



DESTINATION ABERDEEN & ABERDEENSHIRE

**OUR TOURISM STRATEGY
2018-2023**

FOREWORD

As a recent arrival to the area, I count myself among the many employees, entrepreneurs, students and, of course, visitors who are attracted to this part of the world every year by the great experiences on the doorstep. Whether that's the urban culture of Aberdeen, the big skies above Aberdeenshire, or nature's playground in the Cairngorm National Park.

Demand to experience Scotland increases year on year, fortifying one of the strongest tourism brands in the world. As demand rises, so too does the appeal of lesser-known destinations that are a little (but not too far) off the well-worn path, and yet still fulfil the need for a high quality and authentic Scottish experience.

I believe that the North East is Scotland's space to grow its tourism industry, and as a sector we are custodians of that growth opportunity. We are supported by significant public and private investment in projects that will strengthen our potential. This strategy sets out a shared agenda for businesses of all sizes, agencies and authorities to collaborate, to harness the appetite among visitors to enjoy the experiences that we have to offer, convert that into visitor spend and in turn contribute to improved prosperity in Aberdeen and Aberdeenshire.

I look forward to working with you to deliver this plan

Chris Foy

Chief Executive, VisitAberdeenshire

BACKGROUND TO THIS STRATEGY

Tourism is a growth industry, with consumers around the world spending more of their time and money on leisure activities. Scotland is expected to benefit from the growing demand from leisure as well as business travellers, who are attracted to Scotland as a place to meet, learn and grow their business. As the appetite to visit and explore Scotland grows, the country needs space to meet that demand. We believe that **Aberdeenshire** (understood in this strategy as both City and Shire unless otherwise stated) is well poised to lead the response to that challenge, offering both a compelling Scottish visitor experience, and the capacity to attract a wide range of visitor types.

When the previous tourism strategy was published in 2013, the region's economy was in a different place. However, since that time, considerable investment has been made in some major infrastructure that, if managed and marketed well, presents an opportunity for the tourism industry to grow in an unprecedented way. Changing trends in consumer demand have opened up new opportunities for us too. Therefore, this strategy sets out a framework for everyone in the region's tourism sector to plan around these new opportunities, and build on our strengths as a destination. It is important to note that while Visit**Aberdeenshire** provides the secretariat for shaping and delivering this plan, the implementation lies with us all.

“ OUR MISSION

Together, we will develop the visitor economy to provide a sustainable contribution to the prosperity of North East Scotland



“ OUR AMBITION

We aim to grow visitor spend in Aberdeenshire to £1 billion per year by 2023



IT ALL ADDS UP

In 2016, combined spending by day visitors and overnight visitors was £630 million. With improved facilities for cruise ships in Aberdeen, and a world-class exhibition centre opening soon, the volume and value of day and overnight visitors is set to increase. Therefore, our ambition is bold. We aim to help grow visitor spend in **Aberdeenshire** to £1 billion per year by 2023; the sum of £500m in overnight spend and a further £500m in day visit receipts.

We believe that fulfilling our ambition to grow the visitor economy is realistic and could even be exceeded if we work together, improve our skills, respond to evolving trends in consumer behaviour and compete as a team. This strategy sets out how everyone can play their part in doing this, and ultimately in improving the prosperity of North East Scotland.

£1bn
(2023)



£500m

day visitor spend



£500m

overnight visitor spend

WHAT ARE OUR VISITORS LOOKING FOR?

Tourism in **Aberdeenshire** is shaped by a wide range of factors affecting both what visitors are looking for, and what we offer. Firstly there are overriding megatrends such as demographic or climate change, shifts in economic power and even Brexit. These form the background for consumer trends and play their part in influencing how people spend their leisure time. Based on these, and on emerging patterns of consumer behaviour, the eight trends identified below are expected to be particularly relevant to shaping visitor demand in the UK, Scotland and locally in **Aberdeenshire**, during the lifetime of this strategy.



SHORTER BREAKS, MORE OFTEN

Consumers are opting for 'experiences' over things, leading them to seek more from their leisure time. UK domestic travellers are opting for 'staycations' more often



MORE INTERNATIONAL VISITORS

Visitors to Scotland are becoming increasingly international in nature. Our 'near neighbours' from continental Europe and 'distant cousins' from North America are exploring more of Scotland more frequently



DIVERSE VISITOR PROFILES

Our visitors are becoming more diverse in every sense, as people travel in groups of different ages, and come from more varied cultural backgrounds. Visitors are also mixing business and leisure activities in the same trip



SEEKING DISCONNECTION FROM A CHAOTIC WORLD

Consumers are leading increasingly busy lives, so holidays and short breaks are becoming more about recovery and self-improvement, and doing activities which improve physical and mental health



ACTIVE HOLIDAYS IN NATURE'S PLAYGROUNDS

Interest in physical health has increased demand for active holidays, through simple pursuits such as walking and cycling, or 'soft adventure' activities such as wild camping, country sports or marine sports



FREEDOM ON THE ROAD - FLUID ITINERARY TRAVEL

Increasingly, visitors are making a road trip with no fixed itinerary, giving them flexibility to see breathtaking landscapes and go beyond the traditional tourism attractions



DISCOVERING HONEST AUTHENTICITY

A growing interest in Scotland's past is also coupled with greater localism, where people pay more attention to local culture. Visitors are also seeking opportunities to get to know unique aspects of Scottish heritage



TECH EVERYWHERE: KEEPING UP WITH DIGITAL TECH CHANGE

Consumers' every-day use of technology is having clear, tangible effects on the tourism sector, as research, booking and managing trips shifts online at an ever-faster pace

With the consumer environment and visitors' interests and expectations in constant evolution, new opportunities for tourism businesses in **Aberdeenshire** can emerge, while some patterns of consumer behaviour will fade over time. This is why it is important for everyone to play their part in monitoring customer expectations, share their insights and capitalise on new market developments.

UNDERSTANDING OUR VISITORS



The top five reasons for visiting Aberdeenshire are:



1. The scenery & landscape



2. To visit family / friends who live here



3. The history & culture



4. To return, following a previous holiday here



5. Because of a long desire to visit

Our visitors are:

78% Scotland, England, Wales and Northern Ireland

22% International

With a clearer understanding of the characteristics of segments within each market, and targeted marketing and product development adapted for each, there are significant opportunities to increase the volume and value of visitors who come from the rest of the UK and overseas. Based on what we know about our markets and how our visitor experiences match with demand, VisitAberdeenshire has, to date, focused on audiences in Great Britain (“Home Turf”) along with Germany, the Netherlands, and Norway (“Near Neighbours”). They have been selected because they offer a good product fit with demand from those markets, the potential for a good return on investment, and they are likely to grow in the long term.

Looking ahead, we should all take into account the relative value of audiences in these markets and dedicate our efforts accordingly. We should also consider prospects among other “Near Neighbours” and indeed “Distant Cousins”. For example, France has good air connections with Aberdeen and a long-standing affinity with Scotland, while the United States and Canada are important inbound markets for Scotland, with visitors keen on golf and Scottish heritage.

Preparing the ground for our marketing efforts

Our potential markets are diverse and visitors who come to Scotland have a wide choice of destinations to choose from. Therefore, to be effective with our marketing efforts, we first need to ensure that we have the right product fit for each market, and that both consumers and the travel trade will be receptive to what we have to say. This requires us to focus on market development as a first step: understanding what our different markets are looking for, building relations with the travel trade in the UK and overseas, knowing which channels are most effective in each market and, of course, building loyalty among our existing visitors. By taking this approach, learning together and sharing knowledge on our markets, we can be confident that our marketing budgets will be well spent.



DEVELOPING A GREAT VISITOR EXPERIENCE IN ABERDEENSHIRE

As we develop our core and best prospect markets (described overleaf), we must be able to offer the services, experiences and warm welcome that our visitors expect. Therefore, in addition to market development, we must all turn our attention increasingly towards 'destination development'; turning our assets into the experiences that visitors look for, and building our capabilities to ensure a high level of service from our visitors' arrival, to their departure. **Aberdeenshire** already boasts so many of the experiences that attract visitors from around the world to Scotland. It is up to all of us to ensure that we create even more compelling reasons to stay, explore our region and return again and again.

This approach will require us to focus on the following areas:



Turn assets into experiences

Building on our competitive strengths, this means developing our assets (such as the natural landscape, and famous food and drink) into the type of experiences that visitors are looking for, and which can be readily marketed. We should be guided by the ambition to encourage people to visit throughout the year and as widely as possible across **Aberdeenshire**.



Connect businesses with customers

We should ensure that our products (accommodation, meals and activities) are well positioned in the places where our visitors are searching; online and offline. In particular, this means continually developing our capacity to manage and market our businesses using digital tools.



Ensure that tourism is good for Aberdeenshire and its people

In developing **Aberdeenshire** as a destination we should always ensure that we protect and enhance our natural and built environment. We should also ensure that tourism brings long-term economic growth and contributes to the prosperity and wellbeing of local people.



Improve the quality and attractiveness of employment in tourism

Tourism in **Aberdeenshire** should provide increased opportunities for employment, creating jobs that are fair, inclusive and offer good prospects for career advancement.



Encourage business leadership, good governance and continual collaboration

Businesses should take the lead in addressing the areas above, while government bodies must work with the private sector to support the continual growth of the visitor economy.

FOCUSING ON OUR COMPETITIVE STRENGTHS AND OPPORTUNITIES



BUSINESS EVENTS

Why business events are a competitive strength:

- The new Aberdeen Exhibition and Conference Centre (AECC) and Aberdeen's accommodation capacity will give the city a very strong competitive position for hosting business events
- Business event delegates are high value. International delegates are also more likely to extend their stay for leisure
- Aberdeen can offer added value to business event delegates for extending their stay; from a high-quality city stay to easy countryside escapes

CRUISE

Why cruise is a competitive strength:

- With the completion of the South Harbour development, Aberdeen will be in the position to increase capacity for larger ships and join the premier league of UK cruise ports
- **Aberdeenshire** can offer a wide variety of excursions to cruise visitors per ship call
- Cruise visitors can be attracted to return and spend longer in **Aberdeenshire**



FOCUSING ON OUR COMPETITIVE STRENGTHS AND OPPORTUNITIES



GOLF

Why golf is a competitive strength:

- **Aberdeenshire's** range of golf courses are highly regarded by professional and non-professional golfers from **Aberdeenshire's** key inbound markets, giving us a strong brand position in this sector

- Golf visitors to **Aberdeenshire** are loyal, often repeating their visit and recommending our destination to others. Golf visitors are frequently high-value, opting for high-end accommodation and dining

CULTURE, HERITAGE AND EVENTS

Why culture, heritage and events are a competitive strength:

- Events play a crucial role in raising awareness of the destination impact in **Aberdeenshire's** target markets and create revenue and investment for local businesses

- **Aberdeenshire** features a wide range of visitor attractions and public events connected with Scottish culture, one of visitors' primary reasons for coming to Scotland

- **Aberdeenshire's** culture and heritage can offer a strong complementary appeal to visitors coming primarily for other activities, such as touring, business events and golf



FOCUSING ON OUR COMPETITIVE STRENGTHS AND OPPORTUNITIES



FOOD & DRINK

Why food and drink are a competitive strength:

- Discovering a destination through its food and drink is increasingly important for visitors. **Aberdeenshire** has many signature food and drink products which can spark interest in our region, its produce and traditions

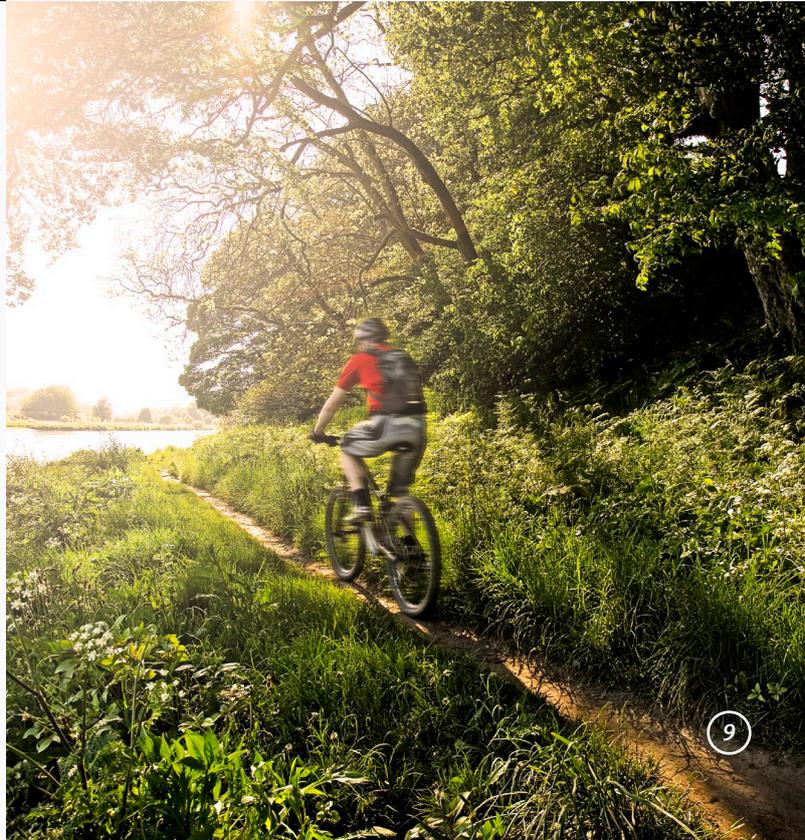
- Food and drink experiences often attract a premium, and can be combined effectively with other activities such as business events, golf and touring

TOURING AND THE GREAT OUTDOORS

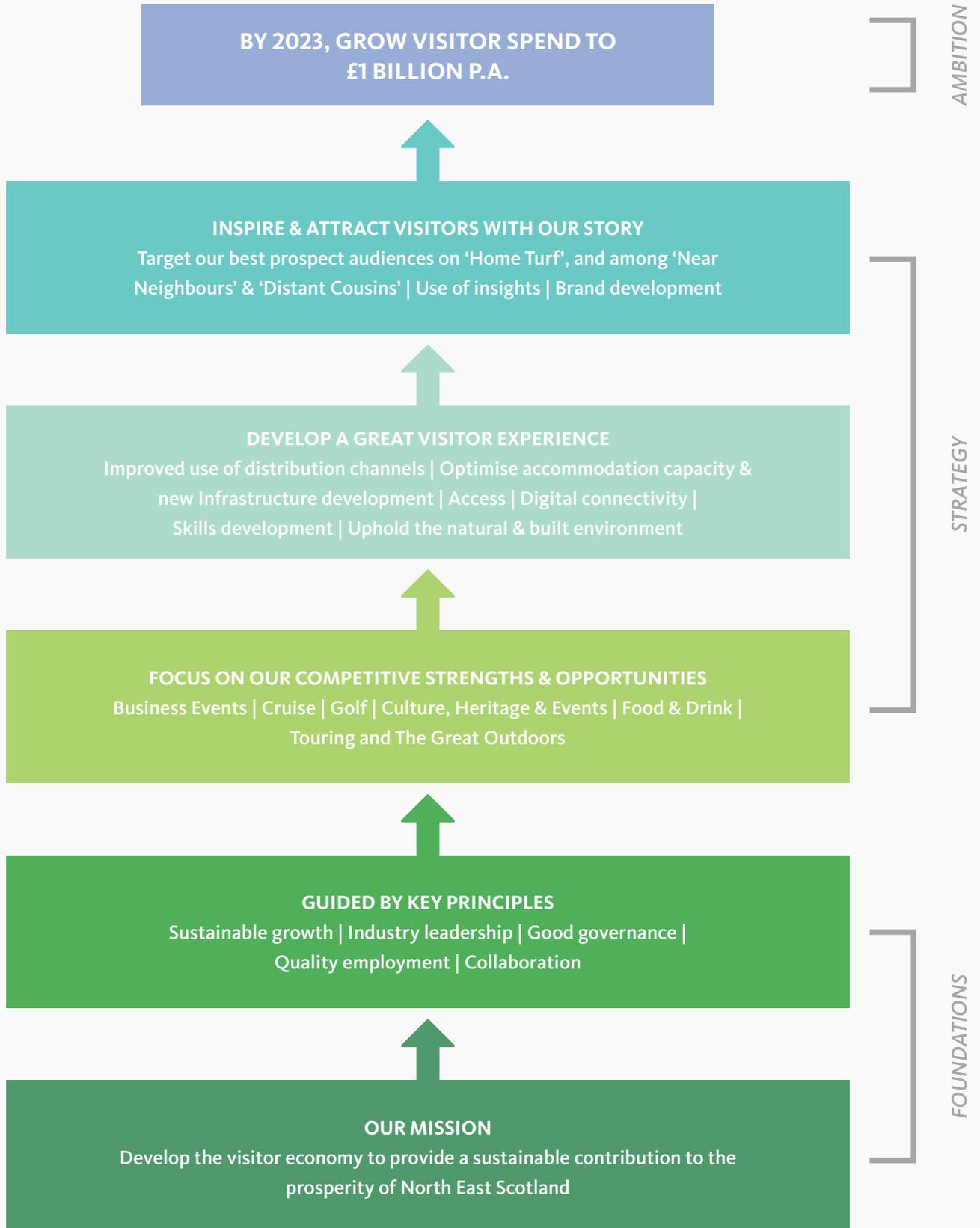
Why touring and the great outdoors are a competitive strength:

- **Aberdeenshire** has outstanding natural assets in terms of countryside and coastal scenery. Visitors cite this as their number one reason for coming here

- **Aberdeenshire** offers a large supply of accommodation and capacity for growth, attracting visitors from more crowded parts of Scotland



THE WAY FORWARD: OVERVIEW



PRINCIPLES GUIDING TOURISM GROWTH

The following five principles should guide the actions of all individuals and organisations related to tourism growth in **Aberdeenshire** during the lifetime of this strategy:



SUSTAINABLE GROWTH

Growth should be sustainable over the long term for the environment, society and economy. Protecting our natural and built environment, while ensuring the wellbeing of local people should set us apart as a competitive strength



LEADERSHIP

Businesses should take the initiative in finding ways to work together to improve the visitor experience, share information and make **Aberdeenshire** stand out against its competitors. They should take a greater role in developing the destination and owning the success it brings



GOVERNANCE

Government agencies should take a joined up approach to planning and implementation, working to support the continual growth of the visitor economy as a key pillar of **Aberdeenshire's** economy



EMPLOYMENT

The tourism sector in **Aberdeenshire** should provide increased opportunities for employment, creating jobs that are fair, inclusive and offer good prospects for career advancement, especially for young people



COLLABORATION

All tourism stakeholders should work together within **Aberdeenshire**, and beyond where relevant, in pursuit of the objectives set out in this strategy

THE WAY FORWARD: PRIORITIES

Guided by the five principles described overleaf, the following specific priorities are all aimed at achieving the overall strategy objective to increase annual visitor spend from overnight and day visits to **£1bn per annum** by 2023. In response to these objectives, a comprehensive set of recommendations and associated actions has been developed, a summary of which is available on pages 15-17. Detailed action plans for the six sectors are in development and will be agreed through industry dialogue from spring 2018 onwards.

Develop a great visitor experience:

- Develop experiences that will attract visitors to explore the full territory of Aberdeen and Aberdeenshire all year round in support of a strong visitor economy
- Optimise visibility and distribution of **Aberdeenshire's** tourism experiences through online and offline distribution channels
- Focus on transport connectivity to **Aberdeenshire** from its key inbound markets, and around the destination
- Build digital connectivity to ensure that visitors can navigate freely around **Aberdeenshire** and connect easily with tourism suppliers
- Achieve optimal use of Aberdeen's accommodation resources
- Ensure that destination development in **Aberdeenshire** is consistently aimed towards protecting and enhancing the area's environment, economy and society
- Create a regulatory environment that promotes the growth of the visitor economy and a fair trading environment for all
- Raise the quality of employment in tourism and its attractiveness as a career



Inspire and attract visitors with our story

- Strengthen and diversify the 'Destination **Aberdeenshire**' brand in the minds of actual and potential visitors
 - Ensure that the 'Destination **Aberdeenshire**' brand is consistent with the experience and local sentiment
- Continually monitor the drivers of tourism growth in **Aberdeenshire**, and how the destination's competitive position can be improved



THE WAY FORWARD: PRIORITIES FOR BUILDING OUR COMPETITIVE STRENGTHS

BUSINESS EVENTS

- Ensure that Aberdeen presents a highly compelling and competitive offer when bidding for targeted Business Events
- Develop a team Aberdeen approach to attracting and hosting business events, meeting the needs of organisers and delegates alike, maximising opportunities for secondary spend

CRUISE

- Develop a compelling shore excursion programme that appeals to cruise passengers and meets the requirements of cruise operators in order to secure ports of call at Aberdeen Harbour

GOLF

- Attract golf visitors from other areas of Scotland to stay and play golf in **Aberdeenshire**
- Encourage existing golf visitors to spend longer in **Aberdeenshire** and include more activities in their visit

CULTURE, HERITAGE AND EVENTS

- Associate the wide variety of events which take place in **Aberdeenshire** more clearly with the overall destination brand, strengthening the uniqueness of visiting **Aberdeenshire** and attracting new audiences.
- Ensure that visitors are able to easily discover our culture and heritage in combination with other activities

FOOD AND DRINK

- Develop experiences surrounding food production, preparation and service in order to help visitors understand and enjoy our food and drink as a memorable part of their visit
- Raise the quality of employment in the food and drink sector, and its attractiveness as a career

TOURING AND THE GREAT OUTDOORS

- Develop themed routes that encourage and help visitors to explore **Aberdeenshire** widely
- Capitalise on **Aberdeenshire's** natural scenery to develop walking, cycling, marine and country sports tourism, giving the region a strong position in the market for active holidays

SUMMARY OF RECOMMENDATIONS & ACTIONS

Develop a great visitor experience

Short to Mid Term: 2018-2021 – Action Plan

RECOMMENDATIONS	ACTIONS	KEY PARTNERS INCLUDE
Encourage tourism businesses to make optimal use of traditional B2B and digital channels to deliver their products and packaged experiences to market	Implement a market readiness programme, including digital training to help businesses understand, and connect with travel distribution chains to secure inclusion of more Aberdeen and Aberdeenshire product in operator programmes	VA SE Digital Tourism Scotland
Develop a wider range of experiences around Aberdeenshire in order to attract a more diverse range of traveller profiles ('personas') e.g. food lovers	Industry groups in key sectors to Identify gaps. Advise businesses on how to turn assets into experiences. Develop itineraries	VA SE
Optimise connectivity into Aberdeen and Aberdeenshire from key inbound markets (international and domestic)	Work with airlines and other transport providers to strengthen connections with Aberdeenshire's core UK and European source markets Encourage competitive pricing among transport operators through partnership marketing campaigns with transport operators	VA AIA Rail & Coach Operators
Strengthen collaboration with accommodation providers in planning around the development of the six sectors identified in this report.	Work with accommodation providers to raise awareness of the value of six sectors and resulting business opportunities, particularly around group activities	ACSHA VA AECC
Embrace the collaborative economy for its scope for contributing to a strong visitor economy	Monitor and assess collaborative economy activities in the tourism industry in Aberdeenshire Work with relevant regulatory authorities to assess impact of collaborative economy activity on local residents and address areas of conflict (taking guidance from Scottish government legislation)	SE VA All
Work with public bodies and telecoms operators to address gaps in digital connectivity to allow for easy navigation for visitors and trading opportunities for businesses	Establish dialogue with relevant public bodies and telecoms operators to address blackspots in areas of visitor concentration	AC Industry
Develop a skilled labour force that is willing and ready to contribute to growing Aberdeenshire's visitor economy	Develop partnerships with public bodies, the education sector and tourism businesses to encourage the development of a skilled labour force, prioritising skills which are currently in demand, and will be during the period of this strategy	SDS SE
Utilise Aberdeenshire's natural and built assets	Based on the six-sector framework in this strategy, identify assets to be converted into experiences	CNP CBP VA AC
Develop a reputation for sustainability and create a competitive advantage by encouraging best practice in environmental protection and enhancement	Carry out sustainability audit to assess existing awareness and adherence to sustainability criteria. Adopt recommendations with the aim of improving ranking/score	AC ACC
Ensure integration of public transport networks with visitor needs, with a focus on 'final mile'. Ensure good road conditions and wayfinding along key visitor routes	Work with public transport operators to ensure high-quality and consistent public transport information and mapping across visitor interfaces (mapping apps, VA website). Based on determined routes, roll out physical and virtual wayfinding infrastructure as required	Operators VA AC ACC

Inspire & attract visitors with our story

Short to Mid Term: 2018-2021 – Action Plan

RECOMMENDATIONS

Use insights and analysis to determine the most effective weighting among target markets and segments that adhere to product fit, return on investment and potential for growth.

Work with VisitScotland, VisitBritain, and commercial (within and outside tourism) partners in optimal markets, aligned to National Strategy classifications:

- Home Turf
- Near Neighbours
- Distant Cousins

Communicate the true diversity of experiences in **Aberdeenshire** through marketing activity to attract a more diverse range of traveller personas in the longer term

Work with public bodies and the tourism industry to define a 'Destination **Aberdeenshire**' brand and appropriate sub sets relevant to specific geographies and sectors (e.g. Aberdeen + Business Events)

Engage local communities to help define the destination story, in order to close gaps in understanding and ensure that messaging reflects local views and values.

ACTIONS

VisitAberdeenshire to monitor market trends, pooling primary research with insights from National Tourism Agencies to inform a new marketing strategy, and that all tourism stakeholders can use to stay up to date with and adapt to market trends. To include an annual qualitative research programme to monitor perceptions and quality of experience

Refine and adapt the VisitScotland International personas to identify the personas that offer the best prospects for growth in visit and spend in **Aberdeenshire**

Focus on communications activity that drives awareness of the destination in the build up to and throughout 2019 through revised VA campaigning & channel approach, including intermediary channels, uplifted PR and influencer activity

Ensure tourism sector supports any local in-region campaign ideas and proposals

Carry out joint tactical marketing actions with transport operators, and other commercial partners who can extend the reach of the destination message.

If VFR levels remain high, develop locally-oriented campaign to encourage family days out and minibreaks in **Aberdeenshire** away from home.

Develop a Destination **Aberdeenshire** branding toolkit for use by tourism stakeholders. Online training and guidance for using it.

Strengthen relationships with other government promotion agencies involved in promoting Aberdeen and Aberdeenshire (e.g. VS, VB) to ensure synergies and opportunities for joint-promotion activities

Include local resident sentiment consultation/reflection in the development of the six sectors and for specific geographies

KEY PARTNERS INCLUDE

VA
VS

VA
VS
Industry partners

VA
VS
Local Associations

VA
AGCC
ACC
AC
Local media

HOW WILL WE MEASURE SUCCESS?

With all our effort and resources dedicated to achieving our ambition of growing the visitor economy, it is important to know that we're on the right track, and where improvements can be made. Therefore, a series of high level key performance indicators (KPIs) has been developed to help measure the performance of the tourism sector in **Aberdeenshire**:

<i>KPI</i>	What does it tell us?
<i>GVA Hospitality Sector</i>	The value of the contribution of the hospitality sector to the regional economy
<i>Inbound Visitor Numbers (Overnight)</i>	An understanding of overseas source markets and weighting against domestic visitor numbers
<i>Domestic Visitor Numbers (Overnight)</i>	The number of domestic visitors and where they come from
<i>Inbound Visitor Spend (Overnight)</i>	The value of spend coming into the region from overseas and the relative value of source markets
<i>Domestic Visitor Spend (Overnight)</i>	The value of domestic spend coming into the region
<i>Day Visitor Spend</i>	The impact of day visits, including cruise business, into the region, as opposed to overnight spend
<i>Average Saturday Night RevPar</i>	Saturday night figures will provide a clearer indicator of overnight leisure revenue as opposed to leisure and corporate combined
<i>Perceptions Survey</i>	The effectiveness of brand development work undertaken in market
<i>Visitor Survey</i>	The quality of the visitor experience through primary research within the destination
<i>Stakeholder Readiness Survey</i>	This will illustrate the competitive strengths and weaknesses in the distribution chain

SECTOR-SPECIFIC INDICATORS

A range of KPIs has been developed in order to measure the performance of six sectors. These will be applied to the detailed action plans, and reviewed as plans are implemented.

A COLLECTIVE EFFORT

The visitor economy is complex; with demand coming from a wide range of markets, and supply which is delivered across a range of sectors and activities. Therefore, collecting the data is a complex but necessary task, since it helps everyone to ensure we're delivering on our objectives. All of **Aberdeenshire's** tourism stakeholders will have a role to play in collecting this data in an accurate and timely way.



GET INVOLVED

Work is already underway to deliver on the recommendations in this strategy, and VisitAberdeenshire and its partners will provide regular updates on progress. This is our collective destination strategy so do get involved. To learn more about the progress in achieving the objectives of this strategy:

- Sign up to VisitAberdeenshire's Stakeholder Newsletter and keep up-to-date with our plans and activities;
- Come along to VisitAberdeenshire's planned series of events running from Spring 2018 onwards where you can contribute to the Action Plans;
- Keep an eye out for updates on our website <https://industry.visitabdn.com>

ACKNOWLEDGEMENTS

We would like to thank all the respondents to the November 2017 industry consultation:

Aberdeen City Council, Aberdeen Douglas Hotel, Aberdeen Inspired, Aberdeenshire Council, Aboyne Golf Club, Aden Caravan and Camping, Alexander Farms Limited, Anchor Hotel, Arbuthnott Holiday Lets, Ardmiddle Mains Cottages, Atholl Hotel, Aurora Guest House, Ballater Hostel, Banffshire Coast Tourism Partnership, Banffshire Holiday Cottages, Books and Beans, Braemar Castle, Buchan Development Initiative, Buchanan Food, Butler's Guest House, Cairngorm Lodges, Carmelite Hotel, Castle of Park, Cairngorms National Park Authority, Coynachie Guesthouse, Craigston Castle, Cranford Guest House, Crathie Opportunity Holidays, Cyclehighlands Limited, Dalriada Properties Limited, DCSC, Deveron Lodge Guest House, Doubletree by Hilton Aberdeen City Centre, Doubletree by Hilton Aberdeen Treetops, Douneside House Limited, Dunnottar Castle, Elma McMenemy Tourism, Fife Lodge Hotel, Foodstory Café, Frances Cameron Tour Guide, Fraserburgh Heritage Society Limited, Glen Tanar Estate, Gourdon Schoolhouse B&B, Grampian Transport Museum, Highlands Hospitality – The Fife Arms Braemar, Hilton Garden Inn, Holiday Inn Aberdeen West, Holiday Inn Express, Holiday Inn Express AECC, Home from Home Aberdeen, Johnshaven Heritage Hub Museum, Kirk View Cafe @ Bistro, Logie Country House, Lys-Na-Greyne, Marcliffe Hotel @ Spa, Marriott Hotel, Meldrum House, Mill of Nethermill Holidays, Murcar Links Golf Club, Museum of Scottish Lighthouses, National Trust for Scotland, North East Scotland College, Osborne House Bed and Breakfast, Our Mearns Tourism Association, Park Inn by Radisson Aberdeen, Peterhead Prison Museum, Pitmedden Garden - National Trust for Scotland, Portsoy Ice Cream, Robert Gordon University, Scotland Unpacked, St Margarets Trust Braemar, Starfish Studio, Struan Hall, taste .. Braemar, The Butterworth Gallery, The Chester Hotel, The Fife Arms, The Grassic Gibbon Centre, The Invergarry – Aboyne, The Mariner Hotel Limited, Tomintoul Art Gallery, Wairds Park Johnshaven, Watergaw Ceramics - Pottery and Gallery, Your Scotland Tour, Ythan Valley Campsite.

We would also like to thank the following organisations for contributing their time and insights to the development of this strategy:

Aberdeen City Council; Aberdeen Harbour; Aberdeen and Grampian Chamber of Commerce; Aberdeen Inspired; Aberdeenshire Council; Banffshire Coast Tourism Partnership; Cairngorms Tourism Partnership; Glen Tanar Estate; Opportunity North East; Regeneris; Scottish Enterprise; Scottish Tourism Alliance; SMG – Europe; VisitScotland.

The work on this strategy has been funded by Scottish Enterprise and developed by VisitAberdeenshire in cooperation with Toposophy Ltd on behalf of the tourism industry in North East Scotland. It was compiled following a 6-month consultation process with a wide range of public bodies, tourism industry associations and leading businesses from November 2017 to March 2018. It was published in April 2018.



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**TOURISM MARKETING AND DEVELOPMENT IN
NORTH EAST SCOTLAND IS SUPPORTED BY:**

Aberdeen City Council

Aberdeenshire Council

Opportunity North East

Scottish Enterprise

VisitScotland