 Children	VP4 Residence	VP5 Trip type	VP6 Newspaper	VE1 Overall satisfaction	VE2 you that
75	74	1	6	2	1	1	5	2	Nois
76	75	1	5	2	1	1	5	4	
77	76	2	4	2	2	4	3	2	Grea
78	77	1	4	1	2	1	6	1	
79	78	2	5	2	1	1	2	2	
80	79	1	4	2	1	1	2	3	
81	80	1	2	2	1	1	1	2	
82	81	1	3	1	1	1	5	1	
83	82	2	4	2	1	1	1	1	
84	83	1	2	2	1	1	5	1	Frien
85	84	2	5	2	1	1	6	5	Poke
86	85	1	7	2	1	1	2	1	
87	86	1	5	1	1	1	5	1	
88	87	1	3	2	1	1	2	2	
89	88	2	1	2	3	5	2	1	
90	89	2	5	1	1	1	1	1	
91	90	1	4	2	1	1	4	3	Tele
92	91	1	1	2	1	1	2	1	
93	92	2	4	2	1	1	2	1	
94	93	1	1	2	1	1	2	4	Dirty
95	94	2	6	2	1	1	5	3	
96	95	2	6	2	2	1	1	1	
97	96	2	5	2	2	2	2	3	
98	97	2	5	2	1	1	1	3	
99	98	2	1	2	1	1	2	2	
100	99	2	6	2	1	1	2	1	
101	100	1	2	2	1	1	3	1	
102									
103									
104									



Simple Excel functions can give you useful results quickly e.g.

=AVERAGE (G2:G32)
=COUNT (G2:G32)
=MAX (G2:G32)

=AVERAGE (H2:H101)

Advice on analysis techniques

The Pivot Table function can be used for more advanced analysis of the data such as filtering by sub groups and cross-tabulating different questions

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

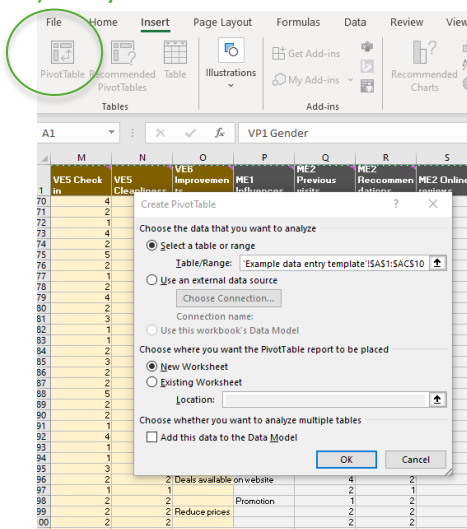
Analysis and interpretation

Feeding into business planning

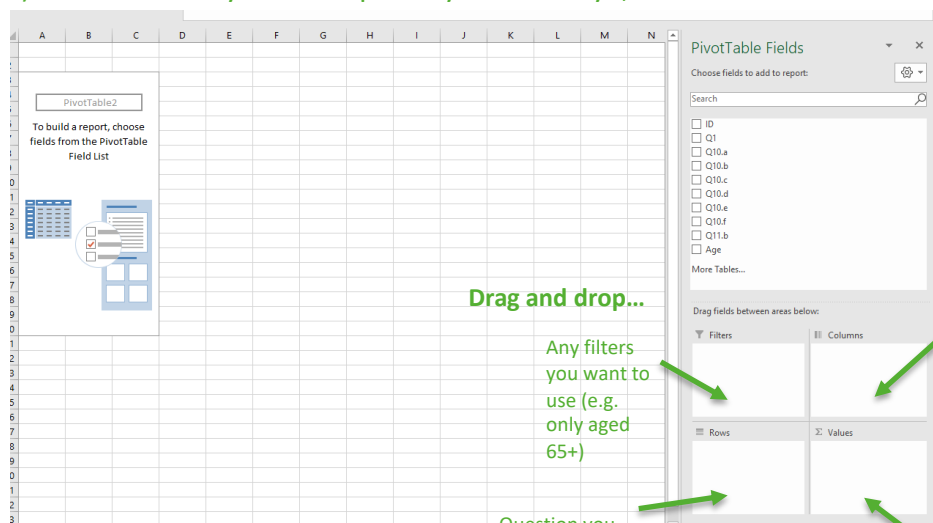
The Pivot Table function can allow you to do more detailed analysis of your data

Follow the steps below and for more information watch the instructional video on data analysis:

1) Select your data and click Insert – Pivot Table



2) The Field List box lets you select the questions you want to analyse, cross tabulate or use as filters



Drag and drop...

Any filters you want to use (e.g. only aged 65+)

Any questions you want to 'cross tab' by'

Question you want to analyse

The value you want to see (e.g. number or percentage)

Advice on analysis techniques

Some of the most useful analysis techniques and how to present your data are included on the instructional video on the next page

What do you need to know?

What customer data is available?

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3) Show total numbers selecting answer options:

Row Labels	Count of VE1 Overall satisfaction
1	36
2	41
3	17
4	5
5	1
Grand Total	100

4) Show numbers as percentages of total respondents:

Row Labels	Count of VE1 Overall satisfaction
1	36%
2	41%
3	17%
4	5%
5	1%
Grand Total	100%

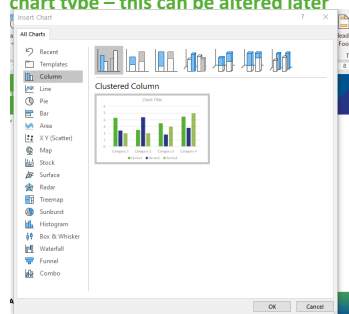
5) Filter for a certain group of respondents e.g. male/female:

VP1 Gender	1
Row Labels	Count of VE1 Overall satisfaction
1	38%
2	38%
3	16%
4	8%
Grand Total	100%

6) 'Cross-tab' one question against another e.g. age:

Count of VE1 Overall satisfaction	Column Labels	1	2	3	4	5	6	7	Grand Total
Row Labels									
1		47%	36%	40%	29%	30%	27%	50%	36%
2		26%	36%	53%	53%	35%	45%	50%	41%
3		11%	29%	7%	18%	20%	27%	0%	17%
4		16%	0%	0%	0%	10%	0%	0%	5%
5		0%	0%	0%	0%	5%	0%	0%	1%
Grand Total		100%	100%	100%	100%	100%	100%	100%	100%

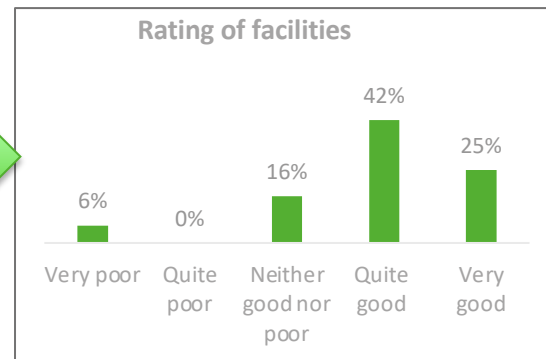
To plot your data as a chart in PowerPoint or Word: select 'Insert Chart', then chose your chart type – this can be altered later



Type in or cut and paste your analysed data (adding labels for answer options)

	A	B
1		Q10.a
2	Very poor	6%
3	Quite poor	0%
4	Neither good nor poor	16%
5	Quite good	42%
6	Very good	25%
7		

9) Customise headings, colours, layout etc.



Advice on analysis techniques

Watch this video on Data Entry techniques (available as a separate file, external to manual)

What do you
need to know?

What customer
data is available?

Develop informal
data collection

Develop formalised
data collection

Analysis and
interpretation

Feeding into
business planning

Data Analysis



Advice on analysis techniques

When analysing data, always stay focused on the top level business objective you established at the outset

Maximise the effectiveness of our spring marketing activities aimed at domestic market

What do you need to know?

What customer data is available?

Develop informal data collection

Develop formalised data collection

Analysis and interpretation

Feeding into business planning

Understand if the advertising is reaching our target audiences

- What proportion of Scots are spontaneously aware of the advertising?
- How well do the adverts cut through in comparison to other brands?
- Do Scots remember the TV adverts and other media?
- Are the adverts engaging?
- Do the adverts reaching the right audiences? (e.g. by demographics, travel and tourism habits)
- How does the reach change over the campaign period?

Measure the short term impact of the advertising

- Do the adverts increase awareness of our brand over the campaign period?
- Does the advertising drive consideration and a desire to travel with us?
- How well do the key campaign messages land?
- What, if anything, does the campaign prompt people to do?
- How do the short term impacts vary between population groups?
- How do these short term impacts vary over the campaign period?

Measure if the campaign had a longer term impact on our brand

- How does the advertising impact on brand health?
- How does it impact on perceptions of our brand?
- How do these brand impacts vary between population groups?
- How do these brand impacts vary over the campaign period?

Website hits

Occupancy

Sales info

VisitBritain country profiles

Chatting with customers

TripAdvisor reviews

Visit Aberdeenshire surveys

VisitScotland factsheets

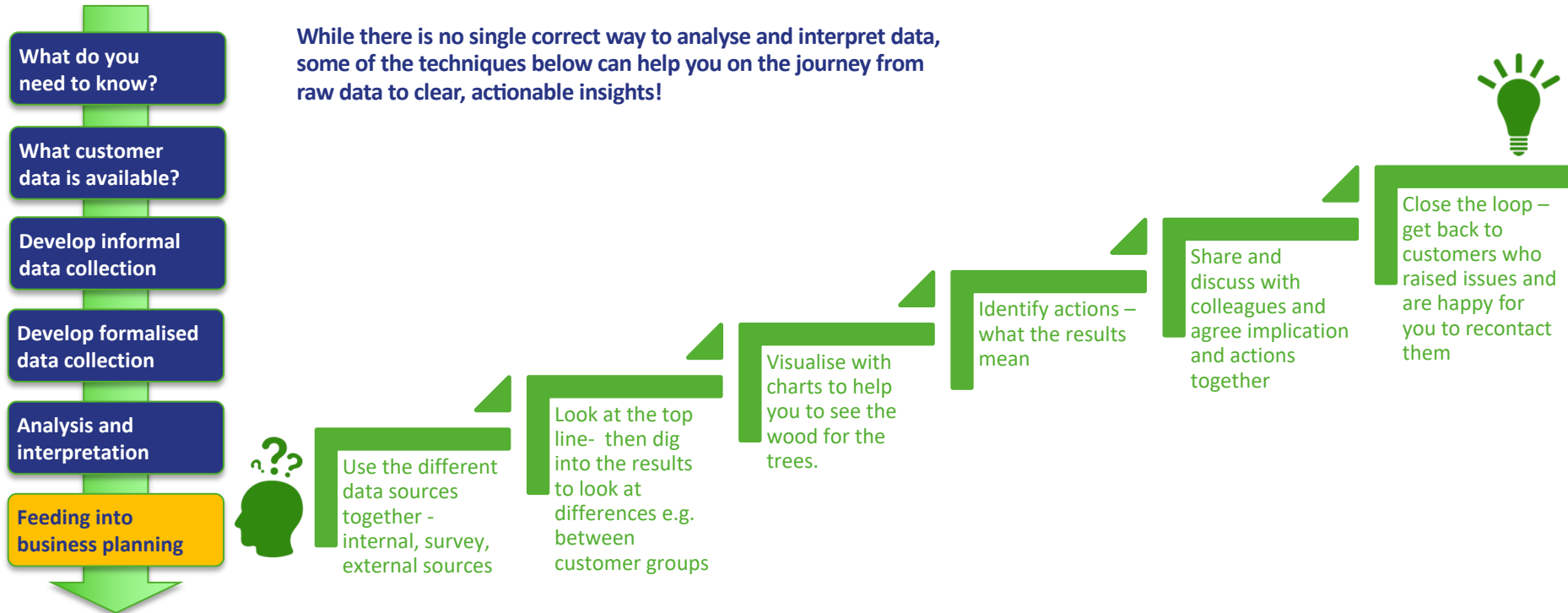


Compile, analyse and interpret the data to gain insights and generate ideas for action.



Advice on analysis techniques

Beyond number crunching time is needed to establish what the data means

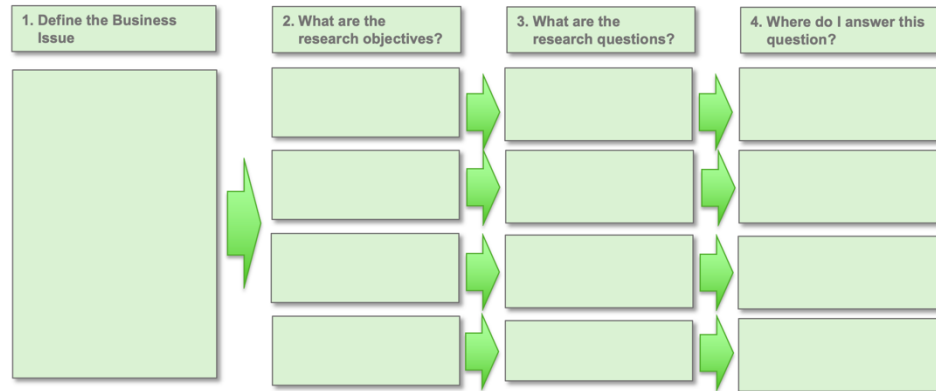


Create a structured approach to your insights gathering by creating an Insights Plan



It is important to build some structure around your insights gathering activity. Every survey needs to have a purpose and should be part of a wider plan with the purpose of taking your business forward. By creating an Insights Plan, feeding the results into your wider business and marketing planning will be more straightforward.

Identify your business issue/problem and follow the Insights Pyramid approach to identify the most effective means of understanding the issue and the steps required to address it. In Appendix Two, we provide some templates for Insights Planning that you can use for your business.



Appendix 1:

Questionnaire Templates



We have created example questionnaires and templates for a range of the most popular 'survey' scenarios for tourism businesses.....



Who are your visitors?
What are their demographics?
Where from?
Repeats or 1st time?



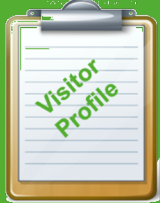
How satisfied with their visit? What liked best? What could be improved? Will they recommend?



What influenced them for this visit – spontaneous vs prompted, likeability of your marketing, how could improve?



Testing interest in potential new developments and services (menus, new facilities etc.)



Visitor Profile – Common Questions and their format

Q1 Are you....?

- ☐ 1 Male
- ☐ 2 Female
- ☐ 3 Prefer not to say

Q2 Which age group are you in?

- ☐ 1 16-24
- ☐ 2 25-34
- ☐ 3 35-44
- ☐ 4 45-54
- ☐ 5 55-64
- ☐ 6 65+
- ☐ 7 Prefer not to say

Q3 Do you have any children aged under 16 living in your household?

- ☐ 1 Yes
- ☐ 2 No

Q4 Where do you live? *(Adapt according to your market)*

- ☐ 1 Aberdeen/Aberdeenshire
- ☐ 2 Elsewhere in Scotland
- ☐ 3 Elsewhere in the UK
- ☐ 4 France
- ☐ 5 Germany etc etc.

Where? _____

Where? _____

Q5 How would you describe this trip/visit that you are on?

- ☐ 1 Day trip from home
- ☐ 2 Holiday/break of 1-3 nights
- ☐ 3 Holiday/break of 4-7 nights
- ☐ 4 Holiday/break of 8+ nights
- ☐ 5 Business trip
- ☐ 6 Visiting friends/relatives
- ☐ 7 Something else **Please specify:** _____

Q6 Which of the following *[newspapers / magazines]* do you read on a regular basis? *(Adapt according to your market)*

- ☐ 1 Daily Record
- ☐ 2 Sun
- ☐ 3 Daily Star
- ☐ 4 Daily Mail
- ☐ 5 Daily Express
- ☐ 6 Press & Journal
- ☐ 7 etc. etc.



Visitor Experience – Common Questions and their format

Q1 Thinking about your visit to **[BUSINESS NAME]** overall, how satisfied were you with the experience?

- ☐ 1 Very Satisfied
- ☐ 2 Quite Satisfied
- ☐ 3 Neither Satisfied nor Dissatisfied
- ☐ 4 Quite Dissatisfied
- ☐ 5 Very Dissatisfied
- ☐ 6 Don't Know
- ☐ 7 Prefer not to say

Q2 Why do you say that?

Q3 Based on your visit to **[BUSINESS NAME]** overall, how likely would you be to recommend **[BUSINESS NAME]** to friends and family on a scale from 10 (Very Likely to recommend) to 0 (Very Unlikely to recommend)

Very Unlikely to recommend  Very Likely to recommend

0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐

This is the Net Promoter Score question, often favoured by businesses as a means of evaluating satisfaction with the customer experience. NPS is calculated by subtracting the % of Detractors (rating 0-6) from the % of Promoters (rating 9 or 10)

Q4 And how likely would you be to return to **[BUSINESS NAME]** on a future visit?

- ☐ 1 Very Likely
- ☐ 2 Quite Likely
- ☐ 3 Neither Likely nor Unlikely
- ☐ 4 Not Very Likely
- ☐ 5 Not at all Likely
- ☐ 6 Don't Know

Q5 Now let's look at your visit to **[BUSINESS NAME]** in detail. Please indicate how satisfied you were with each of the following aspects of **[BUSINESS NAME]**....

List of aspects of business e.g.

	Very Satisfied	Quite Satisfied	Neither	Not very Satisfied	Not at all Satisfied	Why do you say that?
The booking experience	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	<hr/>
Check-in	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	<hr/>
Cleanliness of your room	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	<hr/>
etc. etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	<hr/>

Q6 We are keen to get any feedback on how we could improve the visitor experience at **[BUSINESS NAME]** Please provide any thoughts below.



Marketing Evaluation – Common Questions and their format

Q1 What were the main things which influenced your decision to visit [BUSINESS NAME] on this trip?

Q2 More specifically, how important were each of the following in your decision to visit [BUSINESS NAME]?

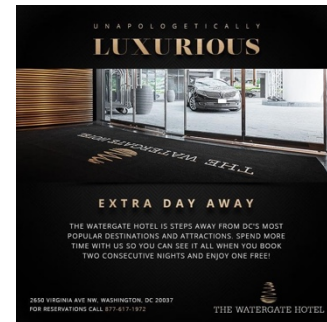
List range of potential influences e.g.

	Very Important	Quite Important	Neither	Not very Important	Not at all Important
A previous visit	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Recommendation from friends	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Online reviews (e.g. TripAdvisor)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Article in newspaper	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Special Offer in newspaper	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
etc. etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

AMONGST THOSE WHO HAD SEEN IT BEFORE, SHOW IMAGE OF ADVERTISEMENT:

Q3 We are keen to get your views on our advertising.

Please tell us which aspects of this advertisement you found particularly appealing and which elements you didn't like and your reasons why



LIKED & WHY:

DISLIKED & WHY

Q4 How could we improve advertisements like this in future to make them more appealing to people like you?



Products and Services Testing – Common Questions and their format

PROVIDE DESCRIPTION OF A NEW SERVICE OR PRODUCT YOU ARE CONSIDERING – POSSIBLY ACCOMPANIED BY PHOTOS/ILLUSTRATIONS (E.G. A NEW MENU, AN EXTENSION TO THE RESTAURANT ETC ETC.)

Q1 Having read this description of this [NEW PRODUCT/SERVICE] that we are considering, how appealing is that to you?

- ☐ 1 Very Appealing
- ☐ 2 Quite Appealing
- ☐ 3 Not Very Appealing
- ☐ 4 Not At All Appealing
- ☐ 5 Don't Know
- ☐ 6 Prefer not to say

Q2 Why do you say that?

Q3 Are there any changes to this [NEW PRODUCT/SERVICE] that you would suggest to increase its appeal to you?

Q4 If we introduced this [NEW PRODUCT/SERVICE] in the way it is described, would it make you more or less likely to revisit?

- ☐ 1 More Likely
- ☐ 2 Less Likely
- ☐ 3 Wouldn't make any difference at all
- ☐ 4 Don't Know
- ☐ 5 Prefer not to say

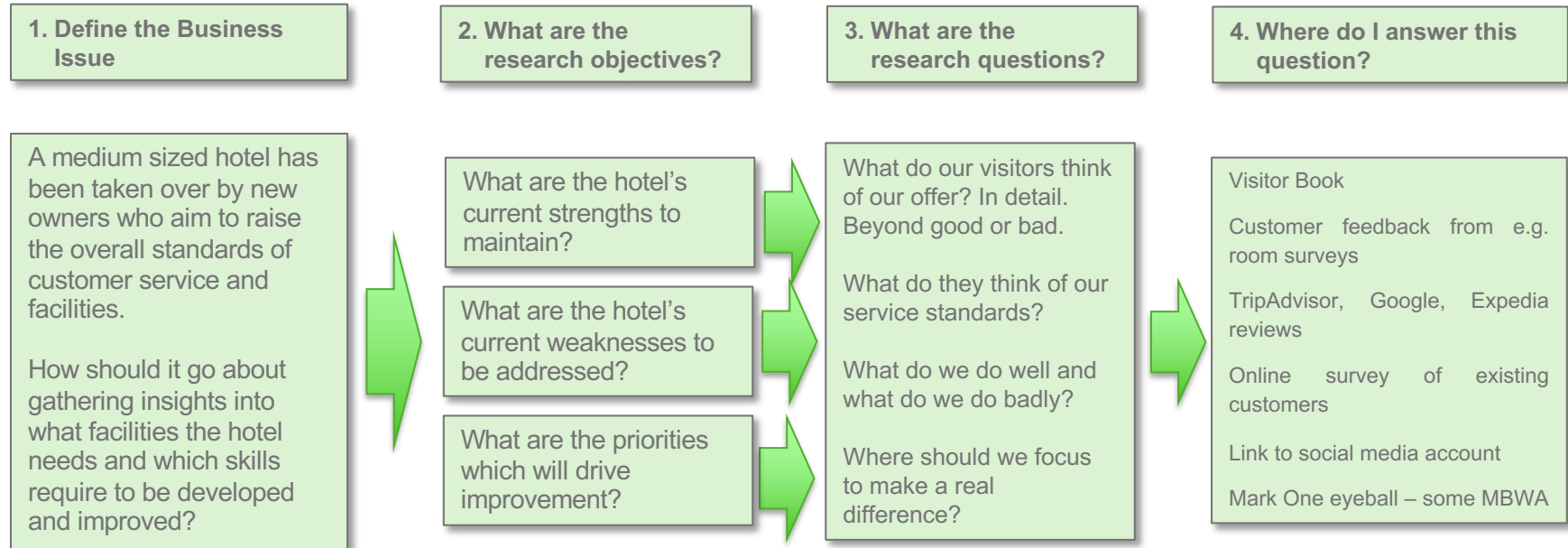
Q5 Are there any other things we could offer to make our business more appealing to you?

Appendix 2:

Insights Pyramids & Insights Planning Templates



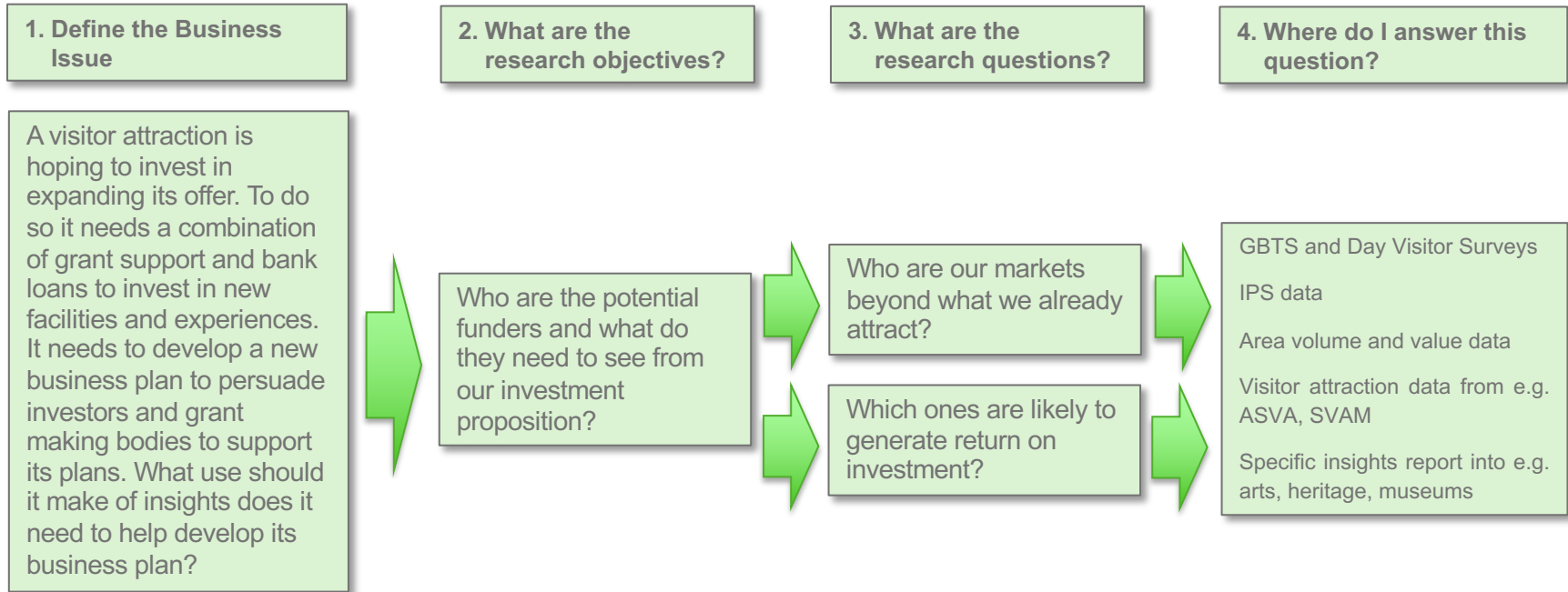
Action Planning – Insights Pyramid Example 1: Monitoring the Customer Experience



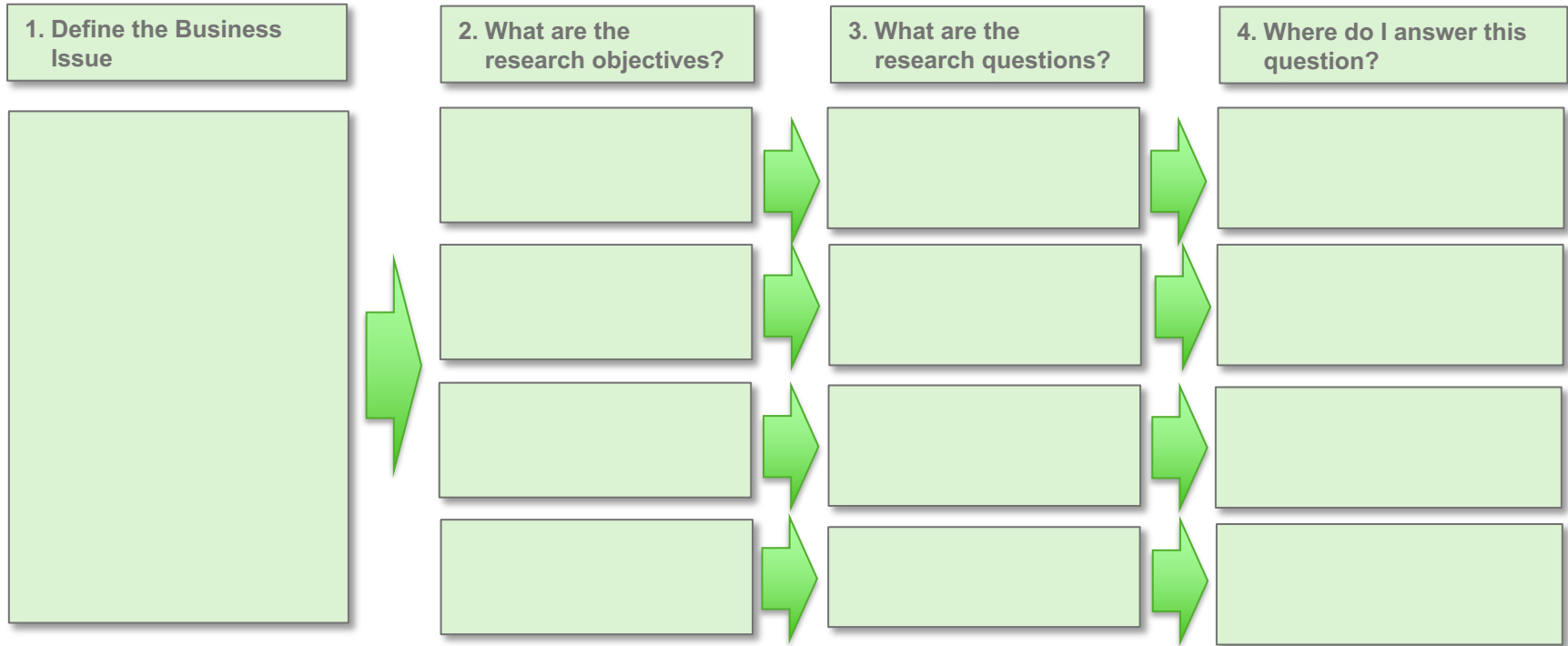
Action Planning – Insights Pyramid Example 2: Market Diversification



Action Planning – Insights Pyramid Example 3: Supporting an Investment Case



Action Planning – Insights Pyramid - TEMPLATE



Designing your Questionnaire - TEMPLATE

Once you have created the structure of your Action plan, you need to detail the specific questions to be asked in your survey (on the assumption that this will be one of the data sources required).

The accompanying Manual provides templates of questions for a range of common scenarios and will help provide a framework for your questionnaire. Use the box on the right to plan the structure of the questionnaire and the questions to be included. If you're not creating a questionnaire, use the space to detail how all of the other data sources will fit together.

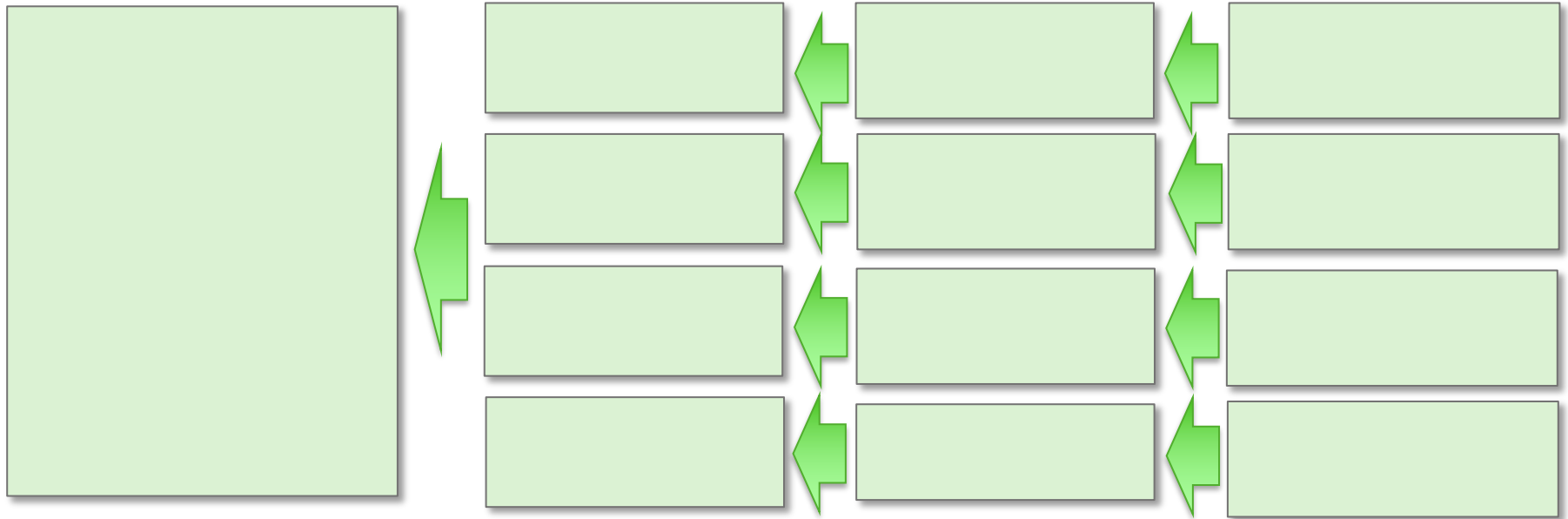
Remember the golden rules to questionnaire design:

1. Stay focused on your research questions and higher-level objectives. Every question must have a purpose and link to the objectives of the research.
2. Don't reinvent the wheel – we will provide a number of template questions and questionnaires!
3. Have a logical flow – explain the purpose up front, start with broad, easy questions, finish with demographics like age.
4. Keep it simple and short – use simple language and ensure it can be completed in under 10 minutes.
5. Be specific and unambiguous – will everyone understand what you mean including those who don't have English as first language? Avoid 'double barrelled' questions, double negatives or jargon.
6. Try to obtain honest answers! – avoid leading questions (Do you agree that...), have equally balanced rating scales and bear in mind that some topics may obtain a socially desirable response.
7. Test and revise the questionnaire – even just a trial run with friends and family / people not as close to your business.

Questionnaire Planning (skeleton structure with key questions to be asked)

Action Planning – Analysing the Outcomes - TEMPLATE

Once you have collected all of your data and obtained your results, time is needed to establish what it all means. Use the same structured approach – in reverse – to answer the questions at each level and always stay focused on the business objective you established at the outset



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Visit**Aberdeenshire**

VisitAberdeenshire are here to support businesses in the region with all of their Insights issues.

**Any questions? A follow-up discussion? Advice?
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