

ADVANCED GCE
APPLIED TRAVEL AND TOURISM
Marketing in Travel and Tourism

G734/CS

CASE STUDY

Monday 24 January 2011
Morning

Duration: 2 hours



INSTRUCTIONS TO CANDIDATES

- This is a clean copy of the case study which you should already have seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You may **not** take your previous copy of the case study into the examination.
- You may **not** take notes into the examination.

INFORMATION FOR CANDIDATES

- This document consists of **8** pages. Any blank pages are indicated.

INSTRUCTION TO EXAMS OFFICER/INVIGILATOR

- Do not send this case study for marking; it should be retained in the centre or destroyed.

Lancaster Castle: An Overview

Lancaster Castle occupies a city centre hilltop location on the site of three successive Roman forts. It now consists of an extensive group of historic structures, including the 12th century Keep, the 14th century Witches' Tower, the 15th century Gatehouse, and the female penitentiary (which dates from the early years of the 19th century). It is a Grade I Listed Building with the area to the north of it designated as a Scheduled Ancient Monument. It is currently used as both a court and a prison. 5

English Heritage has described the Castle as being 'not only the North-West's most important historic and archaeological monument but also of international importance'. Its formal 'Assessment of Importance' states: 10

The castle has a very full documentary record, which enhances the importance of the site and its potential for further research and analysis. Taken together with the very rare survival of so much of the medieval fabric, it confirms the outstanding importance of the Castle as a monument and group of historic buildings. It meets all the non-statutory criteria for the determination of national importance and has great potential in several fields of study for further research, analysis and presentation to specialist and other audiences. 15

Fig. 1

Theatre at Lancaster Castle

Over the past six years the Castle has played host to a variety of theatrical and musical events. The plays have ranged from promenade productions of Shakespeare to a new play by a local author on the Pendle Witch Trials of 1612. Musically it has hosted performances ranging from Mozart to the popular Christmas event 'Deck the Hall'. There has also been music by the popular 'Five In A Bar' to a recital played on traditional medieval instruments. 5

Whether using the stunning backdrop of the Castle's two courtrooms or the chilling darkness of the Old Cells and Hadrian's Tower, these productions have met with both popular and critical acclaim. At the same time, they have also allowed more people to see and appreciate all that the building has to offer. 10

Fig. 2

Opening Times and Information

Lancaster Castle is still used as both a Crown Court and a Prison. While Her Majesty's Prison (HMP) Lancaster Castle is, of course, not open to the public at all, it is still possible to see a good portion of the buildings and learn about its long and fascinating history, by joining one of the guided tours of the remainder of the buildings.

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Open seven days a week (except Christmas and New Year) from 10:00 to 17:00, with tours operating between 10:30 and 16:00.

The content of the tours varies due to the pattern of use by the Crown Courts. All visitors are advised to ring before planning a visit so that you can be advised of what is available on any given day.

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Weekends are not affected by court use of the Castle and tours operate on Saturdays and Sundays every 30 minutes 10:30 to 16:00. Admission is by guided tour only. Due to the number of stairs, access with wheelchairs and pushchairs is limited.

Guided Tours

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- Guided tours daily from 10:30 to 16:00
- Tour duration 60 minutes
- Admission Prices - Adults **£5**, Seniors/Students/Children **£4**, Family Ticket (2 Adults/2 Children) **£14**
- Evening tours available for group bookings
- Tours available for pre-booked school groups

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Booking Fee for Castle events

From November 2009 a fee of 50p will be introduced for all credit card bookings made by phone. This applies only to musical and theatrical events. Tour bookings remain unaffected.

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Pre-booking for all events is strongly recommended to avoid disappointment. Events include: The Magic Flute; heritage open days; special archiving events; Halloween tours; dark history tours; kids activity tours; 18th century concert orchestra; and art and craft workshops.

Fig. 3

Children welcome

Lancashire Castle Notice Noisy Children May be Asked to Leave!

by order of the Constable

Information for Schools

Lancaster Castle is happy to receive enquiries from schools throughout the year. Guided tours offer children the opportunity to see one of the last working castles in the country, learn about the administration of the law over the last 1000 years and experience for themselves what it was like to be imprisoned in the Castle.

The cost to schools is £2.50 per head, with one adult admitted free for every 10 children and any other adults charged at the child rate.

Pre-booking is essential.

Payment can be made by invoice, card, cheque or cash.

Please contact Lancaster Castle on (01524) 64998 for more details and staff will be happy to help you book your visit.

Fig. 4

Lancaster Castle is very pleased to announce that The Shire Hall (including Lancaster Castle) has been awarded Accreditation under the Visit Britain Visitor Attraction Quality Assurance scheme (VAQAS) for English Attractions.

This means that visitors to the Castle can be happy that the service offered meets the standards set by the scheme.

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Fig. 5

Marketing

Lancaster Castle is part of Lancashire County Council's (LCC) Museums' Service and is housed within the Adult and Community Services Directorate of Lancashire County Council. As such, it is subject to the rules and regulations of the Council, which include those covering marketing and publicity. The Castle must also comply with financial guidelines and budgetary restrictions in place within the Museums' Service. Individual site managers have control of how and where their budget is spent and work in liaison with LCC's Media Buying Team, whose job it is to get the best possible price for each advertisement and to place orders on behalf of the different visitor attractions run by the County Council.

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The Castle is owned by the Queen in right of the Duchy of Lancaster and is still used as a prison and court. This is quite a major hurdle for the manager of the Castle as there is an assumption, even among local people, that the entire building is inaccessible.

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In recent years the Castle has taken part in joint advertising with other Lancaster attractions in an effort to offer visitors a more complete package when they visit the city. This allows for bigger and better advertisements at a reduced cost to individual sites. However, as there are differences in opening times, admissions policies and different ownership of buildings, this is only possible for larger publications with a longer shelf life (annual guides, etc). The Castle also has the largest budget of any of the Lancaster attractions, so the smaller museums cannot afford to advertise more than a couple of times a year.

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- **Innovations**

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Over the past two years an increasing number of organisations have started voucher schemes. The voucher schemes typically offer a free child entry with every paying adult, or a 'buy one get one free' offer on adult entry. These are a good option for attractions such as Lancaster Castle in that they are usually operated by nationally known firms (Bernard Matthews, Sainsbury's, TransPennine Express) or by national newspapers (The Times, The Sun). Obviously the cost of advertising at this kind of level would normally be well beyond the budget of Lancaster Castle.

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- **Placing advertisements**

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Lancaster Castle has experimented with placing advertisements in many and varied publications and with different types of marketing media. For example, the Castle advertised via the video information system in the local hospital as part of an effort to remind local people that it is open for tours. The bulk of the Castle's budget is spent on local and regional publications and national guides. The following are the types of publication in which Lancaster Castle has placed advertisements.

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- Local Choice - a free, full colour magazine which is delivered to all households in the area
- Northern Life and Northern Life Kids
- Heritage Handbook
- Coaches Welcome
- The Family Magazine
- The Good Travel Guide
- The Rotary Club Magazine
- Women's Institute (WI) Handbook
- Lancaster and Morecambe Visitors' Guide
- Community Sports Magazine
- Morecambe Town Football Club Programme

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- **The Internet**

The Castle has a fairly new and useful website. News and 'What's On' are updated regularly.

The Castle also advertises with Yell.com, Northern Life, and Castle events are also promoted through BBC Radio Lancashire.

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The Castle also has a presence on Purple Pages - the student site for Lancaster University.

- **Other marketing avenues**

As part of the Museums' Service, the Castle is mentioned in the leaflets and campaigns produced by the Museums' Service Marketing Team. These are publications aimed at groups and schools. The Castle, however, also appears in the regular leaflets promoting 'Family Friendly' events such as the Halloween tours.

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Lancaster Castle is part of the Lancashire and Blackpool Tourist Board and the Lancaster District Tourism Association and can publicise tours, talks and events through them. Lancaster City Tourism also features the Castle in its annual and seasonal guides.

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The Castle is a member of CaP (Crime and Punishment network). It has also joined two major national schemes in the last year, the Great British Heritage Pass and the Caravan Club. This allows free access to the tours for cardholders and gives a good position on the relevant websites and in literature. This increases visits from people who probably would not have gone in the normal course of events.

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- **Mailing list**

Lancaster Castle's mailing list was started in 2001 and has now grown to over 2000 names. An annual newsletter and listing of forthcoming attractions are forwarded to those on the list and this has proved to be one of the most important marketing tools used by Lancaster Castle.

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Fig. 6

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