

A note from Our Leader...

Dear Friends & Colleagues

Just a short letter to wish you all a Happy, Healthy and Successful New Year from all at Tourism Resources Company.

We enter the uncharted waters of yet another new year with some trepidation as to what this will hold for us all in such strange times – however we are maintaining a positive outlook. The tourism, leisure and recreation sector is one that has shown resilience in the past and the underlying factors that will affect it over the longer term are all positive.

As advisors to the sector this last year has kept us busy, albeit not at the levels of a few years ago since investment in major new projects has slowed. However that said those with faith in the industry are still looking ahead to better times and preparing the way to launch new projects and initiatives when the time is right. This has seen us, as usual, working on a wide range of different projects for diverse clients across the UK. Attached is information on some of the more exciting commissions we have completed in the last 12 months.



If you would like to know more about these or any of our projects or would like to discuss your own plans or proposals for the sector then please give me a call.

All Best Wishes
Regards
Sandy Steven
Director

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The Sailing Economy

Sunnier summer days lazing about in boats is a satisfying thought during this cold winter weather. This makes us call to mind TRC's National Study into the Sailing Tourism Industry, the first time a nationwide study of the sector has been completed (This study is available to download [here](#)).

Our report provides valuable market data on the dynamics of the sailing economy for all those with an interest in the marine tourism sector be they marina operators to waterfront hoteliers.

Significant information gems are included in the pages of this report including data on the number of boats in Scottish waters; expenditure patterns of owners; to visiting boat statistics from outside Scotland; through to forecasts of the future infrastructure needs and development opportunities in the sailing economy.





DMOs!!! – Management or Marketing?

A topic of conversation across the country: governance and funding? Sustainability? How to achieve profile of success?

TRC have recently been involved reviewing a number of DMOs across Scotland, working with their Boards / members in seeking ways forward. This included setting destination development plans and seeking new ways of raising revenue to fund activities. Benchmarking best practice and understanding the issues has seen us help many set new targets.

So you think it's Cold?

The last few weeks have seen us enjoy – if you can call it that – some of the coldest weather on record in the UK. With that in mind think of our poor team who are currently trudging through Scotland's mountains working for a consortium that includes Scottish Government Agencies and the owners / operators of the five Scottish Snow Sports Centres (Glenshee, Glencoe; Aviemore / Cairngorms; The Lecht and Aonach Mor). Our remit is to



establish a future development strategy for the snow- individual sites. Our work is currently ongoing and if

sports sector.

The ski industry has had chequered fortunes over the last few years with some very poor seasons and recently one of the best years ever. This latest study involves a review of the current offering and seeks to identify a sustainable development and diversification strategy for the sector and the



Old Age / Experienced Shoulders – A Recipe for Success!

In 2010 David joined the more 'senior' members of the team by passing the milestone of 50!!! – Older and Wiser! – wisdom and experience being attributes of a successful consultant. David's wealth of international consultancy experience adds to the real collective depth of knowledge held by the TRC team and available to our clients. A snapshot of David's 20 year tourism consultancy career can be viewed online at TRC's [website](#).

How to fund Major Leisure, Recreation & Tourism Development—Talk to TRC

At TRC we have been instrumental in recently helping two major tourism projects successfully capture funding to allow them to start construction and develop new product. The first was in Wales where our work with the Welsh Assembly saw our development strategy for the creation of a portfolio of mountain bike 'Centres of Excellence' across the Country achieve sufficient support to see it win £5 million support. This investment from the Welsh Assembly Government came through convergence funding, the successor to the Objective 1 European Regional Development Fund (ERDF) in Wales (2007-2013).

Our work in the project involved: assessing development sites; identifying and highlighting suitable trail and support infrastructure development; and ultimately concluding a full market and financial appraisal of the scheme with attendant economic impact assessment. The strength of the proposals and our analysis providing robust support to the funding bids which were ultimately successful in July 2010.

"...£5 million investment from the ERDF..."



TRC on a Roll!!!

Following on from our success in Wales in unlocking development funding TRC was instrumental in helping to win funding support for Manchester University's development proposals for enhancement of the facilities at the world-famous Jodrell Bank Telescope.

TRC concluded an independent review and market analysis of the University's proposals that resulted in us making recommendations that helped 'fine-tune' and focus the early phase of the massive redevelopment of the site.

Our work identified the needs of future markets and users and helped confirm development proposals as well as the phasing of the different components of the expansion programme.

Our subsequent Market and Financial Forecasting of the future trading position provided robust evidence of the project's viability which unlocked £3.1 million of funding from Northwest Regional Development Agency (NWDA) and the Northwest ERDF. Development work is due to start during 2011.



"Small But Perfectly Formed"

Over the summer months our team has been involved in projects that have seen us travel widely across the Highlands of Scotland to work with a range of businesses helped by Highlands and Islands business support / client managed companies' initiative. This has seen us help operators from Benbecula to Harris and Dornoch to Bute. Projects have involved small community marina proposals to self-catering development and boutique hotels. We have provided a wide range of support from general business strategy advice to some owners and more specific assistance to others assessing the commercial attractiveness of investment in proposed development projects by conducting market / financial feasibility studies and investment appraisals.

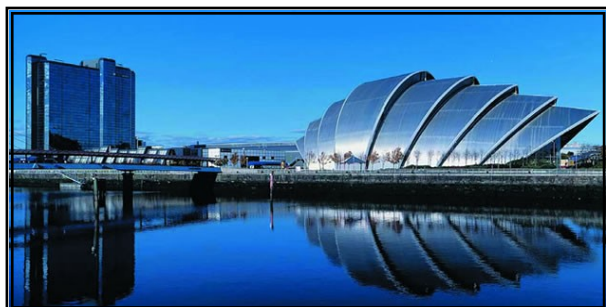


Business Tourism – A Growth Sector?

The business tourism sector is of paramount importance to the vitality of the tourism economy in many Scottish destinations with Discretionary and Non-Discretionary of often differing levels of importance. In the recent past the sector overall has been adversely affected in most locations but is gradually returning. Some, however, have not suffered as badly as others in the current downturn and are preparing for better trading times by developing and evolving new products and rolling out investment programmes. This is no more evident than in Glasgow and Edinburgh where the new National Arena in Glasgow is under construction and the EICC in Edinburgh is expanding.

Another Centre of Excellence in this sphere is the award winning and highly successful Stirling Management Centre on Stirling University's campus. This hotspot of business tourism activity is again reviewing its future. The Centre has been a client of TRC's now for several years and we have supported them through major developments and business reviews.

Our work has involved supporting the management team and their architects and designers to roll out and build a range of successful new facilities that have been designed to fit the requirements of the market identified by TRC's research work. This saw us model the scale and profile of future demand in the past so that new facilities were designed to provide the size and configuration of facilities that would appeal the most to the market and provide a return on investment. Our market appraisal was also taken through to full financial appraisal and economic feasibility study of development proposals to identify and exhibit return on capital.



Rural Diversification with a Twist!!

Waterfront Sundowners in Grampian? – TRC have just completed a study with Gillespies and Halcrow Yolles into the feasibility of creating a new International Resort Destination around a Loch in this world-famous locale. Our remit was to review the opportunity for estate diversification at the same time filling a gap in the range and types of accommodation available in the area.



Our work involved assessment of the market for a range of vacation lodging and accommodation, leisure and recreation facilities. This early study involved preparation of an initial masterplan of the development site; infrastructure appraisal and a review of the market and financial feasibility of the project.

The aim of the work to identify if a sufficiently robust development model existed that could provide a return on the development capital needed to deliver the project prior to progressing further. The next stage being to apply for planning permission in principal, which in itself for a project of the scale envisaged, is a lengthy and costly process.

Community Interest Groups in the Ascendancy

More and more TRC are being asked to become involved with Community Interest Groups across Scotland. Our most recent project has seen us review the feasibility of one such group taking over its local hotel that has been closed for a number of years.

The hotel in question has now been on the market for some time without finding a commercial buyer. The Community Interest Group want to breath new life into the building and create jobs and provide much

needed accommodation for visitors to their community.

TRC became involved at an early stage by conducting a preliminary assessment of the market and commercial viability of the proposed project prior to the group expending more time and resources on taking on the project. Our response to the group is currently informing their discussions going forward.



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**TOURISM
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Management Consultancy and Research Services



Helping Others Help Themselves—From DMOs to Major Blue Chips

Many of you will know our director Sandy Steven aka 'motor mouth' – never short of words!! Some find Sandy's consulting style confrontational, others challenging and yet others supportive, helping them find innovative solutions. Whatever your view it has to be said he can be different - but hey different is good!

Sandy's innate ability to encourage debate has been harnessed by many over the years, no more so than in the current climate. Many today find the very existence of their business / organisation / practices or ways of doing things being questioned all the time – enter the man who is employed by many leading organisations and operating companies in Scotland as an ingredient at meetings.



Sandy is repeatedly invited as a facilitator at workshop sessions to help organisations consider and review the status quo and the implications for their future modus operandi. His support helps them: develop strategies; evolve new products and processes; and innovate. Sandy's years in the tourism sector act as a touchstone and challenge to any group helping and supporting them reach innovative conclusions and ways of moving forward.

Recent involvement includes working with a range of nascent and more established DMOs across Scotland as well as special interest groups and fora in the food sector. Other commissions have involved work alongside a consortium of operators in the Clyde's sailing / marine economy evolve an action plan to deliver innovative strategic investment proposals. If you think Sandy's involvement might help you reach strategic conclusions contact us at TRC.