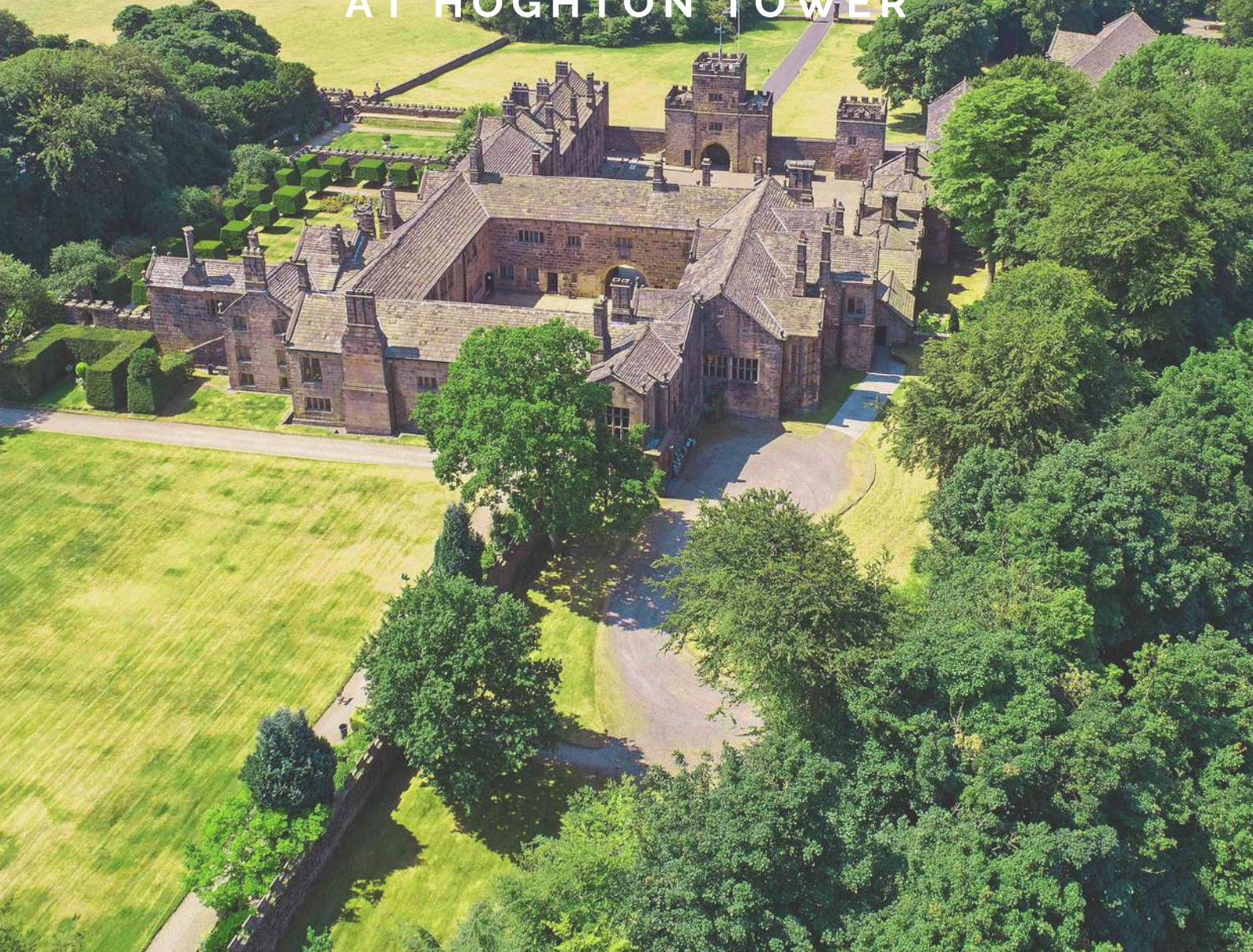


# *The Long Walk Project*

AT HOGHTON TOWER



**HOGHTONTOWER**

Historic House. Open To You.

**BRANDON REECE TAYLOR**





# REPORT PURPOSE

The purpose of this report is to provide the Houghton Tower Management Team and the Board of Trustees with a comprehensive understanding of a potential marketing strategy for The Long Walk (including the pavilion), a walkway of stunning natural beauty that is currently not accessible to the public.

## KEY OBJECTIVES

- To provide a succinct marketing strategy that is practically implementable considering the management team's current capacity.
- To provide the management team with three unique approaches to how The Long Walk could be funded ranging from low budget to high.

## METHODOLOGY

- The application of the present successful marketing strategy, being implemented across the entire Tower's operations, to The Long Walk.
- The use of an extensive competitor analysis to grasp an in-depth understanding of the current trends and marketing practices specific to offerings similar to The Long Walk.



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# REPORT INTRODUCTION

This report is manifested as a marketing plan that encompasses the scope of The Long Walk project at Hoghton Tower by particularly focusing on whether The Long Walk would be able to fund itself through the addition of features to the experience in order to attract paying visitors.

This marketing plan will cover all elements of different marketing theories by applying them to the particular context of The Long Walk in order to conclude as to whether there exists a realistic viability for The Long Walk to fund its own maintenance.

The marketing plan will be illustrated by images of The Long Walk, displays of marketing theories such as perceptual maps and matrices, as well as charts constructed to support the points made.

The marketing plan for The Long Walk has been constructed according to a three-pronged scheme of options each of which differs in scale and funding requirements. The first of such options focuses on a purely Conservation-oriented Approach with minimal investment and almost entirely focused on the conservation of the area rather than the addition of features to attract greater numbers of paying visitors.

The second of the three options is a Medium Investment Approach by Hoghton Tower with certain relatively low cost additions made to The Long Walk in order to attract visitors while the third option is a High Investment Approach which involves the construction of outbuildings with much greater scale than the previous two options.

The practicality of each option diminishes the higher the investment for the project becomes, but by demonstrating these three options, a practical framework is provided to show the potential of The Long Walk area across a spectrum of ideas from small scale to large.

# MARKETING ANALYSIS & RESEARCH

## COMPETITOR ANALYSIS



### BURGHLEY HOUSE

Burghley House is a sixteenth-century country house located just outside Stamford in the county of Lincolnshire. Burghley is larger than Houghton Tower in the size of its estate and the breadth of its offerings, however, it does remain a competitor to the Tower as the Tower management team continue to see visitors from further afield beyond Lancashire.

Burghely offers what they call their Garden of Surprises to their visitors which consists of a combination of fun-filled activities for children with an undertone of historical education set in an outdoor environment. When considering how The Long Walk at Houghton Tower could be marketed towards the parents and children segment of the market, it is clear that offering a range of different activities and features is essential in order to ensure parents the value of their visit and the long-lasting positive impact that the visit will have on their children and their knowledge of history.

Therefore, the marketing of The Long Walk as a place representing a combination of fun activities and historical education is essential in demonstrating to parents that their child will benefit from their visit to The Long Walk. In this way, two factors are accomplished as firstly the parents feel their money has held value for their children and secondly, the children will enjoy the activities offered in addition to learning about the history of Houghton Tower which also aligns perfectly with the principles of the Preservation Trust. Below is a list of current offerings from Burghley House in their gardens from which Houghton Tower should take inspiration:

- Moss House
- Swivelling Caesar busts
- Basins of water
- Water jets
- Mirrored maze

Burghely have centred their marketing strategy on the use of social media, as is the intended strategy for the marketing activities of Houghton Tower due to the power of social media to directly reach audiences with tailored messages for specific demographics. The prowess of Burghely's social media presence is demonstrated through the consistency of the personality presented in their posts as a reflection of their overall ethos. For example, the use of their social media to demonstrate their commitment to the preservation of the beautiful building and its grounds (Burghley House, 2019).





## **BROCKHOLES**

Despite the fact that Brockholes is not a competitor to the Tower in the sense that it is not a historic house, it does remain a competitor in the sense that it attempts to attract families for weekend visits during the spring and summer by offering children's activities and events and due to the fact that it is closer in proximity to the Tower. An advantage for Brockholes in comparison to the Tower is that it is a nature reserve and subsequently holds the advantage in being able to instantly demonstrate its cause to visitors.

The nature of the events it holds and its whole branding strategy is focused on being a place that supports the education of children directly through the indoor and outdoor practical activities it organises. Brockholes employs trained staff to directly interact with children of all ages by booking on events, all of which hold a nature theme, and the majority of which are directed towards the demographic of mothers and their children (Brockholes, 2019).

Brockholes has formed its strategy on low ticket prices for the events its organises with the intention that mothers will organise between themselves to come in groups and spend greater amounts in the Brockholes cafe before or after the event itself. An example of this would be Brockholes' "Nature Tots" event (Brockholes, 2019) which is just £4 per person if the adult books online beforehand and is aimed at pre-school children. Brockholes' entices parents to book ahead of time with the use of Brockholes' online ticketing system.

Brockholes employ the power of social media to create direct sales, especially by posting events on Facebook (Brockholes, 2019). This is a direct sales strategy that is already being employed at Houghton Tower from which it is benefiting greatly and by emulating Brockholes' strategy for the context of The Long Walk, Houghton Tower would demonstrate a viable income stream and a strategy that has worked in many different sites.

Presenting The Long Walk as somewhere fun to be for pre-schoolers would allow the Tower to relieve itself of being solely dependent upon Half Term visitors. Targeting parents with pre-schoolers would mean that The Long Walk would be in use for events during the week in addition to weekends.



Furthermore, utilising the strategy of the creation of events and the use of social media and the online ticketing system for the generation of direct sales would allow the Tower's management team to firstly identify which days of the week and times are most popular for parents and would secondly allow direct sales to be generated beforehand so as to encourage sales made on the day of the event itself.

This report recognises that just opening The Long Walk to the public is not enough to command a long-lasting stream of consistent income to fund itself; regular innovative events targeted at a multitude of different demographics must be created and marketed according to the strategy outlined below if The Long Walk is to be a successful investment.

### **Innovative Event Creation -> Social Media Usage for Direct Sales Beforehand Through Online Ticketing System -> This Encourages On-the-day Spending**

Brockholes holds strengths in the clarity of the presentation of its brand identity as well as the clarity and purity of the cause it remains committed to working towards which is the preservation of the local wildlife, a commitment to environmentalism, and the education of this commitment to all its visitors, with a particular focus on families.

Oppositely, Brockholes holds weaknesses in its ability to drive innovation in its events; one of the strengths of Houghton Tower is its ability to encompass a wide range of events for large demographics throughout the year meanwhile Brockholes' events are primarily based outdoors, it is more reliant on good weather and a continued interest in the preservation of nature to retain a steady income from its events.

Ultimately, the competitive edge of Brockholes is manifested in its ability to target mothers by hosting events that are specifically designed for pre-schoolers and children of school age. Brockholes is a safe and easily accessible place to visit with prams and for mothers whom wish to socialise with other mothers in an environment in which their children can have fun but also learn important lessons about the conservation of nature.

Additionally, Brockholes offers an alternative to the digital culture that has arisen with young children now possessing their own digital devices, but instead Brockholes offers a place in which the outdoors holds a central place to the visit and children's interactions with one another and with nature being made the priority.



## **CHATSWORTH HOUSE**

Chatsworth House is a stately home located in Derbyshire that utilises the interconnection of their social media platforms and their website as well as carefully placed public relations for the bolstering of its visitor numbers. Chatsworth recognises that encouraging visitors to pre-book online is essential to their survival as an attraction, hence Chatsworth have made tickets for their house and gardens completely pre-bookable online. However, they distinguish between the house, the gardens, and the farmyard and playground as three distinct areas commanding their own tickets.

What is firstly striking about Chatsworth is the variety of the tickets that it sells as it makes different combinations of these three categories and adjusts the ticket price accordingly with tickets to specific events considered a separate category altogether.

This would need to occur for the context of Hoghton Tower as The Long Walk would remain separate from the tickets sold for the gardens and the house tours, but this distinction would need to be clearly defined on the website as it is on Chatsworth's website (Chatsworth House, 2019). Offering visitors with a variety of different tickets allows them to feel that they are receiving a greater choice, that they remain in control of what they choose, and presents Chatsworth in a fair and flexible light.

Chatsworth's strengths are realised in their ability to harness the power of social media in such a way that presents themselves as a luxurious, desirable, beautiful, and fascinating historic site to visit with their greatest strength in their ability to present themselves visually (Chatsworth, 2019). This is reflected in the fact that they remain one of the most followed of all historic houses on Facebook (Chatsworth House, 2019) and in how their brand is positioned as a culmination of history and luxury through the House's grand architecture, immense landscapes, and its beautiful wildlife.

The competitive edge of Chatsworth is its use of visual instruments and techniques to present itself as the most glorious place to visit and in an industry that holds the advantage of being marketed with grand visual effects which hold immense impacts, grasping all forms of imagery, upholding them consistently, and utilising them to their full potential is how visitor numbers are maintained.





## **HOLKER HALL**

Holker Hall is another close rival to Hoghton Tower for they are both historic houses vying for the same demographics including visitors interested in history, families, and a broader visitor demographic due to the variety of events they offer year-round. On their website, Holker Hall demonstrate the variety of features in their gardens with the different walks they offer for visitors, the labyrinth which families can enjoy, and they also place emphasis on the unusual and rare collections of plants as a marketable attraction.

Relating this to The Long Walk, it is essential that one segment of the marketing strategy focuses on the uniqueness of the natural environment of The Long Walk by making emphasis of the rare plants, trees, and shrubs that can be found there. This conveniently steers into a wider strategy towards a focus on marketing the wildlife of The Long Walk as points of interest. Wildlife and plant life hold a different demographic of interest, but by incorporating the marketing of the plants and wildlife of The Long Walk provides an opportunity to reach an older audience with interests in horticulture, botany, and birdwatching.

This presents the marketing of The Long Walk as a three-pronged strategy focusing on three different primary demographics firstly including families, secondly an older demographic interested in horticulture etc., and thirdly, couples when The Long Walk is marketed as a romantic location (the full marketing strategy begins on page 18).

The main strength of Holker Hall, particularly in relation to its gardens and outdoor activities, is that it has managed to cover a multitude of demographics with the range of events it holds throughout the spring and summer that are based in and around the gardens. As well as this, the different features of the gardens also demonstrates the competitive edge of Holker Hall in that its gardens are extensive enough that they can be marketed in order to attract different types of visitors.

The greatest weakness of Holker Hall is its limited reach on social media compared to other historic houses, for example on Facebook, Holker Hall is only followed by 4,000 people (Holker Hall, 2019) while Hoghton Tower's following on the same platform is double that amount and the latter also receives a much higher proportion of interaction on its posts than the former in comparison (2019). In the marketing strategy of placing social media as the central driver of event ticket sales, the reach of posts is essential to survival, however, one disadvantage to this strategy is that the business may become overly dependent on the reach of single posts on social media for the generation of income as well as the renewal of events.



## **RIVINGTON TERRACED GARDENS**

Rivington Terraced Gardens (RTG) is marketed as a "magical place of hidden paths, caves, structures, and lakes" (Rivington Terraced Gardens, 2019) and holds a particular relevance to the nature of The Long Walk project as its offering remains similar to that of The Long Walk at Hoghton Tower.

RTG has a minimal offering compared to that of Hoghton Tower as its events are not regular and from the atmosphere of its website, it comes across as more of a community action project rather than a fully established enterprise like Hoghton Tower. However, from RTG, we can take inspiration for our marketing strategy as they have perfectly marketed themselves as pioneers in local nature conservation efforts which is a key element of the USP for The Long Walk.

Every aspect of the RTG's marketing is focused on the conservation of the gardens, whether this is through posting images on social media of volunteers clearing away overgrown areas or by viewing the list of events on the website, all of which have a conservationist narrative and theme.

RTG is considered to be the main competitor of Hoghton Tower's Long Walk as it also seems to be developing its USP towards the combination of historical education and reenactment with nature conservation (Rivington Terraced Gardens, 2019). This is a direct competition to the USP development for The Long Walk, but to further enhance the USP of The Long Walk, we point out that The Long Walk's historical elements will be specific to the history of Hoghton Tower, of which no other attraction can imitate. While RTG are hosting events like their Viking March (Rivington Terraced Gardens, 2019), they are general history rather than specific local history, the latter of which is essential to The Long Walk's USP.





## **HISTORIC HOUSE INDUSTRY ANALYSIS**

Houghton Tower is a member of the Historic Houses Association (HHA), a not-for-profit organisation representing more than 1,650 privately owned historic houses, castles, and gardens across the United Kingdom (UK) (Historic Houses Association, 2017). One of the main areas that historic houses need to make major headways in the improvement of is the accessibility of visitors to 4G and fibre optic with only 37% of HHA Members have access to such services.

Visitors' access to WIFI is essential to the modern visitor experience as the majority of visitors now wish to post on their social media pages when they are at the visitor attraction by tagging the location in their post which is not only free advertising through user-generated content, but it also demonstrates positivity regarding the visitor experience. If a visitor cannot access WIFI and post about their experiences at an attraction whilst they are there, the impact of their visit holds less weight for driving future visits.

HHA houses generate 41,000 Full Time Equivalent Jobs and this generates £286 million per year into the economy as gross value added. Further to this, the total estimated gross expenditure is £1 billion from visits alone while £720 million of which is spent off-site in the fragile rural economies surrounding the houses. HHA houses spend £247 million per year on goods and services, 46% of which is with local suppliers which demonstrate support for local businesses, however, this figure could be further improved. 24 million visits to HHA houses a year in contrast to the National Trust which gets 22 million total annual visits.

## **TOURISM IN LANCASHIRE OVERVIEW**

Fundamentally, tourism in Lancashire is growing and from the latest Marketing Lancashire report (2017), 67.63 million visits were made to and within Lancashire in 2017 which generated £4.25 billion revenue for the county's economy. This large sum of revenue supports over 60,000 jobs in the county. Of the 67.63 million visits in Lancashire, the majority (59.29 million visits) were day visits rather than week-long visits which means that 8.33 million visits were made in Lancashire as part of a holiday or short break. Blackburn with Darwen Borough Council had a 6% share of visitors to Lancashire in 2017 (Business Intelligence, 2018) which is the district that Houghton Tower is classified within.

# THE DYNAMICS OF HOGHTON TOWER



## INTRODUCTION TO HOGHTON TOWER, THE PRESERVATION TRUST & THE LONG WALK

Houghton Tower is a 16th century fortified manor house located in the village of Houghton six and a half miles east of the city of Preston. Houghton Tower is an historic house whose name is taken from the de Houghton family whom have been the historical owners of the house since the 12th century.

Today, Houghton Tower is open to the public for the spring and summer and holds a variety of offerings including guided tours, afternoon tea experiences, gardens, children's activities, farmers' market, and many public events in all categories (including car shows, history days, and even a stargazing event).

Houghton Tower is managed by the Houghton Tower Preservation Trust, a charitable trust established in 1978 to ensure the restoration and preservation of the building as well as to position the Tower as a place for the benefit of the wider community and for the aid of education. The Trust is governed by a Board of Trustees whom meet quarterly to guide the operations of the management team.

Houghton Tower consists of an estate that originally stretched all the way to the Liverpool Docks, but today is concentrated in and around the village of Houghton. It is that which has been labeled as The Long Way that remains central to this report.







## CONSERVATION AND SURVEYING

One of the main areas of concern before The Long Walk can be opened to the public is the assessment of the conditions of the trees along The Long Walk in addition to the assessment of the safety of the walkways intended to be used by the public. A thorough survey and inspection of the tree conditions was conducted in 2014 by Ken Linford (for the full report, please refer to Appendix Ten).

The findings of Mr Linford regarding the condition of the trees along The Long Walk consisted of a general fair/good result, however, Mr Linford also concluded that some of the larger trees presented an increase of risk of harm due to how their roots cross several parts of the walkway of The Long Walk. For this reason, a suggestion was made to remove some of the tree roots before The Long Walk is opened to the public so as to avoid further risk of harm to the public. As an alternative to this, Mr Linford also suggested that a ramped access could be superimposed along the walkway without disturbing tree roots.

The most viable option with the least amount of disturbance made to the trees following the principles of conservation would be to create a decked walkway supported off the ground with balustrades to ensure visitor safety. Furthermore, an abundance of signage is required in order to ensure that visitors stick to the allocated paths. Another major area of caution regards the extent to which The Long Walk is able to be monitored throughout visitor times. Due to the fact that it remains separate from the main gardens, it would be prudent to install cameras so that volunteers in the ticket hut are able to monitor what is occurring along The Long Walk.





## **MISSION STATEMENT**

The Long Walk Mission Statement:

"In alignment with the principles upon which the Hoghton Tower Preservation Trust was established, the mission of the opening of The Long Walk to the public is to provide a place for the local community and visitors from further afield of all interests and ages to attend specially crafted events with a distinct focus on the integration of nature, history, hobbies, and entertainment, or simply to enjoy the beautiful surroundings of a hidden walkway separate from the main gardens of Hoghton Tower."

The USP of The Long Walk is focused on three elements; firstly, the uniqueness of the location of the walk which should be marketed as being "secret", "hidden", and "exclusive"; secondly, the diversity of the wildlife and plant life; thirdly, distinctive and innovative events and activities that are only held at The Long Walk in order to distinguish it from other similar attractions.

The target market of The Long Walk is primarily going to be families with the majority of the events and activities taking place in The Long Walk being targeted towards children and their parents with a combined theme of conservation and Hoghton Tower history. Secondly, there exists a smaller target market of an older demographic whose primary interest in The Long Walk would be its potential as a birdwatching location, as well as for events and workshops centred around gardening, botany, and horticulture.

The offer of The Long Walk comprises of a hidden walkway that leads to The Pavilion of Hoghton Tower with its own unique history; visitors to Hoghton Tower will be able to enjoy The Long Walk by paying a separate entry fee from the gardens. To further bolster the income generated by The Long Walk, a series of both regular and annual events and activities primarily for families will be marketed that hold a combined theme of historical education and nature conservation.





## **PATTERNS & SEASONALITY**

The fact that Hoghton Tower, like many other historic houses, remains only open from April to October, which only remains a recent extension to the opening times of the Tower, will have subsequent effects on the ability of The Long Walk to be successful.

This seasonality structure of Hoghton Tower's public opening times means that The Long Walk will have to follow this pattern for its own public access. This would likely not inhibit its ability to secure a stable income for its own funding viability because like the Tower itself, visitor numbers would decrease due to bad weather and the generally isolated location of The Long Walk during the winter months.

However, this seasonality could be used to the advantage of the marketing strategy for The Long Walk as digital marketing communications could be used in order to pair events taking place at Hoghton Tower with those taking place at The Long Walk to boost the overall visitor numbers for the latter.

For example, the farmers' market taking place on a monthly basis brings a few hundreds visitors to the Tower and if social media is used to direct those visiting the farmers' market to also pre-book for events taking place at The Long Walk, this would boost income for The Long Walk, especially during the winter months, by taking advantage of the visitors already present at the Tower.



## **SUPPLIERS WITH COSTINGS**

Approximate costings (excluding VAT):

£9200 - MH Electrical - To install power points for lighting at various points along the walk including excavation and installation.

£4330 - Nature Design - To create and install unique and detailed appropriate fingerposts and interpretation boards along the route.

£2000 - Ken Linford - Survey and remedial work for trees along the walk.

£600 - H&S signage - To install recommended signage along the walk and the removal of the oil tank near Gardeners' Cottage.

£770 - Newground - Ground excavation involving exploratory work to establish surfaces along the pathways and down to the pavilion.

£450 - Newground - First stage of cutting back, thinning, and pruning.

£2600 - Glasdon - Installation of benches and other forms of seating for entrance to the walk, along it, and at the pavilion.

£800 - Disability First - Disabled access report

**Initial Total Costs For The Long Walk Development: £20,750**





## **CURRENT VISITOR STATISTICS & PROJECTIONS**

Displayed below are the current visitor statistics for Hoghton Tower for 2018 which provides an insight into visitor buying decisions and the overall demographics of visitors to the Tower so that these can be related to The Long Walk.

### **Hoghton Tower House Tour Demographics**

House Tours - 3,557 total in 2018

Adults - 1,756 visitors in 2018, Child - 322 visitors in 2018, and Concession - 1,479 visitors in 2018

Garden visitors only came to 899 visitors in 2018 which highlights the secondary aim for The Long Walk which involves boosting the general admission to the grounds of Hoghton Tower which is how visitor data for The Long Walk would be categorised.

Online bookings for Afternoon Tea & Guided Tour for 2018 came to 226. Considering this was the first year that people could book an afternoon tea and a guided tour together, this demonstrates the potential for the online business to grow to an exponential size upon further development and integration with Hoghton Tower's social media platforms. In fact, it is expected that the online bookings will grow to become the core income driver for general house tours and garden visits.

It remains essential that online booking is available for visitors who wish to visit The Long Walk; not only does online booking allow for more precision in preparing for visitors beforehand in order to create a better experience, but it also allows for greater accuracy in visitor demographics measurement. As well as this, online booking is essential for continued marketing practices post-visit so that the marketing strategy can be applied and reach past visitors efficiently, thus encouraging them to return.

Projected visitor statistics for The Long Walk (including the launch event):

Year 1 - 1,000 visitors p.a.

Year 2 - 1,200 visitors p.a.

Year 3 - 1,500 visitors p.a.



## MARKETING STRATEGY

The market for visitor attractions is one of saturation and so in any instance of saturation, the more pressure is placed on the securement of a USP and a strong brand identity and positioning. The market is divided into two halves, the first of which involves families, specifically targeting the parents who are looking for things to do with their children and relatives at weekends and during key school holidays.

The second half involves an older demographic, particularly retirees who would rather visit during the week and are more interested in taking full tours of the Tower as opposed to the families demographic who are generally more interested in attending events held at the Tower rather than specifically coming for tours.

To combat this issue of disinterest from families, family-friendly tours have recently become available at Hoghton Tower which offer bite-size portions of the full tour in order to keep children interested and engaged. This provides families with things to do during school holidays and at weekends, but it also gets across key messages about the history of Hoghton Tower which remains the priority as the central principle of the Hoghton Tower Preservation Trust.

A similar approach employed regarding the house tours needs to be applied to the context of The Long Walk because as children become more digitally savvy, their engagement with the outdoors is highly dependent upon their sports activities at school.

There is a niche in the market for an outdoor attraction that combines entertainment with outdoor practical engagement as well as education and this is what The Long Walk should be positioned to offer in order to meet the needs of parents and their children. This is done by reminding parents that outdoor activities are healthy for children to engage with and by demonstrating to children that fun in the outdoors combined with historical education is exciting.





Essential to the success of The Long Walk is the securement of as many independent income streams as possible in order to financially stabilise and justify the project, including the following income streams:

- general visitor income for The Long Walk
- paying in addition or separately to the gardens.
- ticket sales generated by events held at The Long Walk.
- incorporating offerings already made by Hoghton Tower into the activities of The Long Walk in order to boost its own income, for example including The Long Walk into schools tours so that a percentage of the income from the school tours can be directed towards the income stream of The Long Walk.
- development of a gardens and architectural tour from which The Long Walk pot would receive a percentage of the income.

The positioning of The Long Walk is oriented around three main areas including nature conservation, romance, especially the pavilion area, and historical education. These three areas will be central drivers of the imagery, branding, and positioning of The Long Walk.

The marketing channels and brand awareness segment of the marketing strategy revolves around the use of social media to its furthest extent in order to accelerate ticket sales. Additionally, the use of the already established Hoghton Tower website will remain a pertinent element to the marketing strategy but further to this, the creation of a promotional video to coincide with the launch event would further boost awareness. This video would be shared throughout the Tower's social media channels as well as in the online articles arranged as part of the public relations segment of the marketing strategy.

As part of the use of social media promotion, reverse marketing will be essential with one practice involving photos of the week as a form of visitor-generated content for further promotion across social media. Positioning particularly the pavilion as part of The Long Walk as a place for couples' engagements will encourage weddings at Hoghton Tower, especially if permission is granted for images of couples to be posted to social media.



Earlier in this section of the report, it was highlighted how The Long Walk could benefit from the pre-existing operations of Hoghton Tower to boost and complement its own income streams, but this demonstrates how The Long Walk can equally be used in the same way to boost the income stream for weddings booked at the Tower.

Throughout this report, an emphasis has been placed on the organisation of events as the central elements of income stabilisation for The Long Walk through the use of social media to drive interest in those events.

Events (as distinguished from general visitation) taking place at The Long Walk targeted towards families are to include the following:

- Pumpkin Trail (pre-bookable online Halloween-themed event for October half term)
- Nature Trail (will occur throughout the Open Season, especially on Sundays, Bank Holidays, and during half term breaks and the summer holidays)
- Easter egg hunt (pre-bookable online throughout the Easter holidays)

Events taking place at The Long Walk targeted at the adult demographic:

- Early Birders (regular birdwatching event starting at 6am in the morning during the Tower's Open Season)





## **MARKETING GOALS**

To complement the marketing strategy outlined in this report, five marketing goals have been created which demonstrate the key factors involved in the creation of a successful strategy for The Long Walk.

- To focus on the prioritisation of the achievement of a sufficient income for The Long Walk in order to create a distinct funding pot for the attraction.
- To increase the management team's ability to measure the success of The Long Walk specifically so that it isn't lost or undermined amidst the large variety of operations at the Tower for such a small team to oversee.
- To ensure that the branding of The Long Walk reflects and reaffirms the principles of the Houghton Tower Preservation Trust as well as the specific goals related to the project of The Long Walk.
- To reassure visitors through all marketing material that The Long Walk is going to be a safe, entertaining, and educational addition to the wider visitor attraction of Houghton Tower.
- To emphasise the importance of nature conservation and historical education through the positioning of The Long Walk as a place in which events are hosted for all ages along this theme.

# SWOT ANALYSIS

## Strengths

The Long Walk's unique history along with the large abundance and variety of wildlife that perfectly intertwines with the principles and themes of the mission statement.

The flexibility of the events that could be organised along The Long Walk demonstrates the financial viability of the project as a visitor attraction that can generate multiple streams of income by targeting its events to different demographics.

## Weaknesses

The Long Walk is in an isolated location which makes it overly dependent upon good weather for the success of its events.

To support the financial viability of The Long Walk, an extra ticket would be required which would be on top of the ticket for the gardens of the Tower which may immediately discourage visitors, thus reducing the overall footfall for The Long Walk, hence the crucial requirement for the development of distinct features that would attract visitors as well as an emphasis on the developed USP.

## Opportunities

The Long Walk provides potential for a major redevelopment in order to construct a cafe that visitors can go to on The Pavilion.

The Long Walk development provides an opportunity for Houghton Tower to improve its offering for outdoor activities, to become a destination for children's and adult outdoor events, and to boost its visitor numbers for its grounds and gardens which are currently lagging behind the other areas of the Tower (see visitor statistics segment).

## Threats

Although social media is a powerful tool for driving sales for events, it does remain unpredictable with some posts going more viral than others which presents an instability for the business model and perhaps an over-reliance on social media which can be categorised as a threat.

The market for visitor attractions remains saturated despite the uniqueness of Houghton Tower which is a continuous threat to the viability of The Long Walk.



## USP DEVELOPMENT

The development of a Unique Selling Point (USP) for The Long Walk remains essential to its success due to the fact that there are many similar offerings from other proximate visitor attractions which was demonstrated by the extent of the Competitor Analysis in this report as a market that remains saturated.

The devised USP for The Long Walk will centre on its unique history, especially regarding the history of The Pavilion which will be marketed as part of The Long Walk. The Pavilion was once used as a ladies' walkway and tennis courts in past centuries which could be marketed as a unique element of The Long Walk which remains aligned to the marketing theme of the combination of historical education with nature conservation. No other attractions have the same history of Hoghton Tower, therefore presenting a convenient USP that can be centred on The Long Walk.



## **OPTION ONE CONSERVATION-ORIENTED APPROACH**

### **Analysis of Offering**

The first option for the implementation of the proposed marketing strategy for The Long Walk is oriented by a conservation-first approach and theme. This means placing nature conservation at the forefront of all marketing materials as well as to augment The Long Walk the least amount possible to keep it undisturbed by heavy visitor footfall. This would involve the development of events that are only focused on the conservation of the Walk rather than education about conservation. This greatly reduces the amount of income potential for the Walk, however, it does achieve a brand image that is unmistakably focused on conservation.

Central to the conservation-oriented approach is the importance of the outdoors and how that contrasts with digital culture which remains one of the most powerful arguments in favour of The Long Walk. Digital culture has come to dominate with the majority of our time spent on digital devices, however, The Long Walk encourages children and adults to come and enjoy nature away from screens. The events at The Long Walk are purposefully non-technological in the case of option one due to the importance placed on conservationism.

Visitors boards displaying the unique species of birds, trees, and flowers around Hoghton Tower are an essential element to the on-site marketing elements of option one with plentiful chance for visitors to get their hands dirty by planting flowers in readymade flowerbeds.

The Woodstools is another unique and important element to option one and it involves rows of wooden stools fixed into the ground for the purpose of sitting on to hear scheduled talks from volunteers about conservation and the natural phenomena at Hoghton Tower. Photograph of the week competition will be the main weekly promotion on social media and photos will be placed into a gallery to be displayed in the Hoghton Tower Tearoom.

A wooden visitors' wall where visitors can decorate and sign their own paper leaves and attached them to the wall will be constructed and visitors can also bring locks if they wish to attached to the wall to represent their lasting love, a practice most popularly found on the bridges of Paris.

For the first year of The Long Walk's public accessibility, it is essential that we receive media coverage in order to strategically launch The Long Walk and for this, it would be important to organise an opening event in which representatives from Hoghton Tower invite certain local media outlets and members of public to spectate the opening. The target market for option one will include families as well as the older demographic who have a keen interest in horticulture, birds, and nature conservation. The budget for option one is largely in alignment with the costings provided by suppliers found on page sixteen as there are minimal extra works to be undertaken as part of option one.



## **OPTION TWO**

### **MEDIUM INVESTMENT APPROACH**

#### **Analysis of Offering**

Option two is presented as the medium investment approach requiring an initial investment of between £40,000 to £50,000 in addition to the budget provided by suppliers on page sixteen for the development costs. Option two can be understood as a midway between a fully conservation-oriented approach without any extra modifications than making the site safe for public access and the grander ambitions found in the higher investment approach of option three.

The main feature of option two which will take up much of the investment costs is to be known as The Canopy which will be a arch-roofed walkway intertwined with flowers and tree branches for the first part of the Long Walk which will be marketed as a place for couples to walk through. Sculptures of different sizes will be professionally made and placed through The Long Walk too with different trails for children created in order to generate income from the ornaments and figurines created.

The building of The Canopy will create a more polished look for The Long Walk and therefore will be markedly different from the purely natural and untouched approach taken by option one. The Canopy will be specifically designed to attract couples and will be positioned as an attraction in its own right.

Also within option two is a greater emphasis placed on the connection between The Long Walk and weddings that take place at Hoghton Tower, for example, using The Long Walk as a wedding photography site and charging couples for exclusive access in order to generate funds for The Long Walk. Another element to this would be to position and market The Long Walk as a popular destination for engagements to take place by posting about proposals that have occurred along The Long Walk across Hoghton Tower's social media.

This is done with the intention of boosting the weddings business of the Tower through the use of positioning The Long Walk as a place for engagements, thus encouraging couple's to see Hoghton Tower as the perfect venue for their big day. The target market focused on by the second option include couples of all ages to tie in with the weddings business of Hoghton Tower.

## **OPTION THREE HIGH INVESTMENT APPROACH**

### **Analysis of Offering**

The high investment approach to The Long Walk is characterised by an initial investment budget of at least £100,000 in addition to the supplier costings set down previously in this report for the development of the accessibility to the Walk.

Option three is primarily distinguished by its development of The Pavilion area in addition to the walk itself. The development of The Pavilion is characterised by the transformation of The Pavilion into a bar and restaurant to target an adult population as brand new trendy place for eating, drinking, and socialising in the setting of an historic house. The Pavilion would be the name of the bar/restaurant and it would be marketed in such a way that it would be positioned as a unique and exclusive, and almost hidden-away restaurant/bar.

Another major part of the third option is the restoring of tennis courts on the field in front of The Pavilion which used to be there in the late 1800s and early 1900s. Returning the field to tennis courts would have a multi-purpose as it would attract those interested in sports and would also make the area as an attraction due to the lack of tennis courts in the area, especially so in such a unique location.

Option three attempts to culminate the two previous options with its own unique features into a grand project that intends to target all possible markets, including couples, families, and adults.

An analysis of these three options suggests that the third is the most superior because it holds potential for the highest income generation as part of The Long Walk project. Opting for options one or two may not generate enough income to justify the supplier costings presented in this report. If The Long Walk project is not invested to the fullest extent then there would be a high probability of the Walk failing financially due to the fact that it would not be able to cover the costs of maintaining itself. Therefore, it is postulated as part of this report that option three is best suited as long as the funding can be granted with the option two combined with option one as a secondary alternative.



## BRANDING

As stated in the marketing goals, the branding of The Long Walk must reflect the theme of its offering and to visualise this, two examples of logos have been created to complete the overall branding approach taken.



Logo one is targeted directly towards the family segment of the market with its clear emphasis on the ethos of The Long Walk and how it remains a place for children and their parents to feel comfortable, somewhere that promotes education as well as interaction with the outdoors. The tagline for the logo also demonstrates the principle of the merger of history with nature conservation



This second logo takes a different approach to the branding of The Long Walk as it clearly targets an older audience and would instead be used for the second and third options outlined in this report which demand greater investment, but position The Long Walk as offering a premium outdoor experience with a cafe and regular events.

## **DIRECT MARKETING**

Direct marketing will play an essential role to the marketing strategy in regards to directing the budget towards the distribution of leaflets to key towns including Blackburn, Chorley, Bamber Bridge, and Leyland that focus on the launch of The Long Walk far in advance of the launch day.

As well as this, a list of online pre-bookable events should be included in the leaflet with emphasis on driving traffic towards the website for ticket sales. This distribution strategy provides a two-pronged benefit, the first of which promotes the launch of The Long Walk as a standalone event while the second of which promotes the opportunity for people to purchase tickets online.

## **PUBLIC RELATIONS AND ADVERTISING STRATEGY**

The main area of the marketing strategy for The Long Walk that requires the use of public relations is the launch of The Long Walk. Gaining media attention from the outset will jumpstart sales for events at The Long Walk throughout the open season. Creating media buzz around the launch of The Long Walk is essential to its long-term success which involves the promotion of the launch as an event which can be officiated by representatives of the de Hoghton family as well as by the management team and trustees of the Hoghton Tower Preservation Trust.

Galvanising media attention for the launch of The Long Walk and clearly linking the traffic generated by that attention to tickets for events at The Long Walk will lead to a stabilised and structured income that will greatly support the financial viability of The Long Walk. Utilising the visual natural beauty of The Long Walk in magazine articles will impress the public, thus encouraging them to see the beautiful place in person for themselves; it is the use of imagery that will bolster interest in The Long Walk and this will be essential to the success of the public relations strategy.



# **DIGITAL MARKETING COMMUNICATIONS STRATEGY**

The digital marketing communications strategy for The Long Walk project will centre on the ability of the Hoghton Tower Management Team to take advantage of its present visitor numbers and its social media audience in order to drive awareness and subsequent direct sales for the sustainable procurement of income for The Long Walk. The Long Walk as an offering is deemed by this report not to hold enough of a USP as it presently exists to maintain a stable income due to the isolated location of The Long Walk and due to the saturation of the market.

For this reason, a range of innovative events must be hosted in and associated with The Long Walk in order to boost income for The Long Walk beyond general visitation income. The three social media channels will consist of Facebook (2019), Instagram (2019), and Pinterest (2019).

## **Facebook**

Facebook will be the primary social media channel used for the driving of sales as it is uniquely augmented to drive traffic towards events and clickthroughs to ticketing websites unlike the other two social media platforms which do not hold this same capability in such a concentrated and impactful way.

## **Instagram**

However, Instagram holds importance as part of the overall digital communications strategy as it reaches a younger audience than that of Facebook and although it does not drive ticket sales the same way Facebook does, the presentation of a brand is largely derived from the extent to which the brand's Instagram page is up-to-date. Instagram is fuelled by imagery and therefore this remains the superior platform for emphasis of the imagery of The Long Walk.

## **Pinterest**

Furthermore, the use of Pinterest is also key to the success of the digital communications strategy as Pinterest is widely known for its large usership of parents, particularly mothers as they search for ideas of things to purchase and do. Additionally, other historic houses similar to that of Hoghton Tower have found success in keeping their Pinterest pages updated (Samlesbury Hall, 2019; Waddesdon Manor, 2019).

It can be seen in the majority of historic houses as well as visitor attractions more generally that relying on on-the-day footfall for events is neither competitive nor is it business savvy in the current business environment.

## **WEBSITE AUGMENTATION**

Websites are the central marketing forces for any business and the Hoghton Tower website acts as the hub for all the information and call-to-action buttons in relation to the events and offerings at Hoghton Tower which will include The Long Walk. Although The Long Walk itself doesn't merit a fully separated website from the main Hoghton Tower website, it does require its own page on the website which should be augmented in order to make full use of the imagery of The Long Walk that will drive the marketing content.

A clear display of the prices and ticket types and how they may be purchased online must be developed on the website in order to allow for a smooth and efficient customer experience when purchasing tickets. Due to the fact that social media will be used to drive sales, it is essential that no more than three click-throughs are required before the customer gets the purchase page.

This can be achieved with the link on the social media post acting as the first click, the link on the Hoghton Tower website acting as the second, and the link on the separate ticketing website acting as the third. Ensuring the channels through which tickets will be purchasable are easily accessible is essential to the increase of ticket sales volume.

Part of the website augmentation will also include featuring imagery of The Long Walk and promoting its launch of the front page of the website months in advance of its public launch event so that as many visitors and people interested in Hoghton Tower will see the event details. Using the Hoghton Tower website for the promotion of The Long Walk in any way possible, such as through the regular writing of blog posts is crucial to maintaining the cost-efficiency of the marketing plan as the website remains a free source of content creation and platforming.

At the Tower, we have realised that any event that we organise must drive interest and direct sales online as the priority so that we aren't left vulnerable to on-the-day circumstances which can drastically change footfall and therefore income, such as weather. For this reason, the use of social media as the primary driver of our online sales through our website has become essential to the viability of our events.

The old model of hosting an event, advertising it, and hoping for footfall on-the-day has become undermined by the new model of hosting an event, marketing it online, pushing for direct sales of tickets before the day through an augmented website, and therefore not relying upon on-the-day footfall. Creating sales for an event before it has occurred has now become a hallmark of events both at the Tower, but also at many other tourist attractions, with the use of social media remaining the central pillar of this new marketing strategy.



# BUDGETING

The overall marketing budget for Hoghton Tower across one financial year is £8,000. It is from this budget that the marketing operations and strategy would be taken out from, but remembering that this budget has to be shared out across the entirety of the Tower's operations, we can understand that there will be little funds for marketing directly for The Long Walk.

For this reason, a strategy must be employed that applies the most essential elements of marketing with the lowest possible cost, such as the use of social media as a free marketing tool, as well as the promotion of The Long Walk through the Hoghton Tower website and on free listing websites.

Out of the £8,000 budget for the entire Tower, £1,000 should be allocated for the marketing of The Long Walk during its launch year only and after which, this budget should be reduced down to £500 unless the budget for the entirety of the marketing operations of Hoghton Tower increases in the future in which case the budget for The Long Walk should increase in proportion.

As previously detailed in the marketing strategy earlier in this report, the £1,000 budget for The Long Walk for its launch year will cover the following marketing elements:

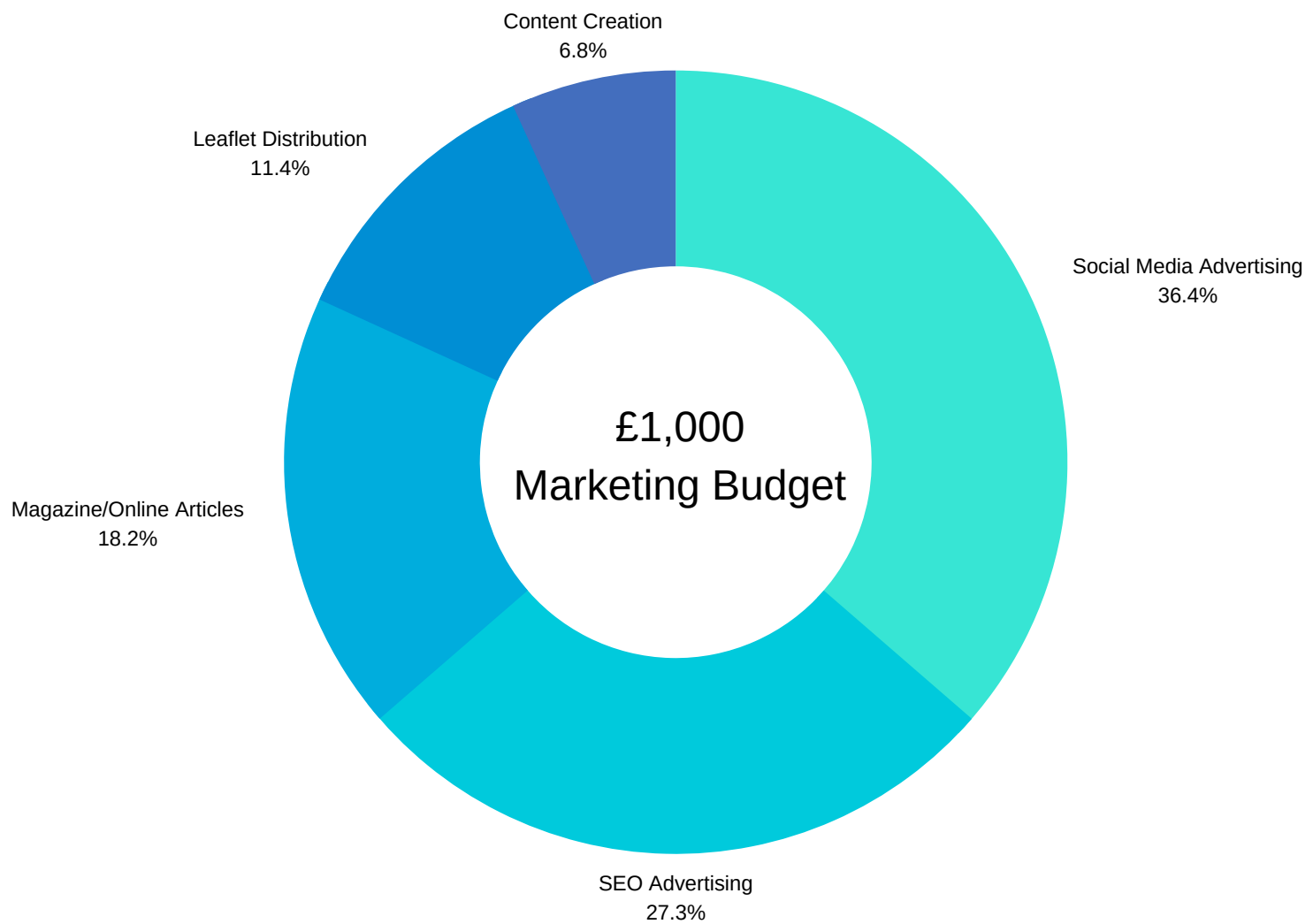
- Ensuring that three local news outlets and magazines both attend the launch of The Long Walk and report on its opening which should include Lancashire Evening Post, Lancashire Life, and Northern Life Magazine.
- Additionally, the budget will also cover costs spent on Facebook to boost posts related to The Long Walk in order to create direct sales as inspired by the new marketing model for visitor attractions using social media to generate sales.
- Furthermore, a portion of the budget will be spent on the distribution of leaflets for the promotion of The Long Walk launch as well as the primary events taking place there throughout the open season.
- In order to efficiently utilise the available budget, the majority of the marketing operations will be conducted in-house by the Hoghton Tower Management Team with the main operation in need to be outsourced being the distribution of leaflets and other printed marketing materials to key local towns and villages.

If the budget is utilised in the way presented and if much of the public relations is negotiated for free or at a lower cost then the budget outlined in this report is realistic for the first year of The Long Walk.

However, if an external funding opportunity is agreed by the Hoghton Tower management team, part of the funding budget would be reserved for the marketing of The Long Walk.

This would be added onto the already stated marketing budget for The Long Walk project and would be largely directed into further magazine articles and public relations initiatives to boost coverage for The Long Walk launch event. As demonstrated in the donut chart below, social media advertising takes up the largest percentage of the £1,000 marketing budget assigned to The Long Walk.

Long Walk Budget Chart





# CONCLUSION

To conclude, The Long Walk project at Hoghton Tower consists of the opening of a beautiful pathway to the public that holds its own interesting history standalone from that of the Tower itself. Despite the initial costs in ensuring the safety and accessibility of The Long Walk for public entry, the potential for events, children's activities, media coverage, and the expansion of the offerings of Hoghton Tower in a wider sense far outweighs the initial costs.

Finally, if a cost-effective marketing strategy is employed that focuses on the generation of direct sales through the selling of tickets online for events, The Long Walk would be able to generate a sufficient income to justify its opening to the public.

Overall, utilising a social media-driven marketing communications strategy is crucial to the commercial viability of The Long Walk; utilising social media in the way presented in this report will provide Hoghton Tower with a secured income through pre-bookable events and it will drive greater exposure to the principles of the Hoghton Tower Preservation Trust. The Long Walk fits into those principles perfectly and as it takes a positive step closer to the overall positioning strategy, the main goal of which is to present Hoghton Tower as a symbol of community cohesion, a local representative of nature conservation, as well as a promoter of historical education.

The Long Walk is a manifestation of these principles and will be a positive addition to the offerings already presented at Hoghton Tower. To reiterate once again, the most important element of the entire Long Walk project is that the marketing materials for the Walk must clearly demonstrate its USP which is a tourist attraction that combines historical education with the conservation of nature.

Without the demonstration of this USP from the beginning of the marketing process, there is a danger of many visitors not truly understanding what the Walk is and why they should spend their time and money to visit it and attend events there. Essentially, the preparation of marketing materials along the principle of consistency is vital to maintain a strong message and positioning for The Long Walk.

# RECOMMENDATIONS

Considering the relatively constrained budget and the initial costs that are non-marketing related to ensure the suitability of The Long Walk for public entry, five recommendations are now made that relate to the marketing strategy for The Long Walk in light of the budgetary limitations.

The primary driver of income for The Long Walk will centre on the use of social media to push traffic towards the website and ticketing site so that direct sales can be made for events. Some social media posts will be boosted and others will not require this if SEO tactics are introduced, such as the use of appropriate tags on posts, making links to the website clear, and creating content for posts that are both engaging as well as clear to what is being advertised.

Following on from this, the content for social media should take advantage of the process of making The Long Walk open to the public. This can be done by posting on social media after each stage of the project is completed in order to build momentum for the launch which will drive further traffic to the website, thus increasing ticket sales.

The use of direct marketing in the form of leaflet distribution to key local towns and villages surrounding Hoghton Tower.

Additionally, the coincidence of events at The Long Walk with other large events taking place at the Tower in order to take advantage of the larger visitor numbers. This has already been successful with the popularity of the upcoming farmers' market in June which is being tied with a classic car show (Hoghton Tower, 2019).

The final recommendation to make concerns the importance of involving the local community in the redevelopment of The Long Walk. Positioning The Long Walk as a community project for the redevelopment of a disused nature space that could then be posted across social media channels markets The Long Walk in a positive light from the outset and rather than The Long Walk being something that has been created by Hoghton Tower which it then has to see to visitors, it can become something that visitors can get involved with the redevelopment of.

This makes perfect use of the redevelopment process of The Long Walk for its branding and positioning which will then be reflected across Hoghton Tower's digital marketing communications.



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# **APPENDIX**

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# APPENDIX ONE

## ANSOFF MATRIX

When applied to the Ansoff Matrix, The Long Walk would be categorised as part of the product development segment of the matrix because The Long Walk is an amalgamation of the two previously existing offerings of the gardens and the guided house tours as it combines education of the Tower's history with the conservation of nature.



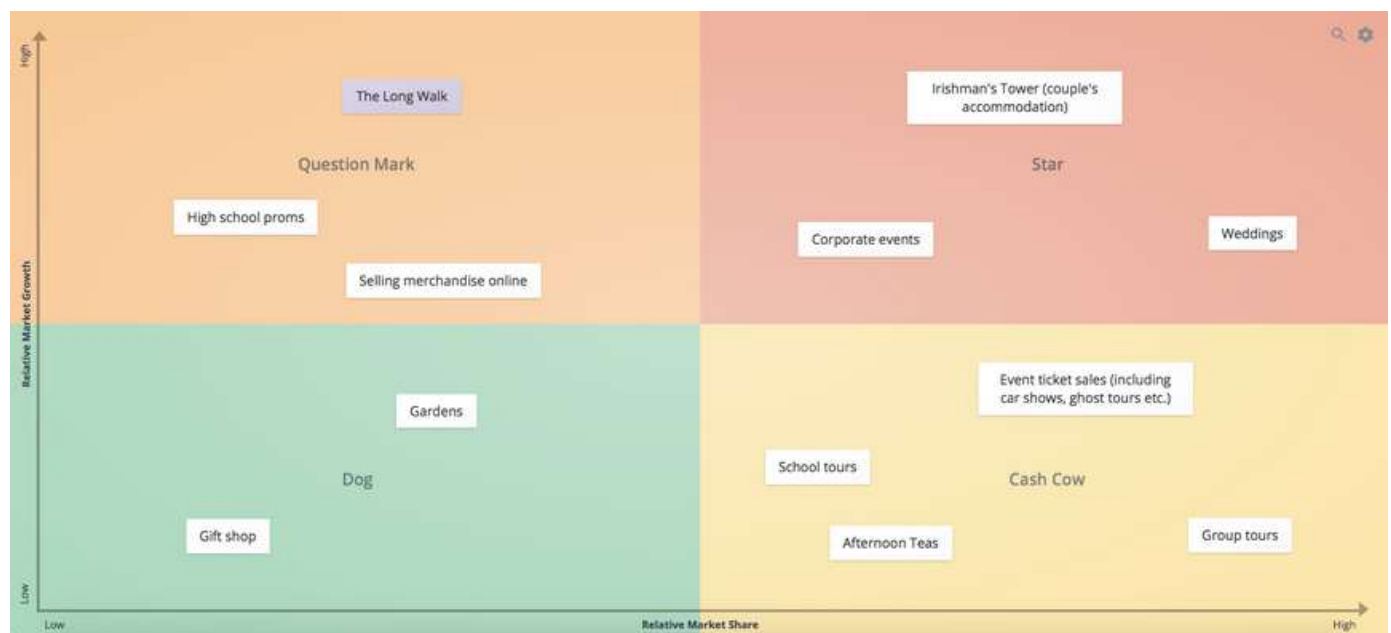


# APPENDIX TWO

## BCG MATRIX

When The Long Walk is applied to the BCG Matrix, also known as the Growth-share Matrix, it would be considered a question mark at the present time due to the lack of evidence for its success. Also, it also holds low cash generation at the present time due to the investments required to make it into a viable attraction worthy of paying a ticket price for it.

However, The Long Walk holds the potential to become a staple offering of the Tower, particularly due to its versatility in the amount of offerings it can and will encompass and the large markets it is able to target if marketed different and if marketed on different platforms. Therefore, The Long Walk has the potential to be categorised as a star if the investments made for its completion can be made up through the development of it as a place for events and as a regular tourist attraction for different hobbies and activities. Presented below is a BCG Matrix for the many different offerings at Hoghton Tower in comparison to where the Long Walk fits in with these current offerings.



# APPENDIX THREE

## CONSUMER DECISION MAKING PROCESS

**Problem Recognition** - the need for the family to do something at the weekend, or to satisfy one's interest in a local historic house by attending a guided tour.

**Information Search** - looking on websites such as Visit Lancashire, or searching Google for things to do, or for historic houses has become the main way to find information, but alternatively, a person may look in the local newspaper for events or listen to the radio for what's on lists.

**Evaluation of alternatives** - a person, or group would then need to weigh up the different alternative tourist attractions according to their proximity, their pricing, the extent of things to do there, the attraction's suitability to particular needs (such as child-friendly, disabled access etc.) and also, the extent to which the attraction is interesting for the group as a whole.

**Purchase** - the way in which visitors purchase from the Tower has changed in the last year with the majority of the Tower's offerings now available online for people to pre-book. The extent to which the ticketing system is efficient and clear is crucial to the securing of more sales. Other than this, the Tower is dependent upon people making their decision come and purchase on the day upon their arrival which has been found to be inferior to pre-booking online. This is because online pre-bookings provide greater security for the Tower as an income as well as providing better statistics for the Tower to measure who, how, why, and for whom people purchase certain types of products.

**Post-purchase satisfaction or dissatisfaction** - the post-purchase experience has also changed dramatically in the last ten years for the Tower and other tourist attractions with the introduction of review sites such as TripAdvisor, Yelp, and even Facebook now. All of these digital platforms allow visitors to the Tower to leave publicly viewable reviews which reflect the Tower's overall rating or visitors can privately message the Tower's Facebook page to leave feedback regarding their experiences. This allows the management team to improve the services and offerings provided and to solve any issues that had existed without resolution.

# APPENDIX FOUR

## PERCEPTUAL MAP





# APPENDIX FIVE

## PESTEL ANALYSIS

### Political

- The rise in localism is a driver of interest in privately owned historic houses that hold a substantial history and importance to the local area like Hoghton Tower; this exists a depth to the purpose and identity of Hoghton Tower that is distinctly local rather than national in opposition to houses owned by the National Trust.

### Economic

- Due to the economic and political uncertainty presently overcasting the UK with the ongoing Brexit negotiations, the popularity of staycations has sky-rocketed with three in five British citizens opting for a staycation for their summer holiday (Hampson, 2018).

### Sociocultural

- With a renewed interested in local history, historic houses like Hoghton Tower have become popular tourist attractions, but the most important element to The Long Walk that distinguishes it from other attractions of its kind is that it combines two important cultural topics into its attraction; nature conservation and historical education.

### Technological

- With the popularity of digital devices for entertainment that have come to dominate the lives of both children and adults, alternative forms of entertainment are being sought in order to diversify people's activities to get away from screens, hence the popularity in hiking and outdoor activities as prominent things to do (Romano, 2017).

### Environmental

- A greater interest and concern with the conservation of nature and environmentalism demonstrates a correlation to the increased interest in ecotourism and paying to do activities that involve nature conservation education, hence the development of this as the USP of The Long Walk as mixed with historical education.

### Legal

- Due to the fact that Hoghton Tower is a grade 1 listed building, there exists much red tape regarding what can and cannot be done, hence the requirement for surveyors and regulators to ensure that The Long Walk is satisfactory.

# APPENDIX SIX

## PORTERS' FIVE FORCES

### **Threat of new entrants:**

- competition for The Long Walk is two dimensional as
- no threat of new entrants specifically in the historic houses sector, however threat of competition for the wider tourism market remains high from modern tourist attractions like Brockholes.
- competition remains high for The Long Walk due to the abundance of places to visit and go walking in, a large amount of which remain free, hence the crucial requirement for the organisation of events to distinguish The Long Walk from similar attractions.
- remains expensive to enter the industry due to the high concentration of tourist attractions, however, those which combine historical education with nature conservation are fewer in frequency, therefore justifying the

### **Supplier power:**

- supplier power for the completion of The Long Walk is high due to the speciality and delicacy of The Long Walk and how it requires particular suppliers with experience in conservation to work on its development.

### **Buyer power:**

- the buyer power for The Long Walk is particularly high due to the large number of competitors in the tourism industry in Lancashire as well as visitor attractions from further afield, particularly historic houses in Yorkshire and the Midlands.
- the product offered by The Long Walk is homogenous which is why it also remains essential for the differentiation of The Long Walk via the development of a USP.

### **Threat of substitution:**

- the threat of substitution is high due to the concentration of competitors vying to be choice of families to do at weekend and during school holidays.
- however, the threat of substitution may be considered very low when the setting of Hoghton Tower for The Long Walk is taken into consideration because although the product provided is not unique, the setting is and cannot be replicated.

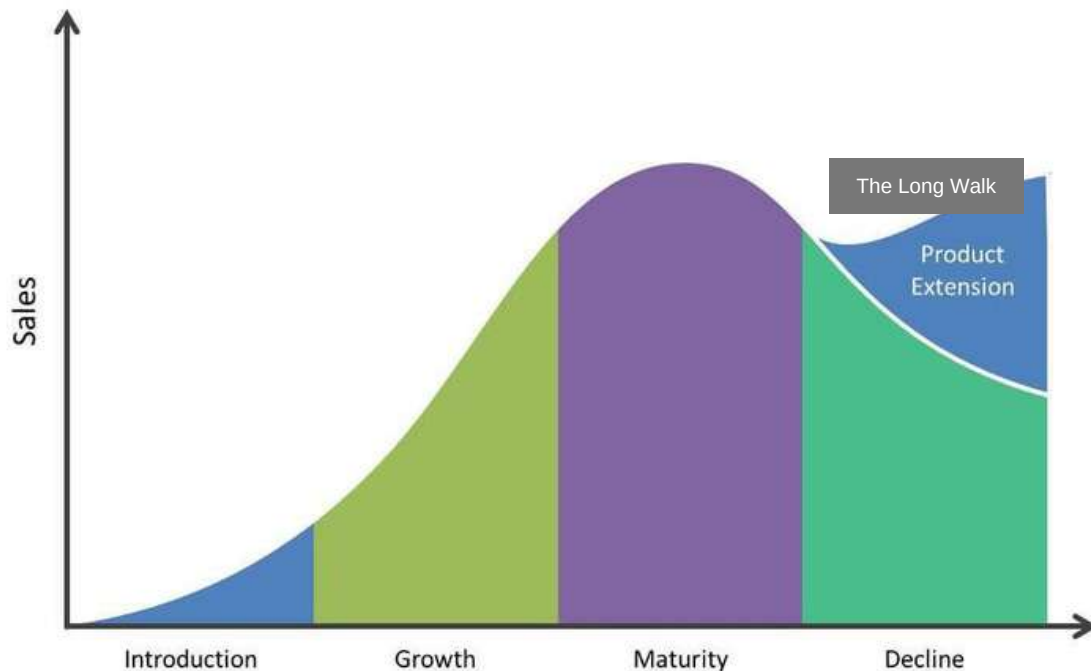
# APPENDIX SEVEN

## PRODUCT LIFE CYCLE

The stage of Hoghton Tower on the Product Life Cycle is considered to have just recently surpassed the stage of growth and heading into maturity due to the fact that once a person has attended the Tower's guided tour, has visited the gardens, and has enjoyed an afternoon tea in the Hoghton Tower Tea Room, there only other product extension offered is the variety of one-off and regular events taking place throughout the year.

However, to apply the concept of the Product Life Cycle to The Long Walk specifically, this would generate a product extension because The Long Walk can be considered as an additional offering to the presently offered gardens and house tours due to the fact that The Long Walk will be marketed as the combination of nature conservation and historical education.

With an offering that is reaching maturity, the introduction of a product extension like The Long Walk is essential to keep visitors returning to the Tower and will involve the opportunity to create different types of events that are particularly centred on the historic education and the conservation of nature. For an attraction like Hoghton Tower, it is essential that product extensions are offered in order to entice the interest of visitors to return even though they have already attended the guided tour and have visited the gardens.





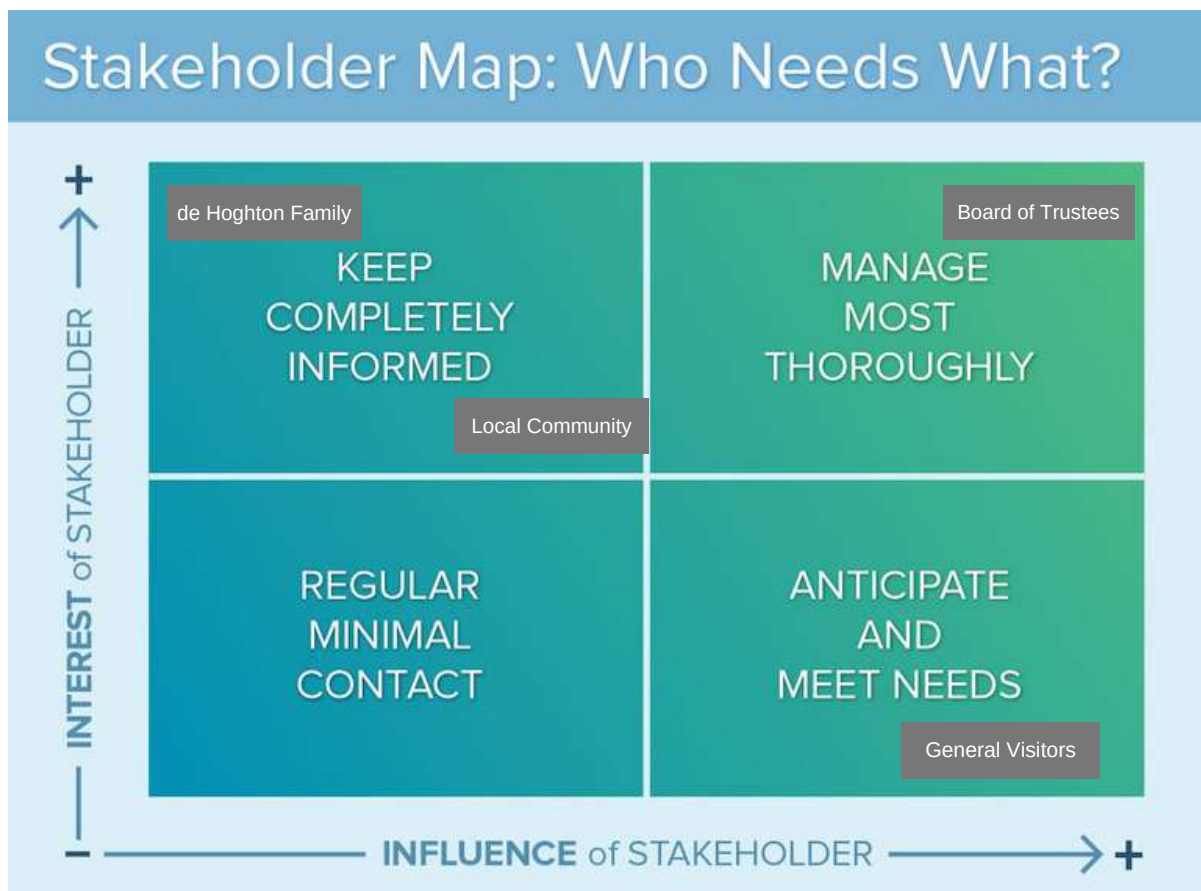
# APPENDIX EIGHT

## STAKEHOLDER MAPPING

For the case of Hoghton Tower, there exists three main stakeholders, the first of which is the Board of Trustees intertwined with the de Hoghton family, whom hold the responsibility to preserve Hoghton Tower through overseeing the operations of the management team.

Secondly, the local community is a major stakeholder as it is part of the principles of the Preservation Trust to ensure that the local community directly benefits from the Tower being publicly accessible. The general visitors, as distinct from locals, are the third stakeholder to consider for they need to be well-informed and satisfied in order to keep the Tower in financial stability and operation.

The Board of Trustees are well informed as quarterly trustee meetings are held so that the management team can inform the trustees of the latest internal operations and strategy for the Preservation Trust. Both the local community and general visitors are also well informed about the Tower through the blog on the website as well as through Hoghton Tower's social media activities.





# APPENDIX NINE

## LONG WALK IMAGE GALLERY



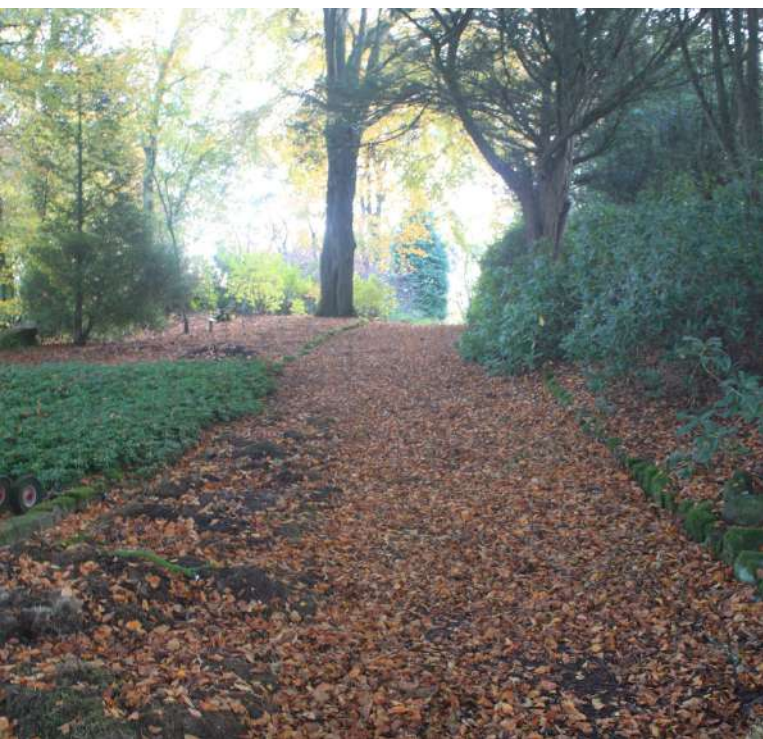














# **APPENDIX TEN**

## **TREE CONDITION AND RISK ASSESSMENT OF TREES LOCATED TO THE REAR OF THE FORMAL GARDENS AT HOGHTON TOWER, HOGHTON, PRESTON**