



Ayrshire & Arran
Golf Tourism
Business & Marketing Plan
January 2014



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1 Introduction

This document is the draft business plan for the formation and launch of an Ayrshire & Arran Golf Tourism Development Group, whose role is to work with golf operators to enhance the marketing of Ayrshire & Arran for golf tourism.

The document sets the strategic direction for the Partnership over the next three years, identifying the activities, membership benefits and detailed estimates of income and expenditure for three years, while also detailing how membership will be recruited, funds generated to make things happen and added value and co-ordination achieved.

“Ayrshire & Arran Golf Tourism Development Group” is a working title and will require to be refined and a name agreed for both the set up of the organisation and also the “brand and URL” for the profiling and promotion of the region. For the purpose of the business plan the group will be referred to as Ayrshire & Arran Golf Partnership (AAGP).

1.1 About The Ayrshire & Arran Golf Tourism Partnership

The Ayrshire & Arran Golf Partnership (AAGP) is the proposed new network of Ayrshire & Arran Golf courses and clubs, accommodation providers, golf travel trade and industry trade associations working together to develop and enhance the market position of Ayrshire & Arran as a must-visit golf destination. The Partnership will build on the recognition and appeal of Ayrshire & Arran, whose golf values are recognised worldwide and which has at its core, the passion, skills and facilities Ayrshire & Arran offer in golf.

The AAGP is conceived as a not-for-profit trade association, owned and governed by its membership, providing marketing and business support to Ayrshire & Arran Golf Course operators and related stakeholders, presenting one united voice within the Ayrshire & Arran golf industry. Membership will be open to golf clubs and courses across Ayrshire & Arran and Ayrshire & Arran tourism operators who can benefit from their association, interest and commitment to branding the area as a superlative golf destination. Decisions to join will be based both upon wider benefits and upon direct, discernible, transparent and (cost) effective benefits, of immediate advantage to each member.

The AAGP will work across the Ayrshire & Arran area, to;

- Build upon existing brand awareness and marketing initiatives
- Be innovative in product development and packaging
- Develop creative led marketing and communication plans
- Promote and support delivery of excellent customer care
- Promote training and professional development
- And potentially, ultimately, offer the consumer a portal for sourcing and booking best deals and promotional offers.

1.2 Maximizing the Golf Tourism Opportunities for Ayrshire & Arran

Ayrshire & Arran is synonymous with some of the finest collections of golf courses in the world. From three internationally renowned Open Championship courses, and a breadth of facilities, experiences and quality of golf facilities through to relaxed, accessible holiday golf experiences set in fabulous Scottish landscapes across the region.

The opportunity exists to promote all of Ayrshire & Arran’s golf facilities together, to build on the playing ambitions (and skills) of golfers, to capture a greater share of the golf visitor market, support the promotion of Ayrshire & Arran as a golf tourism destination and thus generate additional revenues for businesses and increased economic benefit for the region.

The hosting of the Ricoh Women’s British Open at Turnberry in 2015 and the British Open returning to Troon in 2016 will raise Ayrshire’s profile as a premier golf destination, as well as highlighting the region to

a wider non-golfing audience. The challenge is how to engage with all of the stakeholders involved in the Ayrshire & Arran's golf product to ensure that a compelling proposition is developed and delivered, which emphasises the good value of the second and third tier courses which are available to suit every experience and skill amongst players.

There are a number of opportunities to build on, including:

1. Developing a targeted and relevant promotional plan, which is designed to maximize the benefits of the whole area in the lead up to the Women's Ricoh Open at Turnberry in 2015 and The Open Championship at Troon in 2016 to generate awareness and visibility for the region with easy access for the visitor, with incentives and advantages for the visitor to commit.
2. Build on Turnberry, Troon and Prestwick's recognition as Open Championship courses to generate benefit for golf across the region, by keeping players in the region and offering other quality golf experiences to them;
3. Build the profile of other courses in Ayrshire & Arran to help market and product differentiation - offering positive golf experiences for players who either may not know all the courses in Ayrshire & Arran, or haven't been motivated to visit them;
4. Segmenting both the market and the Ayrshire & Arran product, to ensure that the right products and experiences are offered to the right golfers.
5. Maximise the opportunities of the region by aligning the promotional activity with the "Scotland the Home of Golf" brand.

The AAGP provides the marketing conduit to address these opportunities to co-ordinate the marketing focus and messaging of all involved in golf in the region. This plan for AAGP will deliver value for all parties in their ROI investment in marketing, allowing cohesion in the messaging, shared costs, reduce duplication, promote a seamless and collaborative effort and agreement about target markets and routes to market.

This business and marketing plan sets out to address these key issues:

- *How to drive growth in golf tourism to Ayrshire & Arran?*
- *Highlight the best opportunities for growth and how to unlock them?*
- *How to deliver a balanced spread of golf tourism across Ayrshire & Arran*
- *How to attract new business from across Scotland, UK, mainland Europe and the USA?*
- *How to support golf clubs, courses and businesses to engage, commit and take advantage of the AAGP by positioning themselves for growth?*

2 Objectives

The Ayrshire & Arran Golf Partnership (AAGP) will bring focus and energy to the marketing and promotion of Ayrshire & Arran for golf tourism.

2.1 The Objectives of the Partnership

The objectives for AAGP are based upon Ayrshire & Arran's current competitive position and the ambition to increase the volume and value of golf tourism in Ayrshire & Arran and providing golfers visiting Ayrshire & Arran with a readily accessible and memorable visitor experience.

Aims

1. To work together to boost golf tourism for Ayrshire & Arran.
2. To represent and collaborate with AAGP members to market and promote golf in Ayrshire & Arran.
3. To build a membership organisation whose members are proud of the association and who have aspirations and ambitions for themselves and the membership.
4. To work collectively with the organisation to deliver tangible and accountable business benefits
5. To work with the GTS, STA & other industry stakeholders to lobby for better air connectivity to Prestwick & Glasgow Airports.

Key Objectives

The objectives are prioritised over the first three years of the organisation, to ensure focus on short, medium and long term priorities and therefore build on the capacity and capability of AAGP's to deliver long term sustainable benefits.

Years 1 - 3

1. To work with clubs and courses, accommodation providers, golf travel trade and professional golf associations and organisations to coordinate marketing and promotional efforts to boost Ayrshire & Arran's golf status and performance in golf tourism.
2. To take a leadership role in product development, to enhance the marketing proposition in Ayrshire & Arran to align with the tourism priorities of the region.
3. To build a brand that encompasses all that is great about golf in Ayrshire & Arran – and which positions the area as a competitive, compelling golf tourism destination within Scotland and the UK.
4. To develop integrated and collaborative marketing and promotional campaigns, which have compelling and relevant packages, targeted at golf visitors and make it easier to book.

Year 2 and 3

6. To build on and help extend successful marketing promotions¹ to promote these to target market.
7. Monitor opportunities for a region wide easy-to-use on-line tee booking systems, making it convenient for players and profitable for courses.
8. To offer a forum, promote examples of good practice and innovation and disseminate information to members.
9. To identify ways in which courses and clubs can demonstrate and evidence the quality of their customer service.
10. To motivate courses and club to constantly review and monitor their management, marketing,, customer care, to help courses generate positive interaction with customers and benefit from repeat and referral business – all designed to lower long term marketing costs and support profit generation.

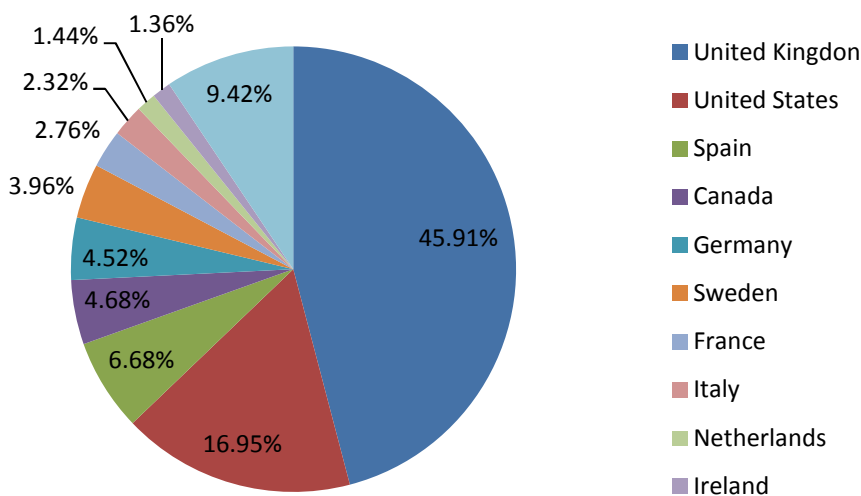
¹ The Ayrshire Golf Pass, South Ayrshire Golf Pass, Arran Golf Pass, Open Links of Ayrshire, West Coast Invitational, Ayrshire Open Qualifier Card, Gailles Golf Experience

3 Market Analysis

Scotland is marketed as “the Home of Golf” and brings golfers from all over the world to play a variety of coastal links and inland courses. Core markets for golf in Scotland are identified as UK and Ireland (70%) and 3 overseas markets (30%). Of the overseas markets 50% are from US and the remaining 50% are broadly split between Scandinavia and Germany. Typically, these are experienced golfers who come to enjoy the Scottish ‘links’ experience and the associated history and heritage. Their main influence in choosing Scotland as a golf destination is the quality of courses, and around 20-30% of them have golf as their primary motivation for visiting.

There is a variety of intelligence, research and insight reports about the golf market and these were researched in developing the Ayrshire & Arran Golf Tourism Development Report, September 2013, a summary of these is listed in the appendix.

VisitScotland Golf Web Site Visits 2012



Key markets for Ayrshire & Arran

The priority segments (geographical and demographic) are well defined and marketing effort for Ayrshire & Arran should tie in with Scotland-wide golf marketing, and vice versa. Visitors, who play golf in Scotland, have a range of different expectations from their trip depending on how central golf is to their overall holiday experience. The characteristics of golf visitors are important from a marketing perspective and will condition the overall Ayrshire & Arran golf proposition and tactical marketing efforts.

The largest group of golfers visiting Scotland are from England, followed by the US, Sweden, Germany and Ireland. Smaller numbers play golf in Scotland from France, Italy and Spain and the Netherlands.

Overseas & Domestic Target Markets

The market segments to target in the future that offer the greatest potential and opportunity for Ayrshire & Arran have been identified following analysis of the market information and intelligence available through VisitScotland and VisitBritain and consumer behaviour of those taking activity led/golfing short breaks. Table 2 in the appendix summarises the country market profile of these key markets.

To deliver and achieve the key objectives consideration needs to be given as to how Ayrshire & Arran is able to broaden the geographic reach of the source of visitors and address seasonality and capacity. The market segments to target in the future are the ones that offer the greatest potential and opportunity for Ayrshire & Arran by understanding the importance of focussing on the available resource on segmentation will produce the best result. Analysis of the market information and intelligence available through VisitScotland and VisitBritain of consumer behaviour of those taking activity led/golfing short breaks. The following table summarises the recommended Geographic Market Sectors and segments.

Table 1

Priority Markets	Focus	Country
Priority 1:	Markets currently delivering the majority of Scotland / Ayrshire & Arran’s visitors, or are recognised as having the greatest potential to deliver in the short term because of enhanced access (transport) links.	USA Canada England Northern Ireland Republic of Ireland Scotland (Scottish Golfers)
Priority 2:	Markets with the potential to deliver an increased proportion of visitors to Ayrshire & Arran, since consumers in these markets are motivated by the product that the Ayrshire, Arran and Scottish golf product offer.	Germany Scandinavia Netherlands France
Priority 3:	Markets with medium to long term potential that will require long term relationship building and a higher level of resources and that will not necessarily generate the required return on investment.	China Spain Russia

Visitors, who play golf in Scotland, have a range of different expectations from their trip depending on how central golf is to their overall holiday experience. The characteristics of golf visitors are important from a marketing perspective and will condition the overall Ayrshire & Arran golf proposition and tactical marketing efforts. Research commissioned by VisitScotland segmented golfing holidaymakers into the following 8 categories, the first 4 being the main categories:

- Golf buddies
- Golfing tourists
- Golfing Escapees
- Serendipity Golfers
- Luxury golfers
- Golf purists
- Activity Golfers
- Golfing Opportunists

In addition to the VisitScotland golfer characteristics, additional segments opportunities for Ayrshire & Arran are:

- Societies
- Meetings & Incentives
- Corporate

4 Marketing, Branding and Communications

The Ayrshire & Arran Tourism strategy sets the context for the AAGP:

“Ayrshire and Arran has a world-class golf offer that spans from its three world-famous Open Championship courses with unique heritage, through to relaxed, accessible holiday golf experiences set in fabulous landscapes. This offer is already a core strength and attractor for large numbers of high-yield visitors. However, there is a growing level of competition from many other destinations and development activity is required to drive innovation in the way this offer is packaged and promoted to both domestic and international visitors.

In a highly competitive global golf tourism environment, Ayrshire & Arran must improve its visibility. Golfers have many choices of international destinations and, if selecting Scotland, a choice of 590 (plus) courses throughout Scotland to play. The task then is to make sure that the range and quality of courses in Ayrshire & Arran are seen and selected.

4.1 Ayrshire & Arran Golf Tourism Marketing

AAGP needs a co-ordinated and focused marketing approach to deliver clear and consistent messages to identified target markets, working with members and golf interests across the area. Successful delivery of objectives requires a comprehensive marketing plan that works to unify all with a financial stake and interest in golf in Ayrshire & Arran and that must have both a B2C (Business to Consumer) and B2B (Business to Business) :

- Consumer facing to add knowledge and bring appeal through the messaging, adding value for the potential visitor to Ayrshire & Arran through increased understanding and recognition of the characteristics of the area, which is packaged for ease of understanding, and has a powerful, benefits led call to action
- Trade facing to enhance the knowledge on the diversity of product available for profitable packaging, while being reassured about the commitment to customer service from the members of AAGP, and which can confidently promote value for money to their clients and commercial advantages for themselves.

The purpose of the marketing plan is designed to raise the level of awareness and interest in Ayrshire & Arran, with the commercial objectives being to improve performance in value and volume, while re-positioning the area as a significant and premier golf destination in Scotland. With the characteristics of the area being defined as an accessible, desirable, challenging and exciting must-visit destination for golfers to Scotland by; Building on the existing product mix, to inform collaborative marketing initiatives for the destination.

Objectives

1. Increase golf tourism expenditure in Ayrshire & Arran.
2. Create an innovative and exciting series of products to take to market each year from 2015 (see product section below for discussion, research and inclusion)
3. Improving the experience of the visiting golfer through commitment to customer care skills, product enhancement and quality assurance initiatives
4. Develop a dedicated (and fully optimised) Golf Tourism web site for Ayrshire & Arran by June 2014
5. Grow the Golf related tourism business in Ayrshire and Arran by 20% by 2020, in incremental year on year growth by 5% by 2015
6. Generate 5,000 unique web site visits by 31st March 2015
7. Capture and manage data from the visitor to inform future marketing campaigns and reduce overall cost of online/above the line advertising.

4.2 Building the Region’s Image and Identity for Golf Tourism

Currently there is no clear brand proposition for Ayrshire & Arran Golf Product²³ or. This is deemed as a pre-requisite for the future development of golf tourism in the area. Ayrshire & Arran through the new partnership will require a strong brand, with a strong set of values which can be encapsulated in the brand identity and delivered collectively by the members for the golf tourism visitor market.

A compelling brand is one of the most important tourism assets of any destination. It is the icon that inhabits the minds of visitors and captures the consumer’s attention, it inspires and forges positive reputations through compelling messages, imagery and stories. All of the tourism industry has a role to play in shaping and contributing positively to the destination brand. It involves positioning products and partnerships to influence how the brand is perceived and gives reassurance on the quality of the visitor experience – the brand delivers the brand promise.

The challenge for Ayrshire & Arran is to build the region’s image and identity for Golf and to promote the destinations golf assets and experiences in a coherent and creative way to create a compelling and relevant golf tourism proposition for all stakeholders and market segments motivating them to visit, play and experience golf in the area.

A brand hierarchy with an over-arching Ayrshire & Arran Golf Tourism brand⁴ is proposed that respects the commercial and product priorities across destination, linked by agreed brand architecture.

The golf destination brand must encapsulate the promise of the members, aligned to the other tourism assets, which when woven together will promote the destination – Ayrshire & Arran. The Golf Tourism identifier brand will provide a:

- Geographic locator for the many assets and icons (ensuring Ayrshire & Arran benefits from all of the positive associations with its assets);
- Consistent image, which will over time build and enhance perceptions of the region;
- A brand which allows partners throughout the destination to be engaged with, providing the opportunity to build and enhance perceptions of the region by showing unity of the brand philosophy.
- An icon which will allow projects/ products throughout the region to be identified and linked clearly to Ayrshire & Arran Golf Tourism;
- Alignment with Scotland the Home of Golf brand;

Below is an indicative brand architecture to reflect how the Golf Tourism brand fits i.e.

Key Markets		
International Marketing	USA Canada, Germany, Scandinavia, Netherlands, France, China Spain Russia	Scotland the Home of Golf is the lead brand
Domestic Marketing	England Northern Ireland, Republic of Ireland, Scotland (Scottish Golfers)	Ayrshire & Arran Golf Tourism Brand leads

In developing the brand, consideration needs to be given on how the brand fits with the national and regional destination brands to ensure a fit with the Ayrshire & Arran Tourism strategy.

On the next page the approach as to how a golf tourism brand for the destination could be developed and adopted by businesses is shown.

² There is a Golf on Arran brand and web site

³ Scotland’s West Golf Links is a marketing initiative of 11 links courses but does not cover all of the destination

⁴ Brand image & identity needs to be in line with Golf Tourism Strategy, Ayrshire & Arran Tourism and Visit Arran guidelines

Brand hierarchy

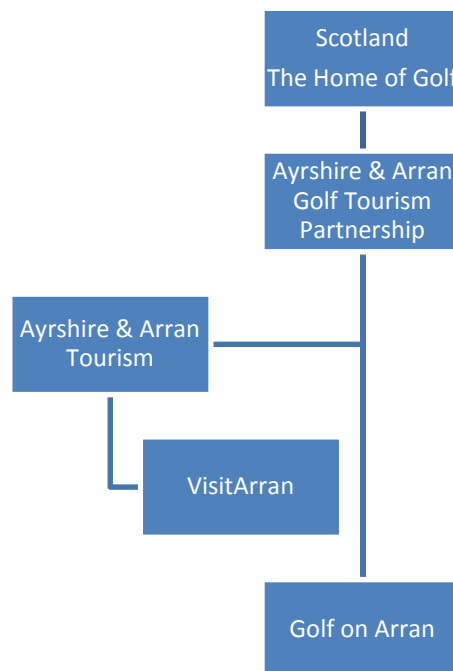


Table 2

Ayrshire & Arran Golf Tourism – the Brand Proposition -	
What's the vision?	“The best of Scottish Golf providing golfers with an easily accessible and memorable Scottish Golf experience”
Key messages	From the very challenging course for the experienced golfer to the less challenging for the new golfer – Ayrshire and Arran has a course for all.
Proposition	Best of Scotland Golf partners commit to designing and delivering a memorable and innovative golf experience for every visitor – whether it is for a one day, one 18 hole round/or 7 nights playing 2 x 18 hole rounds per day, we will promise that you will receive a BIG warm Scottish Welcome and a great round of golf”

4.3 Marketing Priorities

AAGP golf tourism operators need to understand their visitors and potential visitors in more detail, clarify its core appeal, and to develop targeted methods of communicating the most compelling messages to its best prospects.

Segmenting the promotion of golf and use members and partners to maximise the promotional opportunities. Promoting golf in US and Canada with the focus being The Open Championship courses works, but in the UK and for the rest of the Scottish market, for instance as well as other price sensitive markets, this approach may give a perception of an expensive product and golf destination. Here the emphasis must switch to promoting value for money courses and the golf passes and packages available.

In more price sensitive markets, promoting Ayrshire & Arran as a destination for both dedicated golf holidays as well as for holidays combining golf with other elements, will be more effective in communicating a value offer to a larger segment of the market. The value offer must be highlighted as an option.

The AAGP will undertake a number of core functions to deliver its objectives and to add value to the members and to Ayrshire & Arran, these include:

4.3.1 Marketing and Promotion

Table 3

No	Tasks	Year 1	Year 2	Year 3	Priority
1.	Develop an AAGP brand which incorporates the brand essence of the region to strengthen market impact and enhance consumer recognition of all products and experiences associated with golf in Ayrshire & Arran.	√	√		
2.	Develop a single inspirational and comprehensive mobile and online marketing website for golf tourism in AAGP with stimulating themes and links to commercial products to increase conversion, user engagement and user-generated content to best reach potential visitors. With a longer term vision of integrating online tee-times and product assembled for planning and booking on the web.	√	√		
3.	Digital marketing: a digital marketing strategy needs to be developed and implemented (e.g. content development, social media, user-generated content, search engine optimisation).	√	√		
4.	Develop, deliver and monitor annual Marketing Activity to support and improve the profile and positioning of the Golf sector in Ayrshire & Arran, working with Ayrshire & Arran Council, VisitScotland and others to deliver the Ayrshire & Arran golf marketing plan;	√	√		
5.	To maximise the benefit to Ayrshire & Arran of the Women's Open and the Open Championship	√	√		
6.	Cross-marketing Ayrshire & Arran's other tourism product strengths with golf e.g. Food and Heritage by enhancing the product through packages and "bundles" with other attractive activities (e.g. history, retail, coast, etc.) and building 'added value' through accommodation, food, etc.		√	√	
7.	Increase exposure of Golfing Packages and Passes to new markets.	√	√		
8.	Encourage innovation and collaboration in product development, for example through course operators working together and with others in the tourism sector for joint offerings.	√	√		
9.	Promote and develop Ayrshire & Arran Open golf tournaments e.g. and introduce to key golf markets.		√	√	
10.	Undertake a programme of media and travel trade familiarisation visits	√	√		
11.	Working with specialist golf tour operators as a key source of golf business, particularly for high-value 'niches' such as MICE and Corporate markets;	√	√		
12.	Implement a pro-active communication programme to promote Ayrshire & Arran golf to key markets in the media	√	√		

4.3.2 Business & Skills Development

No	Tasks	Year 1	Year 2	Year 3	Priority
10.	Improve the experience of the visiting golfer through skills, product enhancement and quality assurance initiatives		√	√	
11.	Develop industry skills and knowledge of e-commerce to facilitate the purchase of golf products		√	√	

4.3.3 Developing Memorable Visitor Experiences

No	Tasks	Year 1	Year 2	Year 3	Priority
12.	Encourage innovation and collaboration in product development		√	√	
13.	Identify new opportunities and help develop new golf products and packages that enhance Ayrshire & Arran’s reputation and status in golf		√	√	

4.3.4 Social Media

Social media is an important tactical strategy for golf destination marketing, given its importance in consumer trip planning and the contribution it makes to a destinations visibility. It is essential that AAGP develop and sustain a social media profile, as penetration of social media is continuously rising and is central to a destination’s visibility, positive word of mouth and reputation. Social media will be an important element of raising the awareness and profile of the destination for the foreseeable future; the channel categories for marketing golf tourism include:

Table 4

Social Media Channel	Marketing Purpose
Facebook	Brand awareness Customer care Lead generation Community building
Twitter	Brand awareness Customer care Lead generation Community building
LinkedIn	Brand awareness Lead generation Community building
Blog(s) (website integrated)	Brand awareness Lead generation Community building
YouTube	Brand awareness Lead generation Community building
Flickr	Brand awareness Lead generation

5 Membership

5.1 Membership

The membership model needs to be innovative and designed to be competitive with and offer value for money against the many and varied organisations (including online) currently being marketed. Businesses with an interest in Golf in Ayrshire & Arran will be eligible for membership.

The proposal is that the membership entry fee for golf clubs is complimentary to ensure the engagement and participation of AAGP. Members will have access to a range of graded levels of membership benefits paid for as demanded by members and most suited to their business needs. Businesses will be able to choose the one that best suits their needs. Golf Courses will be able to upgrade their level of membership.

5.2 Membership Categories

The Proposed membership categories are:

- Golf Courses
- Golf Packages & Passes
- Hotels
- Self Catering
- Restaurants
- Farm Shops
- Visitor Attractions
- Golf Academies & Driving Ranges
- Golf Tour Operators
- Guest Houses & B&B's
- Caravans & Camping
- Bars & Cafés
- Transport Operators

If a business is a member of another partnership or association a discount may be applicable, the level of the discount needs to be determined once the AAGP budgets and finances have been finalised.

The following partnerships and associations are considered to be valid for the discount application:

- Ayrshire & Arran Bed & Breakfast Association
- Golf on Arran
- Glasgow City Marketing Bureau
- VisitArran
- Golf Tourism Scotland

5.3 Membership Benefits & Fees

There are 4 packages available, Bronze, Silver, Gold and Platinum. Each gives increasing levels of exposure on the web site as well as a host of other features. The Free package is available all Golf Courses, and other types of business. They will then select a paying package upgrade. If businesses are a member of another partnership or association a 15% discount on the sign up fee is offered.

Table 5

Bronze -Free	Silver:- £99	Gold:- £199	Platinum:- £499
Basic web site listing	Page on Website AATP marketing channels including social media Direct Link to your own website Direct Link to your on line booking system Testimonials from customers E-newsletter and AATP website promotional opportunities (eg ¼ page entry in area brochure) Access to marketing advice from AATP Invite to attend AATP annual meeting	As benefits of silver plus: Enhanced page on Website Personal and/or literature representation at AATP funded trade shows and exhibitions Featured listing on the landing page on website Entry in Ayrshire & Arran Golf Map / Trails Inclusion in branded promotions/fam trips	As benefits of Gold plus: Exclusive founder member status Full/page brochure ad Increased participation in fam trips & media coverage Editorial feature in online e-newsletter Membership of GTS
Membership fees held for first 2 years of the organisation, then increase in 2016 by 6.2%			

6 Organisation and Management

6.1 Organisation

Ideally, the Ayrshire & Arran Golf Tourism should be a company limited by guarantee with no share capital, restricting members', and the Board's, liabilities to £1 each. Such a structure will ultimately be better able to receive revenue, especially grants and contributions from the public sector, and make financial commitments and expenditure. It will also manage risk.

However, formal legal advice should be sought and founding directors advised accordingly.

There will be a 3 or 4 month period of transition from a gathering of like-minded people overseeing the development of the project, through to company start up. Both BTS in the short term and Ayrshire & Arran Tourism officers have the experience of managing this sort of transition. Tasks required are:

1. Agree the way forward with the business and marketing plan (current Working Group and putative founding members);
2. Generate first financial commitments on the basis of this plan (Ayrshire & Arran Tourism and other potential stakeholders)
3. Agree founding Board members (BTS)
4. Agree a Chair, Vice Chair, Treasurer and Secretary (founding Board members).

Once agreed in principle, BTS will then

1. Recruit members on the basis of an agreed member benefits fee structure
2. Hold an AGM and members' vote to elect the Board members (allowing founding Directors to stand).

We recommend the following structure and frequency of (formal) meetings:

A **Board** for the company needs to be elected. This should be made up from the founding members. This would at its foundation be up to 15 directors⁵ with representation from the membership categories, with golf clubs and courses having at least two directors. There might be room for one or more co-options to the Board, people asked to join to bring special skills. Meetings might be 2 monthly (although perhaps monthly for the first six months to support the set up and induction of the project manager (see below).

Again formally, the directors are the ones who make decisions about the company. Substitutes for directors would not formally be able to vote. However the company might want to conduct formal business meetings and be transparent to the membership by having open meetings to review golf marketing etc. agenda items.

The **Chair of the company** and Vice Chair would be elected from amongst the Directors on an annual basis with an agreed maximum term of (say) three years.

An **Executive Committee** of the Board could be established, at a later date, of up to (say) 5 Directors to allow day-to-day management. Meetings would be either monthly, or when sufficient business existed, or in alternate months to Board meetings. Committees may be established for Finance and HR scrutiny or for Marketing and Membership.

Annual General Meeting of the company. This would provide for formal business of the company to be transacted – e.g. formal nomination of Directors from members and subscription levels. (Extraordinary General Meetings may be called by members if required outwith the sequence of annual AGMs).

Working groups may be established on a short term basis to allow examination of specific topics and subjects of relevance to golf in Ayrshire & Arran. These groups should also allow for co-options and/or participation by other members, stakeholders etc.

⁵ The members of the governing body might be known as: trustees, members of the management committee, directors or board members

Scrutiny processes. Transparent accountancy and management processes need to be put in place to allow effective management of the company and protection of directors. These will include certified accounts by an independent accountant; management accounts, prepared through the appointed staff or a (part-time) bookkeeper; and other agreed financial procedures, levels of authority and forms of scrutiny and governance, including potentially, a Finance Committee.

Staffing

The potential workload and ambition of the AAGP to support Ayrshire & Arran's golfing competitiveness and with The Open Championship returning to Troon on 2016 the company will ideally require a full time **project manager** from the outset. For the purpose of financial planning funding resources are confirmed from Ayrshire & Arran Tourism, Scottish Enterprise and the Local Authorities to support the full time Project Managers position.

The project manager will be required to take on the management of the company and its functions and direct and manage the administrative, project management and advocacy and communication roles of the AAGP on behalf of its members. As the AAGP extends its roles and develops additional income there may be an opportunity to grow the staff team, but we see this as being towards the end of the plan period and we have not made any allowance for this at this stage.

The project manager⁶ will primarily be responsible for the marketing and product development activities and plans for AAGP. In addition some company related duties will be required:

- The management, finances and administrative systems of the company;
- The direction and priorities of the company and work within the parameters agreed by the Board of directors of the company;
- The management and direction of other part time, temporary or contracted staff;
- The relationship of AAGP with stakeholders and partners;
- Communications with members, media, politicians and stakeholders;
- Project management of working groups and initiatives that are of benefit to the members;
- Membership recruitment and development of membership benefits.

It is envisaged that the project manager will have the experience and the status to be able to conduct the affairs of the company and operate at a status that generates respect and support from stakeholders and members, thus having the gravitas to be able to represent views with stakeholders and with media.

Until the project manager is recruited BTS will provide support⁷ in the phases required to set up the company. Where required professional services (legal & financial) may be provided (subject to negotiation) through Ayrshire & Arran Tourism⁸.

6.2 Office Accommodation and Systems

A small office will be necessary to accommodate the AAGP team. Whilst the business plan makes allowances for the establishment of an office, it may be that a member, or a stakeholder, may be able to host the office base⁹. Computer and other equipment and systems will also be required to assist project development, communication and delivery of the association's functions.

A "virtual" office may be achievable, whereby the project manager is required to work from their home, or if the role of the project manager is contracted out.

⁶ On a 2 year fixed term contractual basis rather than full employment by AATP but subject to funding.

⁷ To March 2014

⁸ This could be from the support services of the local authorities (i.e. East Ayrshire, North Ayrshire, South Ayrshire Councils)

⁹ Located within the Ayrshire & Arran Tourism Team offices

6.3 Funding and Finances

The Business Plan anticipates funding from a combination of sources including members, affiliate members, sponsorship and project funding from public agencies. The projections assume that public sector funding support at the levels shown can be achieved, with this support being channelled to mobilise the AAGP, ensuring that the business is established from a solid foundation to attract the key membership attributes and establish the product portfolio through marketing.

To attract the membership, drive the marketing, it is considered essential by the BTS team that AAGP is equipped with the necessary resource to achieve the stated objectives, and working across and using the collective resources and existing partnerships within Ayrshire & Arran/Scotland to work together to lever external funds from regional and national funding bodies as well as the private sector.

We have assumed that AAGP will be registered for VAT to allow full reclaim of 20% VAT on costs.

Resources and Funding

There are four potential revenue sources for the AAGP:

Table 6

Funding Source	Comments
Membership	Recommendations for annual membership subscriptions have been detailed in Chapter 4. However, the scale of tasks and projects that should and can be undertaken by AAGP cannot be financed initially by membership revenue alone. Whilst membership numbers and income should grow over time, the likely contribution of membership revenue in the set-up period of the first couple of years is likely to be insufficient on its own to deliver the marketing actions needed to make Ayrshire & Arran the premier golf destination.
Commercial income	Will grow over time as the Partnership matures and builds credibility and commercial revenue opportunities exploited. We project such revenue during year 2 and year 3 of this business plan. The opportunities include sponsorship/ advertising/ product placement/ paid for mailings, web site etc.
Sponsorship/ Commercial Partners:	Just as major sporting events generate sponsorship, so sponsorship should be part of the revenue mix on offer for the AAGP (for a web site, events etc.)
Project funds:	These are a recognised possible source of funding for the early years of the AAGP. This includes EU funding, public sector funding leveraged from EU funding, VisitScotland Growth Fund.

6.4 Income and Expenditure Assumptions

It is assumed that AAGP will commence trading from January 2014 and the following assumptions have been adopted in the development of the business plan for AAGP.

Membership Income

Membership income¹⁰ is generated through the enhanced features and benefits opportunities. The income projections are based on a low level of business uptake of the benefits as detailed in the membership section.

We summarise these on the following page:

¹⁰ Detailed breakdown of assumptions in appendix

Table 7

Membership Category	Target Nos			Membership Income		
	2014	2015	2016	2014	2015	2016
Golf Courses & Resorts	44	44	44	£4,770	£4,770	£5,066
Accommodation						
Hotels	43	48	48	£6,858	£7,353	£7,809
B&B and GH	47	52	57	£1,485	£5,148	£5,993
Self Catering	25	28	30	£2,475	£2,772	£3,154
Caravan Sites	7	7	7	£693	£693	£736
Total Accommodation	122	135	142	£11,511	£15,966	£17,692
Golf Tour Operators	18	18	18	£2,082	£2,082	£2,211
Transport Operators	3	6	15	£297	£495	£1,051
Other Tourism Businesses	20	0	0	£2,980	£2,980	£4,747
Misc	2	0	0	£298	£894	£1,582
Alternative Membership Discount				£0	£-5,000	£-5,000
Total Membership Income	209	203	219	£21,938	£22,187	£27,350

Funding Requirements:

Contributions from Key Stakeholders public agencies have been assumed over 2 years of the plan as follows:

Table 8

Membership fees	2014	2015	2016
Ayrshire & Arran Tourism – Project Funding ¹¹	£17,000	£13,000	£10,000
Ayrshire & Arran Tourism Golf Marketing ¹¹	£0	£10,000	£10,000
Scottish Enterprise	£10,000	£10,000	£0
Local Authorities	£12,600	£12,600	
VS Growth Fund	£0	£20,000	
Total	£39,600	£65,600	£20,000

The above project funding is based on a full time Project Manger’s position. The additional funding resource for a full time Project Manager of £12,600 per annum is provided by the Local Authorities. The full time salary is based on a local authority pay grading structure 9/10.

Funding from Ayrshire & Arran Tourism is detailed as 2 contributions, as follows:

1. Project Funding – Contribution to the set up and organisation of the partnership.
2. Possible re-allocation of resources from funding towards VS Golf Marketing to the AAGP golf marketing

Note these contributions are indicative and are subject to approval by the Ayrshire & Arran Tourism Team and also the 3 Ayrshire councils.

Marketing Costs

The primary role of AAGP is marketing and promotion of Golf in Ayrshire & Arran as a premier golf destination, therefore the most significant expenditure of the AAGP is on marketing. A summary of the recommended marketing spend is summarised below matched to income detailed above.

Table 9

Marketing Costs	2014	2015	2016
Corporate ID			
Corporate ID Total	£2,500	£0	£0
Web & Social Media	£12,300	£11,450	£11,450
Membership Ind Orgs	£750	£750	£750
Total Membership Recruitment	£2,000	£1,750	£1,000
Print Total	£5,400	£5,800	£5,800

¹¹ Subject to Ayrshire & Arran Tourism Funding beyond 2015

Marketing Costs	2014	2015	2016
In Market Golf Events Direct			
IGTM Total	£5,000	£6,000	£6,000
Rhein Golf Total	£0	£2,250	£2,250
VS Expo Total	£0	£1,000	£1,000
BMW PGA Total	£0	£0	£0
The Open Total	£0	£2,000	£0
Scandinavian Masters Total	£0	£1,750	£1,750
German Open Total	£0	£0	£0
PGA Total	£0	£5,000	£5,000
Scottish Golf Show Total	£0	£2,750	£2,750
Total in Market Exhibitions	£5,000	£20,750	£18,750
Total Media	£1,400	£11,000	£11,000
Total Marketing	£28,850	£51,500	£48,750
Product / Business Development	£0		
Golf Pass	£0	£1,500	£1,500
Golf Trails	£0	£1,500	£1,500
Golf Ambassadors	£0	£1,500	£1,500
Total Product / Business Development	£0	£4,500	£4,500

Overhead Costs

As detailed in the Management & Organisation Chapter it assumed the AAGP will be managed by a full time Project Manager on a contracted basis.

Table 10

Salary	2014	2015	2016
Project Manager – Full Time	£24,750	£33,825	£34,671

Overheads are detailed below:

Table 11

Other Overheads	2014	2015	2016
Insurance	£297	£406	£416
IT Support	£450	£615	£630
Professional Fees	£1,350	£1,845	£1,891
Legal Fees	£1,500		
Travel & Representation	£675	£2,500	£2,500
Training	£675	£925	£948
Telephone & Communications	£360	£925	£948
Courier and Postage	£180	£250	£256
Stationery	£180	£500	£600
Purchase of Equipment	£750	£500	£500
Total Other Overheads	£6,417	£8,466	£8,690

Financial Projections

The following are the 3 year financial projections for the AAGP with an assumed exit strategy for Scottish Enterprise at the end of year 2 & Ayrshire & Arran Tourism for project funding year 3.

Income and Expenditure Forecasts

Table 12

Funding		2014	2015	2016
Membership Income	Golf Courses & Resorts	£4,770	£4,770	£5,247
	Accommodation			
	Hotels	£6,858	£7,353	£8,088
	B&B and GH	£1,485	£5,148	£6,207
	Self Catering	£2,475	£2,772	£3,267
	Caravan & Camp Sites	£693	£693	£762
	Total Accommodation	£11,511	£15,966	£18,325
	Golf Tour Operators	£2,082	£2,082	£2,290
	Transport Operators	£297	£495	£1,089
	Other Tourism Businesses	£2,980	£2,980	£4,917
	Misc	£298	£894	£1,639
	Alternative Membership Discount	£0	-£4,000	-£4,000
	Total Membership Income	£21,938	£23,187	£29,507
Other Income	Sponsorship	£2,500	£4,000	£15,000
	Guide Sponsorship / Advertising	£1,750	£4,000	£8,500
	Web Site Advertising	£1,400	£2,800	£10,000
	In Market Exhibitions	£0	£0	£0
	Total Other Income	£5,650	£10,800	£33,500
Key Stakeholders	Ayrshire & Arran Tourism	£17,000	£13,000	£10,000
	Ayrshire & Arran Tourism Marketing	£0	£10,000	£15,000
	Additional Funding from Las	£12,600	£12,600	£0
	SE Funding	£10,000	£10,000	£0
	VS Growth Funding	£0	£20,000	£10,000
	Total Key Stakeholders	£39,600	£65,600	£35,000
	Total Funding / Income	£67,188	£99,587	£98,007
Expenditure				
Marketing	Corporate ID Total	£2,000	£0	£0
	Web & Social Media	£12,300	£11,450	£11,450
	Membership Ind Orgs	£750	£750	£750
	Total Membership Recruitment	£2,000	£1,750	£1,000
	Print Total	£5,400	£5,800	£5,800
	Total in Market Exhibitions	£5,000	£20,750	£18,750
	Total Media	£1,400	£11,000	£11,000
	Total Marketing	£28,850	£51,500	£48,750
Product / Business Development	Golf Pass	£0	£1,500	£1,500
	Golf Trails	£0	£1,500	£1,500
	Golf Innovation Workshop	£0	£0	£0
	Golf Ambassadors	£0	£1,500	£1,500
	Club Business Development	£0	£0	£0
	Total Product / Business Development	£0	£4,500	£4,500
Other Overheads	Project Management	£24,750	£33,825	£34,671
	Other Overheads	£6,417	£8,466	£8,690
	Golf Tourism Scotland	£1,170	£1,230	£1,290
	Total Other Overheads	£32,337	£43,521	£44,651
	Total Expenditure	£61,187	£99,521	£97,901
	Net Operational Costs	£6,001	£66	£106
	Reserves		£6,067	£6,173

7 Monitoring and Evaluation – KPIs

The objectives and activities of the AAGP should be continuously monitored and appropriate criteria and performance indicators adopted. The KPIs should be quantitative and qualitative, and the recommended key performance indicators are:

Quantitative

- Total Numbers of Members
- Total Numbers of rounds played – monthly target and performance¹²
- Year on year growth in number of rounds played
- Income generated
- Number of memberships and revenue generated to AAGP
- Sponsorship achieved
- Commercial revenue achieved
- Press and PR achieved

Qualitative

- Results from visitor surveys
- Number of businesses participating in the Ayrshire Smiles initiative

¹² Encouraging participation in Golf Tourism Monitor

8 Appendix

8.1 Golf Tourism Research

- i. KPMG Value of Golf to the Scottish Economy 2013
- ii. KPMG Golf Benchmark Surveys
 - o Great Britain and Ireland regional report, 2007
 - o Golf in the economic Downturn,
 - o Golf Travel Insights 2013
 - o Golf Participation in Europe 2011 & 2013
- iii. IAGTO Golf Tourism Report 2013
- iv. World Travel Market Trends Report for 2009,
- v. Euromonitor International, 2010
- vi. UK Golf 2009, Research report, Mintel

8.2 Golf Tourism Market Profiles

GREAT BRITAIN MARKET - Golf Market Profile

- 1.1m registered golfers : estimated 3.2 m who play
- 1.32 m considered 'core golfers' while another 452,000 who play weekly
- 75 % male, 15 % female, 10 % juniors
- Declining market since recession, falling club memberships, but still represents largest market for Scotland due to easy access and short break market
- 4 main segments identified : Value Golfer/4 Ball/Luxury Golf/Corporate Golf
- Value Golfers
 - o looking for reduced prices and value for money
 - o likely to stay in self-catering accommodation or opt for good hotel deals
 - o will play one trophy course and a number of other secondary courses
- 4 Ball Golfer : groups and couples competing on well-known courses in smaller scale events/tournaments
 - o aim is to promote value along with exciting challenge and enhanced visitor experience
- Luxury Golfer : personalised experience and service, quality food experience
 - o luxury accommodation/resorts
 - o golf combined with Spa & Wellness
- Corporate Golf : high-end hotels / meeting facilities, personalised tailor-made service
 - o Trophy golf courses
 - o high quality food / local specialities

USA GOLF MARKET - Golf Market Profile

- 26,200,000 golfers
- Golf economy valued at \$52.6 billion
- High spending power - average American golfer spends £350-£400 per day
- Average golf trip is 6- 8 nights generally spent in one region
- Very strong market with ex-pat connections

- Advantage of direct access into Scotland (daily flights)
- Approx. 50 USA based tour operators selling Scotland / Part Scotland I packages
- Average golf package = £1533 / \$2376
- Scotland golf trip is ranked high on US golfers most desired destination (85%)
- Only want to play links courses especially the 'trophy' courses

CANADIAN GOLF MARKET - Golf Market Profile

- Largest participation rate in the world (more golfers per capita than any other country)
- Approximately 6 million golfers
- 74% male 26% female
- Approximately 450,000 junior golfers
- Approximately 1 million senior golfers (age 55 +)
- Very strong ethnic connection therefore reasonably good awareness of Scotland/product
- Similar package trip as US : average 6-8 nights
- Average package value approx. £1560 / Can \$2372
- Primarily links only golf packages
- Seasonality : May to October
- Likely to stay in 3* – 5* serviced accommodation
- Approx 10 Canadian golf tour operators selling Scotland golf

NORDICS MARKETS (Sweden, Denmark, Finland, Norway) - Golf Markets Profile

- Approximately 906,506 registered in Scandinavia
- Sweden is 2nd largest golf market in Europe with 491,401 affiliated golfers
- Denmark = 151,185 affiliated golfers Finland = 142,184 affiliated golfers
- Norway = 121,736 affiliated golfers
- Restricted golf season so will take additional trip(s) in our shoulder months (Mar/Apr & Sept/Oct/Nov)
- Nordic countries represent 21% of demand for golf in Europe
- Enjoy challenge of links but prefer a mixed package of quality parkland and a couple of links
- Enjoy traditional music, culture, heritage & local produce incorporated into their trip
- Groups of men or couples , usually 4 – 16 staying on average 4 nights
- 76% play golf for exercise & health.
- Quite high spenders but expect good quality and value for money
- Licensed inns are a firm favourite with this market (especially if local musicians play)
- Appreciate the history and tradition of member clubs : any club older than 50 years is highly revered
- Very strong system within their Golf Federations of encouraging young players

GERMAN GOLF MARKET - Golf Market Profile

- 624,569 registered golfers + 70,000 golfers who are members outside of Germany

- German market has grown +24% in last 7 years
- Regarded as the 'sleeping giant' for potential development
- Germany successful in their bid for the Solheim Cup in 2015
- Ratio of golfers is 62% male / 38 % female
- Over 55 age group is fastest growing sector
- Beginner & improver packages are very popular (NB: handicaps start at 54!)
- Germans enjoy music, food, whiskey, culture as part of their golf itinerary
- Used to travelling distances (e.g. Frankfurt to Munich takes 4-5 hrs), so is not a barrier to travelling around Scotland
- Prefer golf resorts but also favour hotels offering a variety of courses within a reasonable distance (up to 1 hr travel).
- Will play 4-6 rounds on 3 to 5 different courses and stays of 7, 10 or 14 days.
- Golf packages worth €1000-€1500 per week plus additional spending of around €150-200 per day per person.
- Golf professionals are a key group to target for golfing trips. Around 1700 PGA golf pros organize approx. 3-4 trips abroad each year with their members.
- Booking behaviour has changed to more on-line/direct but still a solid amount of business through tour operators

OTHER ESTABLISHED MARKETS

- France, Netherlands, Spain, Austria, Italy
 - France = 407,530 registered golfers
 - Netherlands = 351,640 registered golfers
 - Spain = 328,495 registered golfers
 - Austria = 104,490 registered golfers
 - Italy = 100,548 affiliated golfers
- Netherlands participation has grown 146% over last 10 years
- Majority of these golfers will look for good parkland courses, hidden gems, value packages, mid-range accommodation, and local hospitality
- Similar to other European countries enjoy culture, music, pubs, history, food & drink
- France next European venue for Ryder Cup

EMERGING MARKETS

- Turkey, China, India, Russia, Brazil, Dubai, Thailand, Korea, Malaysia
- Potential of Chinese market for growth :-
 - China Golf Association currently quotes 5 million golfers
 - Expect China to really take off when visas become easier to obtain
 - In 2004 there were around 170 courses, in 2011 this rose to 600. Increases in the number of courses will result in increased golf tourism overseas
- However, the golfing market for outbound travel is not mature yet for the following reasons:
 - Golfing is a prestigious sport in China for wealthy people and those who have certain social status. Most of these people are very busy, so it is hard for a group of 4 people or more to get together and play golf abroad.
 - Golfers do not trust travel agents to organise their trips as they feel travel agents are not

expert in golfing and only want to make money. Therefore, most of them will choose to travel with their golf clubs and/or a few specialised golf tour organisers.

- Most of golfers only recognise PGA and St. Andrews in Scotland and they know very little about other destinations.
- According to Grand Tour, one of the biggest golfing tour organisers in China, most of their clients will play golf in China and South East Asia, followed by U.S. and Australia. In 2011, Grand Tour handled about 1,000 golfers to travel abroad for golfing including 300-400 to the U.S. and around 50-60 went to Scotland. The reason for U.S. to be popular is because of PGA and also Las Vegas as a popular gambling place.

8.3 Golfer Characteristics

Category	Motivation	Requirements
Golf buddies	Unrestrained socialising Leaving responsibilities behind A holiday feeling – ‘beer and banter’	Great atmosphere and good golf 3 star hotel/ rented house Location close to/in town Weather a key consideration
Luxury golfers	VIP golf Unique experience Status/image	Signature courses Challenging, links Top quality clubhouse 4/5 star hotel/golf resort Good weather important
Golfing tourists	Relaxing break Golf as part of a rounded holiday experience	9/18 hole courses Good value Scenic, enjoyable courses Lots of other attractions
Golf purists	New and challenging golf experiences Improving game Experiencing top courses	Quality, challenging courses Qualifying and Open courses, links courses etc Clusters of courses key factor for accommodation is proximity to courses
Golfing Escapees	1 or 2 good courses Not interested in signature courses (too expensive) Bit of a challenge	Cost conscious Booking independently/deals through operators Varying destinations - easy access is key Look for deals: inclusive packages Accommodation - 2 or 3 star hotel or B&B close to/on course / a reasonable place to sleep
Activity Golfers	Increasingly regular since retirement destination golf more cost conscious avoid peak times seek golf package deals degree of ritual/familiarity in choices book independently 2/3 holidays/breaks per year	Location/Accommodation scenic, quaint, quiet, relaxed of independent interest accommodation flexible to meet personal needs 2/3 star hotel/B&B / self catering/caravan Easy access / testing own / skills / scenic courses traditional game (no buggies etc) 9/18 hole not crowded
Serendipity Golfers	Unplanned / opportunistic Planning focused on holiday destination Golfing facilities not really evaluated at planning stage	Accessible golf near hotel Club hire Someone to play with (same level) Good value / not championship Activities in vicinity of course / entertainment/ facilities for family members
Golfing Opportunists	Motivation same as Golf Buddies but with a degree of intention golf not strong driver of destination choice but may be clincher town/accommodation selection impacted by proximity to golf course often take own clubs	minimal a course nearby club hire good value

In addition to the VisitScotland golfer characteristics, tabled below are additional segments that are considered to be of importance to Ayrshire & Arran:

Additional Market segments and Characteristics	
Category	Characteristics
Societies	<ul style="list-style-type: none"> • Mostly male, but growing female market • Price driven, value shoppers, internet searchers, price matching guarantee important • Three star accommodation • Like to stay in one place and play several courses • Low cost airline traveller and drive market from hubs • Parkland for value • Three nights, four days

Additional Market segments and Characteristics	
Category	Characteristics
Corporate	<ul style="list-style-type: none"> • Scottish Central Belt, London and Home Counties • Decision made by senior management (the PA can be influencer) • Mostly male • Price not an issue • Direct access & convenience important
Meetings & Incentives	<ul style="list-style-type: none"> • Small to medium size groups • Primarily male • Book up to 18 months in advance. Shorter booking window for smaller groups • Guaranteed tee times in advance, facilities and management fundamental requirements • Mostly 4 to 5 star

8.4 Global Golf Calendar of Trade and Consumer Events

Month	Exhibition	Location
	Highlighted Exhibitions are not solely Golf Events	
January	Cincinnati Golf Show	USA
	PGA Merchandise Show,	Florida
February	Golf Industry Show	USA
	Japan Golf Fair, Tokyo	Japan
	SPREEGOLF	Berlin, Germany
	Chicago Golf Show	Chicago, USA
	Golf Europe	Germany
	Golf Town	Italy
February	FITUR	Spain
March	Czech Golf Show	Czech Republic
	Rhein Golf	Germany
	Amsterdam Golf Show	Netherlands
	Salon Du Golf De Paris	Paris , France
	The Scottish Golf Show	Glasgow
	Golf Finland	Finland
	Toronto Golf Show	Canada
March	ITB Berlin	Germany
March	Best of Britain & Ireland	Birmingham (UK)
April	Korean Golf Show	Seoul, Korea
	Golf EXPO Russia	Moscow, Russia
	China Golf Show	Beijing, China
	Moscow Golf Show	Moscow, Russia
	Asia Pacific Golf	Thailand
	London Golf & Tennis Show	London
April	VS Expo	
May	Golf Live	London
May	BMW PGA	London
June	Nordea Masters	Sweden
July	The Scottish Open	
August	PGA Fall EXPO	Las Vegas, USA
September	IOG Saltex	UK
	Golf Europe	Germany
	Benelux Golf Fair	Netherlands
October	Madrid Golf Show	Madrid, Spain
	PGA & TGI Golf Show	Harrogate
November	International Golf Travel Market	Portugal

	Asia Golf Show	tba
	Gulf Coast Golf Show	USA, Florida
	World Travel Market	London

8.5 Project Manager Job Description & Person Specification

Job Title:	Golf Tourism Officer
Reporting to:	Ayrshire & Arran Golf Partnership Project Steering Group Chair
Location:	To be confirmed
Salary:	To be negotiated
Hours of Work:	3 days or 24 hours per week
Status:	2 year fixed term with option of year extension ¹³

Main Purpose of the Job:

To lead and manage the marketing and business development of the Ayrshire & Arran Golf Tourism sector by working with Ayrshire & Arran Golf Partnership to secure and realise the growth potential of golf tourism in the area and enhance the competitiveness of member businesses.

Key Duties and Responsibilities

1. Develop closer collaboration between businesses which will deliver a more strategic approach to product development and marketing, learning from each other and implementing improvements to individual golf tourism businesses.
2. Produce a product development and marketing plan which will provide a co-ordinated approach to projects and activities.
3. Develop and manage these projects and activities, reporting progress to Project Steering Group.
4. Develop an online presence, including website, co-ordinated approach to online tee time booking and social media.
5. Plan and manage a programme of media relations and familiarisation trips.
6. Production of a range of marketing materials for use at events and exhibitions.
7. Development of joint products and packages between those in the golf and wider tourism sector
8. Initiate and sustain links with other businesses and sectors, for example outdoor and activity tourism
9. Identify and maximise funding opportunities, lead and manage the bid process
10. Manage and maintain the policies and governance of AAGP and its members
11. Manage income and expenditure and develop systems to monitor and manage budgets
12. Establish and maintain a strong media and PR presence locally, nationally and internationally to raise awareness of and support for AAGP
13. Promote the benefits of AAGP and grow its membership
14. Respond to all enquiries to AAGP timeously
15. Carry out other duties as required

¹³ Subject to Ayrshire and Arran Tourism funding beyond 2015

Person Specification

Post: Golf Tourism Officer

Criteria Headings	Essential	Desirable
Qualifications/ Education/Training	HND or equivalent qualification; experience in the golf industry	A Degree or similar professional qualification Qualification relating to the golfing industry
Experience	Substantial experience of working in a marketing role ideally in the tourism sector Strong track record of managing and delivering projects involving multiple partners Experience of turning business plans into achievable projects Experience of managing budgets	Experience of working in the golfing industry
Skills/Aptitudes/ Competencies	Highly developed interpersonal skills and the ability to build positive working relationships with people at all levels and in all sectors Ability to influence and motivate others and to negotiate for desired outcomes Ability to think creatively and strategically to maximise the success of the business Strong business acumen and political awareness Excellent IT skills using MS Office applications. Ability to organise and prioritise a varied workload Ability to work under pressure and to tight deadlines Excellent communication skills Experience of using social media and marketing tools for the promotion of products or services	Ability to deliver presentations using multimedia techniques Web based content management systems and customer databases
Other	Flexible approach to work and willingness to travel and on occasions to work unsociable hours	Established network of contacts in the golf tourism sector Knowledge of Ayrshire & Arran and its strengths and weaknesses as a tourist destination

8.6 Membership Target Assumptions

Company	Membership Category	2014 Nos	2015 Nos	2016 Nos	2014 Fees	2015 Fees	2016 Fees	Memb Inc 2014	Memb Inc 2015	Memb Inc 2016
Golf Courses & Resorts										
Annanhill Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Ardeer Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Auchenharvie Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Ayr Golf Centre	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Ballochmyle Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Beith Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Brodick Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Brunston Castle Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Caprington Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Corrie Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Dalmilling Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Doon Valley Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Dundonald Links	Gold	1	1	1	£299	£299	£318	£299	£299	£318
Glasgow Gailes Golf Club	Silver	1	1	1	£199	£199	£211	£199	£199	£211
Irvine	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Irvine Golf Club / Irvine Bogside	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Irvine Ravenspark Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Kilbirnie Place Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Kilmarnock (Barassie) Golf Club	Bronze	1	1	1	£199	£199	£211	£199	£199	£211
Lamlash Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Largs Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Lochranza Golf Course	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Loudoun Gowf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Machrie Bay Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Maybole Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Millport Golf Course	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Muirkirk Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
New Cumnock Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
North Gailes Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Prestwick Golf Club	Bronze	1	1	1	£199	£199	£211	£199	£199	£211
Prestwick St Cuthbert Golf Club	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Prestwick St Nicholas Golf Club	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Ravenspark Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Routenburn Golf Club	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Rowallan Castle Golf Club	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Royal Troon Golf Club	Gold	1	1	1	£299	£299	£318	£299	£299	£318
Seafield Golf Course	Bronze	1	1	1	£0	£0	£0	£0	£0	£0
Shiskine Golf and Tennis Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Skelmorlie Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
South Ayrshire Golf	Founder M	1	1	1	£499	£499	£530	£499	£499	£530
The West Kilbride Golf Club	Gold	1	1	1	£99	£99	£105	£99	£99	£105
Turnberry	Founder M	1	1	1	£499	£499	£530	£499	£499	£530
Western Gailes Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
Whiting Bay Golf Club	Bronze	1	1	1	£99	£99	£105	£99	£99	£105
								£0	£0	£0
Golf Courses & Resorts		44	44	44	£4,770			£4,770	£4,770	£5,066

Company	Membership Category	2014 Nos	2015 Nos	2016 Nos	2014 Fees	2015 Fees	2016 Fees	Memb Inc 2014	Memb Inc 2015	Memb Inc 2016
Accommodation										
Hotels & Inns										
Arrandale Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Auchrannie Resort	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Campbell Inns	Founder	1	1	1	£499	£499	£530	£499	£499	£530
Carlton Hotel	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Chestnuts Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Costley and Costley Hoteliers Ltd	Founder	1	1	1	£499	£499	£530	£499	£499	£530
Dunure Inn	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Elms Court Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Enterkine House Hotel	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Fairfield House Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Glenapp Castle	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Glenpark Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Harbourside Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Horizon Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Island Hotels (Clyde) Ltd	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Kildonan Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
King's Arms Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Lamlash Bay Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Malin Court	Silver	1	1	1	£99	£99	£105	£99	£99	£105
McMillan Hotels	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Menzies Hotels Irvine	Founder	1	1	1	£499	£499	£530	£499	£499	£530
Mercure Hotel	Gold	1	1	1	£199	£199	£211	£199	£199	£211
Mount Stewart Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
North Beach Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Park Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Parkstone Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Prestwick Old Course Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Queens Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Royal Hotel (Girvan) Limited	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Savoy Park Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
SimpsInns	Founder	1	1	1	£499	£499	£530	£499	£499	£530
South Beach Hotel	Gold	1	1	1	£199	£199	£211	£199	£199	£211
St Andrews Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Station Inn	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Abbotsford Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Douglas Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Marine Hotel	Founder	1	1	1	£499	£499	£530	£499	£499	£530
The Park Hotel	Gold	1	1	1	£99	£99	£105	£99	£99	£105
The Sorn Inn	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Southfield	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Turnberry, A Luxury Collection Resort	See Golf	1	1	1		£0	£0	£0	£0	£0
Woodhouse Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Woodland Bay Hotel	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Target			5	5	£99	£99	£105	£0	£495	£526
Sub Total		43	48	48				£6,858	£7,353	£7,809
B&B and Guest Houses										
B&B / Guest Houses	Silver	1	1	1	£99	£99	£105	£99	£99	£105

Company	Membership Category	2014 Nos	2015 Nos	2016 Nos	2014 Fees	2015 Fees	2016 Fees	Memb Inc 2014	Memb Inc 2015	Memb Inc 2016
26 The Crescent Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Afton Villa	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Afton Water B&B / Art Experience	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Alloway Rozelle Lodge B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Appin House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Ayrs and Graces Luxury Bed & Breakfast	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Bargany B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Belvedere	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Blackwaterfoot Lodge	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Burlington	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Burnside Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
bythesea	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Carlton Seamill B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Castlehill Bed and Breakfast	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Coila Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Cosses Country House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Dallars B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Dalmellington House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Dykefield Farm Bed & Breakfast	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Edenmore Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Ellangowan B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Fernbank Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Ferryrow B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Garth Madryn	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Glenartney Guesthouse	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Golf View	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Gowanbank House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Greenan Lodge	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Hunters Guest House, Cottage and Apartment	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Langley Bank Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Maidens Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Miller House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
No. 62, B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Rigg Cottage Bed and Breakfast	Silver	1	1	1	£99	£99	£105	£99	£99	£105
South Whittlieburn Farm	Silver	1	1	1	£99	£99	£105	£99	£99	£105
St. Rule House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Sunnyside Bed and Breakfast	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Barn	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Cherries	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Dormie House B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Hollies B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Old School B&B	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Richmond Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Tigh-na-Ligh Guesthouse	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Turas-Mara Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Whin Park Guest House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Target		0	5	10	£99	£99	£105	£0	£495	£1,051
Sub Total		47	52	57				£4,653	£5,148	£5,993

Company	Membership Category	2014 Nos	2015 Nos	2016 Nos	2014 Fees	2015 Fees	2016 Fees	Memb Inc 2014	Memb Inc 2015	Memb Inc 2016
Self Catering										
1a & 1b Guildford Street, Millport	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Balbeg Country Holidays	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Balnowlart Lodge	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Barwheys	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Garpel Estate	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Goldie Hotels Ltd. t/a Fairways Cottages	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Grianan Holidays	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Haus Saron	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Heather House	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Hunters Guest House, Cottage and Apartment	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Middlepart Ltd and The Stickhouse	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Millport Holiday Apartments	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Milton Holiday Apartment, Turnberry	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Nith Holiday Cottages	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Noddsdale Estate	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Redburn Shores	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Scott Leisure	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Seacrest	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Arran Team	Silver	1	1	1	£99	£99	£105	£99	£99	£105
The Shorehouse Ltd	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Tigh Mor Self Catering	Silver	1	1	1	£99	£99	£105	£99	£99	£105
VisitLargs Self Catering	Silver	1	1	1	£99	£99	£105	£99	£99	£105
VisitStraiton and Holly Tree Cottage	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Willow Cottage	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Woodcroft Cottages	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Target	Bronze	0	3	5	£99	£99	£105	£0	£297	£526
Target	Silver	0	0	0	£199	£199	£211	£0	£0	£0
Target	Gold	0	0	0	£499	£499	£530	£0	£0	£0
Self CAtering		25	28	30				£2,475	£2,772	£3,154
Caravan, Camping etc										
Bennane Shore Holiday Park	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Craig Tara Holiday Park	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Haven Holiday Park...	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Eglinton Caravans	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Lochranza Campsite	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Muirkirk Caravan Site	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Verdant Leisure	Silver	1	1	1	£99	£99	£105	£99	£99	£105
Caravan & Camp Sites		7	7	7				£693	£693	£736
Total Accommodation										
Golf Tour Operators										
Golfayrshire.com	Gold	1	1	1	£99	£99	£105	£99	£99	£105
Golf Made Simple in Scotland	Gold	1	1	1	£99	£99	£105	£99	£99	£105
Ayrshire Golf Tours	Gold	1	1	1	£99	£99	£105	£99	£99	£105
J D Scott Golf Tours	Gold	1	1	1	£99	£99	£105	£99	£99	£105
MX	Gold	1	1	1	£99	£99	£105	£99	£99	£105
Target	Gold	3	3	3	£199	£199	£211	£597	£597	£634
Target	Silver	10	10	10	£99	£99	£105	£990	£990	£1,051

Company	Membership Category	2014 Nos	2015 Nos	2016 Nos	2014 Fees	2015 Fees	2016 Fees	Memb Inc 2014	Memb Inc 2015	Memb Inc 2016
Target								£0	£0	£0
Golf Tour Operators		18	18	18				£2,082	£2,082	£2,211
Transport Operators										
Target	Silver	3	5	10	£99	£99	£105	£297	£495	£1,051
Target	Gold		1	5		£0	£0	£0	£0	£0
Transport Operators		3	6	15				£297	£495	£1,051
Other Tourism Businesses										
Target	Silver	10	10	15	£99	£99	£105	£990	£990	£1,577
Target	Gold	10	10	15	£199	£199	£211	£1,990	£1,990	£3,170
								£0	£0	£0
Other Tourism Businesses		20						£2,980	£2,980	£4,747
Misc										
Target	Silver	1	3	5	£99	£99	£105	£99	£297	£526
	Gold	1	3	5	£199	£199	£211	£199	£597	£1,057
								£0		
Misc		2						£298	£894	£1,582
Total Membership										
Golf Courses & Resorts		44	44	44				£4,770	£4,770	£5,066
Accommodation										
Hotels		43	48	48				£6,858	£7,353	£7,809
B&B and GH		47	52	57				£4,653	£5,148	£5,993
Self CAtering		25	28	30				£2,475	£2,772	£3,154
Caravan Sites		7	7	7				£693	£693	£736
Total Accommodation		122	135	142				£14,679	£15,966	£17,692
Golf Tour Operators		18	18	18				£2,082	£2,082	£2,211
Transport Operators		3	6	15				£297	£495	£1,051
Other Tourism Businesses		20	0	0				£2,980	£2,980	£4,747
Misc		2	0	0				£298	£894	£1,582
Alternative Membership Discount								£0	£-5,000	£-5,000
Total Membership Income		209	203	219				£25,106	£22,187	£27,350
Golf Tourism Scotland Fee		6			£195	£205	£215	£1,170	£1,230	£1,290