



TOURISM  
RESOURCES  
COMPANY

## Tourism Resources Company

A pre-eminent tourism, leisure, recreation, destination and regeneration consultancy practice. We work with public sector agencies and private clients across the UK, helping them to secure competitive advantage and value; we offer a tailored approach, dynamic leadership, innovative solutions and pragmatic thinking.

We are dedicated to meeting and exceeding our clients' expectations. We have a track record of delivery, market leadership and quality advice.

Our success is testament to the knowledge and experience of the individual team members, our professional reputation and industry recognition. We offer a consistent and high level service guarantee.

We hold the internationally recognised ISO9001:2008 Quality Accreditation.

We look forward to the opportunity to work with you.



### ABOUT US

Tourism Resources Company was founded in Scotland in 1991 and has project experience in over 40 countries.

We are specialists in the areas of strategic planning, market appraisal, financial modelling/feasibility studies, economic evaluation, marketing, concept definition and operations.

Our clients include government departments in the United Kingdom and overseas, devolved administrations, regional development agencies, funding bodies, local authorities, community partnerships as well as individual private clients, blue-chip companies, private institutions and trusts.

Our success is based on the experience and skills of our individual consultants; with professional credentials and industry reputation integral to our consistent high level service guarantee. In every project, we strive to meet our client's objectives, to offer solutions-orientated advice and to deliver real benefit and competitive advantage.

We have close working relationships with a number of complementary consultancies across the UK including economists, architects, landscape designers and masterplanners. We welcome correspondence from parties wishing to discuss partnership opportunities with Tourism Resources Company.

## OUR KEY SERVICES

We deliver a variety of services through our five key business streams.

1

### **Strategy Development and Destination Place-Making**

We are experienced in the formulation of visitor economy frameworks, action plans and in the development of destination visioning and place-making strategies for public and private sector agencies at a region-wide and national level. It is key to differentiate destinations, to maximise their attractiveness to the visitor economy market as well as the local resident population.

Our recent work has included destination audits, resort development strategies, accommodation and wider visitor infrastructure development reviews, as well as sports, leisure and recreation development strategies. Our strategic parameters help guide our clients in the development and delivery of tourism initiatives and priorities across particular geographies.

2

### **Project Appraisal, Product Development and Business Planning**

We are experienced in concept testing the potential size and scale of investment opportunities across the visitor/recreation and leisure industry. We prepare detailed market and financial feasibility studies for both public and private sector clients.

Ensuring any project is of market merit, offers value, is sustainable, and which offers wider benefits to an area is key to our approach. We prepare fully researched and robust market assessments, concept and product development plans; we clarify the market opportunities, the economic merits, costs and risks of projects on an individual basis.

We present detailed business plans and financial forecasts suitable for all investment purposes. Our clients are then in a position to make informed decisions on any investment proposals.

Our recent work has included studies on major resort development, hotel and leisure investment, visitor attraction and sport and recreation development proposals.

3

### **Market Intelligence and Visitor Economy Research**

Market intelligence data and visitor economy research are especially important to our clients in today's climate. Our data is always evidence based and helps support strategic recommendations for the future delivery and development of tourism projects at a local, regional and national level. A changing market landscape,

the competitive context, the economic climate, visitor behaviour patterns and wider tourism market trends are all factors which impact on the scale of the opportunity.

We help our clients in understanding the various facets of today's visitor economy; we are experienced in collecting, analysing and interpreting research data. Our data forms a key part of our economic evaluations, trend analysis, and visitor forecasting methodologies.

We offer a comprehensive research programme, including visitor surveys, business surveys, tourism benchmarking research, community and stakeholder consultations, visitor and tourism market research, data forecasting and market and trend analysis.

4

### **Strategic Investment Advice, Planning and Funding Guidance**

We are specialists in offering project champions funding advice, development guidance and grant application support - Heritage Lottery Fund, Big Lottery Fund, Scottish Enterprise, banks and private sector investors. We provide appropriate funding advice; raise any issues identified about a specific bid and make specific recommendations to the project leaders/project advisers.

We also work closely with public sector agencies to support them in the funding application process. We undertake independent due-diligence on specific project proposals and make comments on where future capital investment should be made.

All our work provides important baseline information and a robust business case which can be used for external funding purposes.

5

### **Economic Masterplanning and Regeneration**

We work with public and private clients in the development, appraisal and evaluation of regeneration and masterplan projects. We work both independently and in partnership with other consultants to form multi-disciplinary teams to best meet client needs. We have longstanding relationships with UK leading economists, architects, designers and masterplanners, we regularly combine our skills and resources to build teams with specific expertise that can fully meet client needs.

Typically we are involved in reviewing masterplans, options appraisals, analysis of issues and constraints, impact assessments and market appraisal work.

## KEY CONTACTS



### *Sandy Steven*

Associate Director  
+44 (0) 141 353 1143  
sandy@tourism-resources.co.uk

Sandy brings over 40 years experience in the tourism industry as a consultant and practitioner. His expertise covers tourism, leisure and destination planning and development in more than 20 countries around the world. Sandy brings experience in strategic planning, destination management, financial appraisal, market planning and operational review. Sandy has a depth of experience and knowledge that is sought by many developing new projects and seeking to evolve tourism strategies that are both innovative and deliverable, while at the same time are sustainable in the longer term. Sandy focuses his expertise on resort development and destination place-making strategy work; visioning and masterplan developments and concept development studies.

Sandy is well known across the industry for his depth of UK and International experience, his dynamic approach, innovative solutions and diligent robust advice.



### *David Bullough*

Associate Director  
+44 (0) 141 353 1143  
david@tourism-resources.co.uk

A professional tourism consultant, having joined Tourism Resources Company from Touche Ross back in 1996. David has over 30 years experience of the International and UK tourism industry. He has expertise in undertaking site options appraisals, concept testing and preparing financial business plans for large-scale tourism developments such as hotels, waterfront/urban/ rural regeneration/retail developments and diversification projects. He has expertise in pragmatic focused business planning and strategy preparation, particularly across the outdoor recreation, visitor attraction and hotel sectors. David has built up a very good working relationship with other professional firms, often forming and leading multi-discipline teams. Given his specialist expertise, David is often approached to carry out evaluation and appraisal work in partnership with economic consultants.

David is best known across the industry for his robust analysis, detailed methodologies as well as his enthusiastic and personable approach.

## KEY CLIENTS

Some of the clients we have had the privilege of working with are listed below:

BDL Hotels  
British Waterways  
Carnegie Trust  
Diageo/Gleneagles  
Dobbies/Tesco  
English Heritage  
European Commission  
EventScotland  
Forestry Commission  
Forth Ports  
Hartlepool Borough Council  
Highlands and Islands Enterprise

Historic Scotland  
H2O Urban Regeneration  
Inverkip Marina  
Loch Lomond and the Trossachs National Park  
Merlin Entertainment Group  
Mount Stuart Trust  
Newcastle City Council  
Northumberland National Park  
North West Development Agency  
Nuclear Decommissioning Authority  
One North East  
Royal Botanic Garden Edinburgh

Sainsbury's/M&S  
Scottish Enterprise  
Scottish & Newcastle  
South East Wales Economic Forum  
The National Trust  
The Peel Group  
The Scottish Government  
The States of Guernsey  
VisitScotland  
United Distillers  
University of Manchester  
University of Edinburgh

# TOURISM RESOURCES C O M P A N Y

5 La Belle Place, Glasgow G3 7LH  
Tel: 0141-353 1143 Fax: 0141-586 7127  
Email: info@tourism-resources.co.uk  
www.tourism-resources.co.uk

