

Kenilworth Action Plan

Following the audits and workshop below are the suggested actions, Kenilworth consider undertaking within the next 18 months - 2 years. These are not designed to be "set in stone" and should be flexible as time and needs move on. Deadlines and responsibilities have been purposefully left blank to allow flexibility.

All actions listed here are important and desired by stakeholders in Kenilworth, however there is always a competition for resources and time. Therefore each action is given a priority rating to help assess which are vital if resources become stretched. *** denotes the highest priority.

A few specific notes on delivery of specific actions are included at the end of the document

Priority 1 - Developing a clear understanding and identity for the destination

Project	Description	Priority	Deadline	Cost	Responsibility
1.1	Understanding Kenilworth				
1.1.1	Compile a product audit of the destination's assets, so that everyone knows what Kenilworth has to offer Section 4 pages 5-8 of COOL toolkit has tips	***		Low	
1.1.2	Alongside the audit build full tourism contacts database. Encourage opt in so this data can be shared amongst stakeholders	***		Low	
1.1.3	Compile an audit of destination marketing materials within the destination catchment area (websites & leaflets etc) - who publishes / what they say etc	***		Low	
1.2	Understand the Audience				
1.2.1	Collate data and insight from Kenilworth Stakeholders to build a more solid picture of who the key visitor groups are and their behaviours	***		Low	
1.2.2	Consider simple focus groups/qualitative surveys with key audience segments to ascertain needs, motivations and awareness of Kenilworth	**		Low-Med	
1.2.3	Using the data look through Section1 page 19-25 of COOL toolkit to profile the audiences and complete an audience map elaborating on the needs and the values and messages Kenilworth should be communicating to each	***		Low	

1.3		Develop a clear identity			
1.3.1	Agree and develop a clear identity for the destination using the current visuals. Include core ethos, values and features (the message behind the orange "K") see Section 1 page 25-28 and section 4 pages 9-10 of COOL toolkit for pointers BUT make it as simple as possible!	***		Low	
1.3.2	Create a brand toolkit for others to use. Include sample copy (various uses), image library, visual style guide, tone of voice and experience examples, notes on audiences etc	***		Med	
1.3.3	Develop tools to support roll-out of brand (web buttons, social media skins, various sizes of logo etc)	**		Low-Med	
1.3.4	Apply the brand identity consistently to all Kenilworth channels (web, social media and print as reprints due) visually and in the content of the messages	***		Low	
1.3.5	Review business take-up of the brand identity -if low then ask if further support etc required	***		Low	
1.3.6	Visitor focus groups to assess recognition and response to brand identity	**		Med	

Priority 2 - Effective Promotion

Project	Description	Priority	Deadline	Cost	Responsibility
2.1	Website Improvements				
2.1.1	Using info gained in priority 1 above, plan visitor journeys through the website - entry points, vital information, useful information, calls to action etc Section 2 pages 13-15 of COOL toolkit can help	***		Low	
2.1.2	Review current web presence and especially analytics to inform the above and ensure retention of useful/essential content. Note all inbound links prior to changing the website and ensure they match up with page names, or put in place 301 redirects	***		Low	
2.1.3	Appoint professional developer to create a new Kenilworth website based on brand and visitor journey work. Ensure development includes an accessible	***		Med-High	

	CMS, responsive design and training provision for minimum 5 people on updating and maintaining			
2.1.4	Consider negotiating an ongoing maintenance contract with the developer, to ensure bug fixes, technical maintenance and support is consistently available (including content backup)	***		Med
2.1.5	Re-work current content to match visitor journey and to appeal to key audiences. Include SEO at this stage.	***		Med
2.1.6	Collect pdfs of all the leaflets and publications available on Kenilworth attractions and make them available on the website. Make it an information hub for the town.	***		Low
2.1.7	Check all links in Kenilworth leaflet and ensure web pages function/exist. If not use 301 redirects to ensure information can be found. Rinse and repeat for all town marketing collateral.	***		Low
2.1.8	Review and prioritise SEO based on the audience you desire and new content being written/reviewed for a new website. Section 2 pages 17-18 of COOL Toolkit has some good pointers	***		Med
2.1.9	Test keyword searches and ensure popular landing pages are optimised as potential front doors (check analytics to see visitor flows and dropoffs)	**		Low
2.2	Links and referrals			
2.2.1	Research and review Kenilworth content on key 3rd party marketing channels (e.g. Shakespeare's England, VisitEngland, Daysoutwiththekids, VirtualTourist, Visit Coventry & Warwickshire etc etc). Offer new content and images etc to improve and make a focus on experiences.	***		Low
2.2.2	Continue to monitor 3rd party details going forward, updating as needed and continuing to seek out new avenues to promote the destination	***		Low
2.2.3	Use brand tools (above) to help encourage all businesses to provide visible reciprocal links to the website and if relevant hold .pdf of Kenilworth leaflet	***		Low
2.3	Social media			
2.3.1	Review current social media accounts and decide who they are for (B2B or B2C? Shoppers or other audience groups?) Then plan an outline of what that account is trying to achieve. Section 2 page 19 of Cool Toolkit has the	***		Low

	pertinent questions. This helps provide clarity and direction for the accounts (all to easily forgotten)				
2.3.2	Plan a yearly social media content calendar in advance so you have a basic raft of content and things to talk about (stops the sporadic posting)	***		Low	
2.3.3	Work with stakeholders to encourage guest posting on social media showcasing the best experiences for visitors and giving them a "behind-the-scenes" peak at the attractions and events (bringing human interest).	**		Low	
2.3.4	Encourage more interaction over social media, competitions / open ended content / user generated content etc	**		Low	
2.3.5	Research and seek out "influencers" in specific fields who can help you reach your core audiences. Target these people proactively to gain their support	**		Low-Med	
2.3.6	Set up a visual destination social media account (Flickr or Instagram most useful). Allow wide access amongst stakeholders and encourage all to upload or tag images there	**		Low	
2.3.7	Make Youtube a core part of the social media plan, upload experience showcase videos (ones that point the camera at the potential customers point of view rather than documentary style - a visit to the Castle from a child's point of view, exploring the Abbey ruins, eating out, taking on the millennium walk, sunset drinks outside a picturesque venue etc...	**		Med	
2.4	Other				
2.4.1	Create a B2C newsletter signup form and promote through website and social media activity (as well as in situ) to develop a contacts database. Send seasonal (4 x annually) B2C e-newsletters to contacts database	**		Low	
2.4.2	Repeat assessment of external marketing annually	***		Low	

Priority 3 - Joining up the destination

Project	Description	Priority	Deadline	Cost	Responsibility
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3.1		Coordination of activity			
3.1.1	Make an initial approach to all stakeholders in Kenilworth and surrounding area, informing them of the completion of the audits/identity and new plans for activity	***		Low	
3.1.2	Use email newsletter to send a quarterly update on activity and show results/impacts	***		Low	
3.1.3	Draw up a code of conduct/charter for all key stakeholders, outlining the expectations and obligations of being involved (simple and straightforward is best - e.g. attached)	***		Low	
3.1.4	Consider usage of social media to enable deeper B2B stakeholder interaction (Twitter or LinkedIn groups are suggested).	**		Low	
3.1.5	Develop twice yearly networking events for wider stakeholders to network and interact face-to-face.	**		Low-Med	
3.1.6	Encourage familiarisation trips between businesses to improve local knowledge and interaction	**		Low-Med	
3.1.7	Develop local awards for stakeholders; in particular consider customer service and quality of welcome as well as community involvement and environmental preservation.	*		Low-Med	
3.2		Itineraries & trails			
3.2.1	Plan a range of themed itineraries interpreting differing facets of Kenilworth for the visitor. Section 4 pages 19-23 of COOL Toolkit has a step by step guide - do this in a workshop setting with businesses and other local experts. Produce an initial series of 4 - consider families, heritage, great outdoors and romantic as the themes. Create as online pdfs and provide to businesses for self printing (especially consider a heritage trail that takes in Castle/church/Abbey)	***		Low	
3.2.2	Research any existing walking trails or self guided experiences and bring together on the website or if possible encourage reprinting in hard copy	**		Low-Med	
3.2.3	Develop a children's treasure trail for Kenilworth - make available online and in self-print hard copy	**		Low	

3.2.4	Look into potential of using Geocaching as an experience vehicle (dedicated Kenilworth caches, incl. offers, prizes and clues etc).	*		Low-Med
3.3	Offers & Incentives			
3.3.1	Investigate possibility of transferrable car park tickets within the main Kenilworth car parks (especially including the Castle)	***		Low-Med
3.3.2	Work with businesses to generate targeted offers (vouchers/discounts) designed to encourage visits to two or more venues on any visit - promote through web & social media . Especially focussing on pairing Old Town with Warwick road and Castle with others	***		Med
3.3.3	Encourage specific incentives from businesses around large events e.g. Warwick University Graduation (packages, offers etc)	**		Low
3.3.4	Evaluate options for a formal loyalty scheme for retail, attractions and catering across the town	*		High
3.4	Signage & Wayfinding			
3.4.1	Review inbound signage and ensure town centre and parking are mentioned on inbound especially at bottom of Warwick Rd and near Castle	**		High
3.4.2	Improve pedestrian signage/routes into and out of the Castle. <ul style="list-style-type: none"> – Ideally allow gate opposite Castle Green to be used as an exit – Sign the footpath that skirts the Castle boundary to the Old Town – Consider a pedestrian crossing somewhere on castle Road – Sign Castle clearly from Abbey Fields exit 	***		Med-High
3.4.3	Improve onward signage from car parks for pedestrians (alleys at square west, exit to abbey end in Abbey End, anything at all at Sainsbury's/Waitrose).	***		Med
3.4.4	Check fingerposts as several need repair or reorienting (toilets at roundabout, abbey ruins at top of abbey end, church in old town etc).	***		Med
3.4.5	Revisit routes suggested for walking - (town centre to castle and vice versa via Abbey Fields as opposed to Castle Road)	***		Low

3.4.6	<p>Improve signage within abbey fields:</p> <ul style="list-style-type: none"> — Fingerposts at all entrances/exits — Fingerpost at swimming pool — Fingerpost outside St. Nicholas Church 	***		Med-High	
3.4.7	Consider way marking specific walking routes around the town with small marker discs or other physical elements	**		Med	

Priority 4 - Optimising the Experience

Project	Description	Priority	Deadline	Cost	Responsibility
4.1	Ongoing Measurement				
4.1.1	Repeat mystery visit/marketing assessments on a regular basis (say annual intervals).	***		Low	
4.1.2	Consider a 200 sample visitor survey to gain solid firsthand data on perceptions and behaviour within the destination	*		Med	
4.1.3	Develop a standard form for use by local businesses and event organisers to encourage visitor feedback	**		Low	
4.1.4	Set up a method to collate and share ongoing occupancy, visitor numbers, visitor demographics results from businesses	**		Low	
4.1.5	Undertake business surveys to benchmark performance/measure success	**		Low-Med	
4.2	Information Provision				
4.2.1	<p>Provide information and destination maps at all arrival points (in addition to main car parks):</p> <ul style="list-style-type: none"> — Supermarket car parks — Bus stops — Station 	***		Med	
4.2.2	Consider complementing current car park maps with interpretational	**		Med	

	information (what to see and do)			
4.2.3	Move interpretation panel at library to more visible spot (e.g. adj Clocktower where wooden frame sits)	***		Med
4.2.4	Consider additional interpretation panels in key locations: <ul style="list-style-type: none"> — Talisman Square — Castle Entrance 	**		Med
4.2.5	Audit current information provision across the town, identify venues that currently stock publications and others with potential to.	***		Low
4.2.6	Centralise coordination of publication distribution with TCP (make businesses responsible for supplying stocks however) and/or arrange regular leaflet drops/exchanges	***		Low
4.2.7	Cost options of providing out-of-hours information at TiC via screen in window	**		Med
4.2.8	Look into options for creating tear-off map pads or other counter-top/Point of sale information which can be held throughout the destination	**		Med
4.2.9	Create a dedicated Kenilworth information point at the Castle, showcasing the wider town, stocking publications (especially with heritage interest)	***		Med
4.3	Physical Appearance			
4.3.1	Implement the Kenilworth brand physically within town	***		Med
4.3.2	Litter pick car parks & persuade traders to limit waste being piled up at rear of businesses in Abbey End and Square West	**		Low
4.3.3	Clean graffiti by clock tower more effectively and utilise the wooden hoardings or remove (perfect spot for interpretation board)	***		Low
4.3.4	Maintain and inspect public toilets frequently to ensure higher standards	***		Low
4.4	Improving the offer			
4.4.1	Discuss with Friends of Abbey Fields options to enable Abbey Ruins Barn Museum to be open longer/more frequently	***		Low
4.4.2	When planning events and festivities consider focussing activities in	***		Med

Notes

Action 1.3.1 - Developing a clear identity

The key thrust of this action is to build a consistent, identifiable and easily used brand for Kenilworth. This must be done in light of the following restrictions:

- a. lack of time - the brand needs to be implemented ASAP as all other elements depend on it
- b. lack of budget - we do not have the luxury of a large budget, therefore this element really needs to be developed using current resource
- c. No need for reinvention - The "Orange K" exists, works and seems to be generally accepted, therefore there is little need to rework the visual language, unless something radically changes. What is needed is clarity as to what the "Orange K" stands for/represents.

With these key criteria in mind we would advocate the following steps:

1. Bring together a short meeting with a small focussed group to take some key decisions. This should include TCP, WDC but also a few (2 or 3) external interests and businesses.
2. At this meeting:
 - a. Plot a list of the key assets (tangible and intangible) Kenilworth has, keeping in mind the different audiences involved .
 - b. Group the assets together into a handful of thematic headings e.g. wealth of attractions, access to great countryside etc. These provide the core building blocks the Kenilworth brand is based on.
 - c. For each then compile the list of detail that supports each e.g. xx miles of walking routes etc.
 - d. Then finally highlight some specifics, individual businesses, activities and experiences that embody the themes. These are the points that translate concepts and thematic ideas into actual things people can do. You don't need loads just a few that really showcase things.
 - e. Write that all up into a single table (see [COOL toolkit section 4 - page 9 & 10](#) for an example). This is the core of the Kenilworth brand.
3. Once complete use this information and the rest of the meeting to decide:
 - a. A few key values for the brand, underpinning ideals it should reflect and hold to. We would suggest including:
 - i. something to reflect the joined up nature of the destination, that it is more than a single experience
 - ii. something to reflect the idea that there is lots to uncover if you are willing to explore (more than you expect)

- iii. something to reflect the easy going nature and sense of relaxation (its compact and stress free day out)
 - b. Add in a few personality traits for the destination as a whole. e.g. are we; open, welcoming, knowledgeable, exclusive, vibrant etc. Don't over think this, rather just consider if Kenilworth was a person, what would they be like in an ideal world?
4. Write this all up in as short a space as physically possible (2-3 sides of A4 maximum) and present as:
 - a. Key themes (2b above)
 - b. Detail (2c & d above)
 - c. Values (3a above)
 - d. Personality (3b above)
5. Share with the meeting attendees and a few selected people from a wider circle and ask the question "is this Kenilworth?". Take their feedback and tweak but do bear in mind this has to make sense for the place as a whole so cannot encompass individual desires or pet passions, nor does it have to include every single thing. It should however convey a real feel of the essence and core of the destination.

Action 1.3.2 - Developing a brand toolkit

The information and ideas created in Action 1.3.1 essentially cover the basics of what the brand is and help any stakeholder or business to pick it up and use it, however to really encourage them to use as part of their own marketing activities we should consider adding a few other simple tools and resources to make life easier for them by following these steps:

1. Write up the brand from 1.3.1 using as plain and simple a language as possible (jargon and being overly wordy will put people off) and create as a 2 page pdf file. Include a short introduction explaining what it is, who it is for and how it should be used (an encapsulation of the destination, to be used by all businesses and to provide context and background to their marketing in a consistent manner).
2. Compile a small image library that reflects the key themes and elements of the brand (at both web and print quality) and make them available for stakeholders to use.
3. Provide the visual identity to make it simple for others to use. Include:
 - a. The logo in web quality formats (jpeg, png etc), including greyscale, colour reversed, with transparent background options at varying sizes (e.g. 200px wide, 500px wide, 1000px wide)
 - b. The logo in print quality formats (jpeg, tiff, eps etc), including greyscale, colour reversed, with transparent background options all at 300dpi in CMYK

- c. Outline the fonts and typefaces used and how they should be used (which for headings and which for body text)
 - d. Outline the colour palette with RGB, CMYK and Hex data so others can use the exact colours
 - e. Create a few simple rules about usage e.g. amount of space around the identity, minimum size etc
4. Use the notes from 1.3.1 to draft a few sample introductory pieces of copy for Kenilworth:
 - a. A longer piece (4 paragraphs maximum) that introduces, explains and describes the place as a whole
 - b. A shorter (1 paragraph long) piece that serves as a quick introduction or elevator pitch
5. Create a few guidelines on how the brand should be implemented:
 - a. Using the notes on values and personality write 3-4 bullet points around tone of voice (how we should talk about Kenilworth - e.g. friendly, knowledgeable, authoritative?)
 - b. Make suggestions for types of image/video to be used (emphasise quality above all)
 - c. Encourage usage of the web address wherever possible
6. Provide some specific detail and pointers on the key audiences and how the brand could be tailored and refined to appeal specifically to each. To do so, set up an audience map (see [COOL toolkit section 1 pages 23 & 24](#)). Again don't over think this, it's just a tool to help make the whole brand relevant to the specific people and just requires you to put yourself in their shoes and ask;
 - a. Who are they - their characteristics and behaviours
 - b. What they want - the things that motivate them
 - c. What we have that will specifically appeal to them
 - d. What they will get from us - then benefits and "whats in it for them"
 - e. A few key messages for each (1-2 sentences) that can be used to appeal directly to them and encapsulate the thinking in points a-d
7. Place all this information together somewhere visible and then share with key stakeholders.

Action 2.4.2 - Marketing audits

The marketing audit is a dedicated tool designed to critically look at and understand how a destination as a whole is presenting itself to the outside world. Repeating the audit on a regular basis is useful for both assessing change and improvements but also in looking holistically at the place from a visitors perspective. We would recommend completing these annually and the attached proforma outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the website fulfils all the key criteria but has some other glaring errors outside the scope of the criteria, it would then be marked down from 10 to say 7, reflecting that it meets the basic points but needs further work.

Action 4.1.1 - Mystery Visits

The mystery visit tool is a widely used snapshot tool to assess en-situ experience for a destination and to audit the details and specifics that make the difference between a great visit and a distinctly average one. Again we would recommend repeating this on an annual basis in multiple locations throughout the destination, and is particularly effective if conducted by someone without thorough knowledge of the place (find some willing volunteers or tourism students to help!). The attached proforma again outlines the criteria and questions you should look for and attempt to answer.

For scoring we apply the following; A=10 B=6 C=3 D=0, the mark can then be taken up or down at reviewers discretion based on the situation. For example the toilets are very clean and all facilities working however signage to them is very poor, it would then be marked down from 10 to say 8, reflecting that it meets the basic points but needs further work.