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Oxford Cambridge and RSA

To be opened on receipt

A2 GCE APPLIED TRAVEL AND TOURISM

G734/01/CS Marketing in Travel and Tourism

PRE-RELEASE CASE STUDY

JUNE 2017



INSTRUCTIONS TO TEACHERS

- This Case Study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **12** pages. Any blank pages are indicated.

About the National Trust (founded in 1895)

We care for more than 350 houses and gardens, many woodlands, monuments, nature reserves and parks, as well as over 750 miles of coastline and around 250,000 hectares of land. Every year we welcome tens of millions of people to our properties and, in doing so, grow their love of special places everywhere. What is more, we do it all as an independent charity and we receive no direct funding for our core work. We rely on the generosity of our supporters and the hard work of our 70,000 volunteers and 11,000 staff.

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Our members are at the heart of what we do. We already have a membership base of over four million and this is set to continue to grow, but we aim to inspire many more people to support our cause by speaking up for special places beyond our own boundaries when it matters.

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While we are immensely proud of everything that we have achieved, we appreciate that there's more we must do.

National Trust mission

Our mission, 'for ever, for everyone' can never end. While our values and objectives remain eternal and constant, our means of achieving them must evolve to suit the times we live in. However unpredictable the future may be, we must make sure that the special places which nurture us today will still have that power to move unborn generations, centuries from now. We are a rare thread of continuity in an unstable world. But the durability of that thread depends on our charity's capacity to meet people's changing needs. Bold evolution is the heroic story of the Trust's first 115 years, and it must be our story today. In our founder's words, 'new occasions teach new duties.' Our aim is unchanging: to conserve and defend our precious but vulnerable heritage of buildings and landscapes for the benefit of the nation.

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Fig. 1

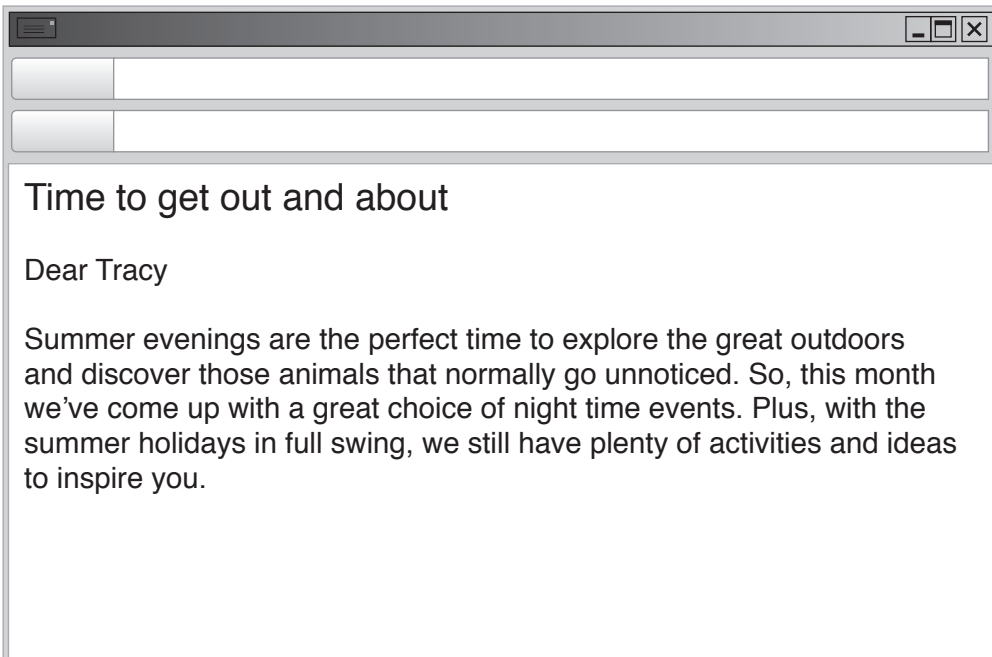
Helping the National Trust

As a charity, we need you to help us with our vital work. Make a donation or volunteer today. Ways to give:

- start volunteering today
- help us to care for these special places by making a donation
- keeping our nation's special places special is an expensive task. Membership fees cover some of our costs, but when an urgent problem arises, or we have a once-in-a-lifetime opportunity to acquire somewhere really important, we rely heavily on your donations
- donating to our work by giving a one-off donation or choosing to give regularly e.g. a monthly gift donation
- a gift in your will
- virtual gifts - looking for a present that will really be appreciated? Our virtual gifts are great for any occasion.

We love talking to our supporters, after all without you, we'd be nothing. So if you've got something you want to say, take a look at some of the sites we're on and get in touch through Facebook, Twitter, email or telephone.

Email newsletter



Stay up to date

Sign up to our emails and receive news of conservation projects, events, fundraisers, festivals and exhibitions at the special places in our care. As well as being the first to hear about special offers and exclusive competitions, subscribers will receive our regular email newsletter crammed with ideas for great days out.

Fig. 2

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National Trust Membership

Choose your annual membership

Annual membership costs

Type	Direct Debit * 3 months free	Standard	
Individual	£43.50	£58.00	50
Joint	£71.62	£95.50	
Family (2 adults) **	£73.50	£98.00	
Family (1 adult) **	£45.37	£60.50	55
Child **	£20.25	£27.00	
Young person	£20.25	£27.00	
Additional member	£28.12	£37.50	

* Direct Debit price is an introductory rate for the first year only. This offer is not valid at National Trust properties and shops.

** Children under 5 go FREE

Seniors

Members aged 60+, who have held National Trust membership for a total of at least 5 years in the last 10 years. **To buy senior membership, please call our Supporter Services Centre on 0844 800 1895 or 0344 800 1895 (local call rates apply) or email us.**



With every membership.....

- **Free entry and parking** at over 300 historic houses, gardens and countryside and coastline spaces
- **Members' Handbook** the complete guide to all our places
- **Regional Newsletters** packed with details of special events at locations near you
- **Three editions a year** of our magazine
- **3 months' free membership** and a free gift when you pay by Direct Debit

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Fig. 3

National Trust – other products available

Our shops

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We have lots of shops across England, Wales and Northern Ireland selling mugs, tea towels, books, scarves, diaries, ornaments and much more.



Farm shops

Many of our tenant farmers sell their produce through farm shops.

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Prints and canvasses

An exquisite print from our collection is a lasting way to relive your day out.

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Item removed due to third party copyright restrictions.

Partner products


We've teamed up with a wide range of companies to offer more products and services such as garden furniture, paints, conservatories, sheds, pots, paving, plants and water features.

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Fig. 4

National Trust advertising campaign on the London Tube

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'Keep off the grass' was the phrase that too many people associated with the National Trust, in the view of its marketing team. The organisation, which manages more than 300 historic properties in England, Wales and Northern Ireland, was thought out of date, formal and only for certain demographic groups, such as those aged 50 and above, and its marketers felt this was deterring people from even visiting the quarter of a million hectares it runs – let alone becoming members.

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The Trust launched a campaign to tackle its image problem and attract new visitors. The idea was to challenge the view that it only offered stately homes to visit. The campaign needed to inspire people to see the Trust 'as the gateway to a wide variety of experiences for all ages, from hiking along stunning coastlines, to browsing farm shops and, for parents, giving their children the chance to run around in the countryside', says National Trust Senior Marketing Campaign and Projects Manager. Therefore a marketing brief was devised.

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The brief

As part of the Trust's 'Time Well Spent' campaign, which has now been running for more than three years, the marketing team wanted to reinforce the idea that the Trust provides an opportunity for 'simple pleasures and quality, memorable experiences at affordable rates'.

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They wanted to reach as many people as possible and then increase visits and members. One of their key performance indicators was whether people were considering a visit, so they wanted to grow this too.

Integrated communications agency MBA has worked on the Trust's marketing for the past five years. Its Managing Partner, Paul Munce, says that last year's focus was on changing perceptions. 'The National Trust was a well-known brand, but the problem was that people still did not have it on their list of considerations for a day out,' he says.

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The strategy

Three target groups were identified:

- ‘Explorer Families’ – ABC1 families seeking quality and perhaps educational time together on a day out. 115
- ‘Out and About’ – people seeking outdoor relaxation, adventure and social opportunities.
- ‘Curious Minds’ – those who like discovering new things or exploring history.

The budget was slightly more than £1m and this was split between three channels, according to how effective the Trust had found them in previous years. 120

This meant that 30% of the budget was allocated to outdoor advertising, including posters in railway and London Underground stations. A further 25% was set aside for press adverts, including newspapers such as The Telegraph, The Independent and The Daily Mail. Another 25% was earmarked for website advertising with sites such as Netmums, Weather.com, AOL’s weather channel and ITV.com, while 20% was reserved for radio. 125

For the radio campaign, National Trust chose Network Drive, a radio station that delivers traffic reports for breakfast, peak and drive-time slots to 270 national and regional radio stations, such as TalkSport, Heart and Classic FM. This approach was taken, says the Trust’s Marketing Campaign and Project Manager, so that “our message would be separated and not part of the clutter of a traditional ad break”. 130

The execution

The campaign images showed a variety of scenes, from a young couple about to tackle a topiary maze to a family sitting on a riverbank bathed in golden light. The radio adverts also took a variety of forms, with some featuring chirping birds and others the squeals of children playing. “We wanted to show our properties as places where you can relax and bring families, countering the ‘keep off the grass’ mentality,” said the marketing campaign manager. 135

The online adverts, meanwhile, included an interactive box where entering your postcode would reveal the nearest National Trust property. The aim was to make people feel the organisation was within easy reach. They wanted to show that you are never more than 40 minutes away from one of our sites – and that the Trust is part of everyday life. 140

Each advert used a slogan beginning with the words ‘time to...’ followed by different messages, including ‘be together,’ ‘have fun,’ ‘explore,’ ‘unwind,’ ‘see something new,’ ‘visit your local’ and ‘feel free’.

The outcome

After the campaign the number of people visiting National Trust properties increased by 16%, bringing the total number of individual visits to 17.7 million. Membership grew by 600,000 to 4 million. 145

This was a really positive outcome. These were the highest volumes of visitors and members ever, and 9.5% of visitors were also converted to members. 150

Propensity to visit grew, with 82% of people saying they would consider visiting compared with 74% previously. A further 70% said their view of the brand had improved.

Analysis

The campaign will be ongoing, with the same percentage budget allocated to each marketing channel. “We are really happy with the approach and the results,” says Munce.

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However, the campaign lacked a social media element, and this will be tackled next. The aim is to look at how to develop media such as Facebook and Twitter to make the National Trust play a bigger part in people’s lives and understanding. By making the Trust more relevant, using friendlier language, strengthening public relations and social media presence should help more people to engage with the Trust and its products.

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Munce wants to see photos and tips relating to National Trust properties being shared online. “The idea is to take the campaign even further, with vibrant and strong images and activity on digital and social channels,” he says.

This strategy is currently in development; the Trust’s target is 5 million members by 2020.

Fig. 5

National Trust launches debut TV campaign

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The National Trust has brought its '50 things to do before you're 11³/₄' campaign to TV, the first solo television advertisement in the organisation's history.

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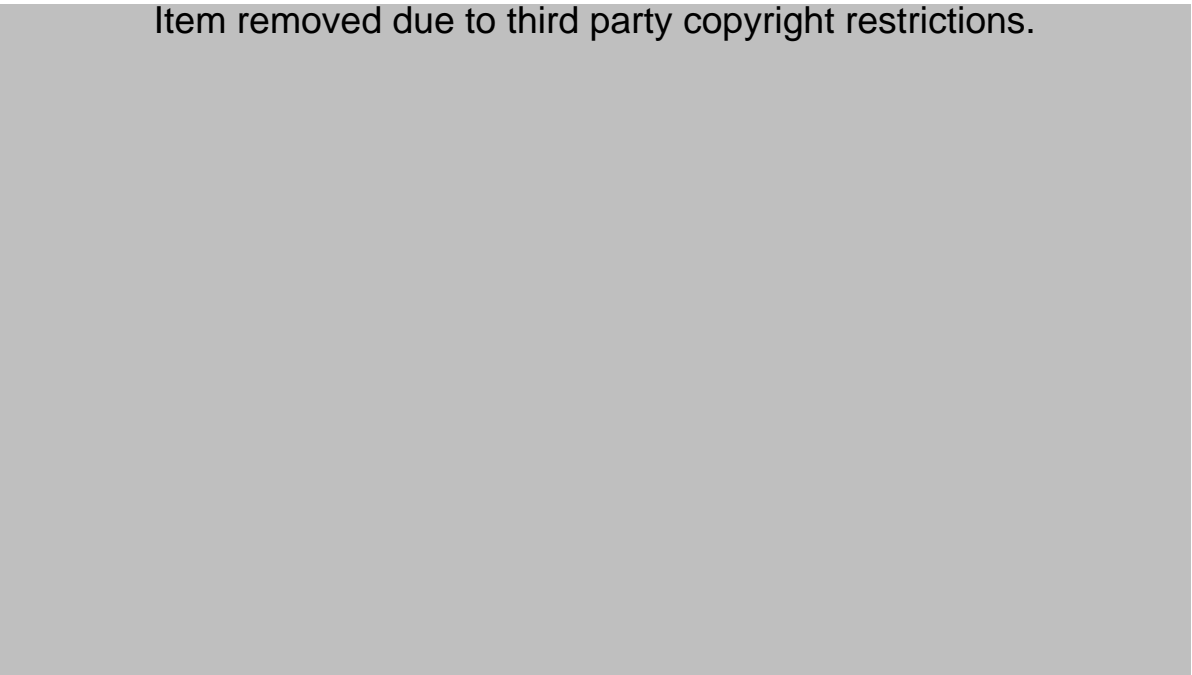


Fig. 6

National Trust to survey visitors

The National Trust, a charity that protects places of natural beauty and historic interest has chosen a large research company to run a visitor survey at Fountains Abbey and Studley Royal Estate in Yorkshire.

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The survey will take place over a two-week period and is designed to understand the needs and motivations of the more than 300,000 people who visit the attraction each year.

Jo Beddows, Regional Marketing and Communications Manager for the National Trust, said: "The research will help us better target our events and interpretation, develop more relevant retail and catering products and introduce new campaigns to engage more visitors to our cause."

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Fig. 7

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