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Wondering who we are?

The Tourism Network is an independent, not-for-profit industry support agency. It was established by Susan Briggs, an independent marketing consultant since 1990. Our aim is to support the UK tourism industry in a practical, enthusiastic and fun way - with training workshops, networking meetings, publications and consultancy advice. Find out more about our consultancy services as well as the free and low cost ways in which we can help you www.tourismknowledge.com/aboutTN.htm

The Tourism Network Tel: 020 8947 4053
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**The Summer Party
Wednesday, 22nd June**



Join us on board Bateaux London's *Symphony* for the Summer Party. We'll be recreating the feel of a village fete in a midsummer meadow - on the river! Read on to see if you can get a *free place!*



The price of just £35 + VAT includes:

- summer picnic buffet;
- unlimited wine, beer & soft drinks;
- live band & other esoteric, eclectic entertainment (only way to find out what that means is to come along);
- smirking & speed mingling;
- fun & very informal awards' ceremony;
- three legged, egg & spoon, wheel barrow & sack races (you don't have to take part!)
- goodie bags.



6.30 pm: Join us at Embankment Pier in Central London for welcome drinks served on board the *Symphony*
7.00 pm: Set sail from Embankment Pier & entertainment begins
10.30 pm: *Symphony* docks back at the pier and the sensible ones go home
11.30 pm: Time for the stragglers to go home

Spaces are limited so make sure you book quickly. Email susan@tourismnetwork.org for a booking form or book online and pay by credit card at www.tourismknowledge.com/events.htm



P.s. we have just 10 free places (one per company) to offer to London based tourism companies employing less than 250 people. For more details email susan@tourismnetwork.org asap.

Internet Marketing

We've had several requests to untangle some of the mysteries of the web and cover internet marketing in more depth. In the following months we'll be focusing on how to make search engines work for you, technological trends that are likely to become more important and how to audit your website to refresh and improve it.

In this issue we look at how to really take advantage of the internet in your marketing. **Here are the key benefits - but are you missing the opportunity?**

Traditional print material is viewed sequentially - readers flick through brochures to find details which are relevant to them. The internet feels like more of a one-to-one marketing method because information is directly requested - you only see what you click and demand. In theory the internet offers only relevant information.

Of course this only works if you'd drawn up a quick list of the different types of site visitors and exactly what they're likely to be looking for, and provided this information through appropriate menu items. Remember, you might call it "accommodation" - visitors think of it as "somewhere to stay".

Another theoretical benefit is that you can react very quickly to changing market conditions, changing prices, offers, info etc according to demand. If this isn't happening. Changing text, inserting an image or creating a link to another page is almost as simple as editing information in Microsoft Word and just as quick. If you're still paying some-one else (and often waiting for a while) to make such straight-forward changes to your site, you're in danger of getting left behind.

Even large corporations that need to maintain overall control of their brand and style can give individual staff control over smaller

sections of the site, using a decent content management system.

If you work for a smaller organisation then make sure you get your site designed in a simple package like Macromedia's Dreamweaver. You can also buy a much simplified edition called Contribute which takes minutes to learn and use.

Brochures can't include different information for each market segment because it's just too expensive. Web sites can. You can add different menu items and offer completely different and very targeted information according to the profile of users. It's amazing how few people actually do this.

Bear in mind too that you don't have to have menu items like "leisure visitors" and "business visitors" - these are the categories we use but not how visitors necessarily see themselves. Try to use more imaginative titles and put yourself in the shoes of the visitor and what they're thinking.

The interactive nature of the internet means there is potential to make a much greater impact than with traditional print media - we remember 10% of what we read, 30% of what we see, 50% of what we see and hear, 90% of what we see, hear and do. The fact that web users have to click to get the information they need makes the web more interactive. It's now also pretty easy and cheap to add animation, virtual tours, sound, plentiful images and short videos.

Another key benefit of marketing on the internet is that unlike brochures or advertising, it is quite easy to measure the number of visitors to your site and find out a little more about them. This can then give a better understanding of how people use your web site and what you might need to do to improve it.

Marketers need to know as much as possible about their existing and potential clients so how can they find out about them?

The internet enables you to ask them directly. Internet users have shown that they are prepared to give details about their needs, interest and profiles - but only if they receive useful and relevant information in return. Some consumers will need an incentive - it might be as straight-forward as the promise of improved service but could equally be more tangible in terms of a discount, some form of voucher or added value deal.

Rather than simply present information in a listings or directory-style format, it would be useful to try to offer information which is sorted according to themes and motivations or personal situations.

This means that the consumer doesn't have to scan through ample lists of hotels searching for pertinent phrases like "relaxing, quiet location - come and be pampered" but instead tells the web site that s/he is looking for a relaxing break rather than an active one, and is then presented with only relevant information.

Next month we'll look at how search engines work.

Susan Briggs
Susan@tourismnetwork.org

Look out for...

We'll be featuring new technology at a forthcoming Tourism Network Training event in the Autumn when we'll take a geek-free look at how even small businesses can take advantage of the latest technology. More details soon or from susan@tourismnetwork.org

Dynamic brochures - blurring the lines between print & web

One of the latest innovations on the web are dynamic brochures. These are electronic brochures that act a little like printed ones. When you want to see the next section or page you click on the link and the page appears to turn. They can be used to add life to web sites. Users feel as if they're reading a brochure although they're actually on a web site and if they wish they can print off the brochure which will look almost exactly the same as the original printed version.

Unlike .pdf documents, dynamic brochures can be read using a simple menu so you don't have to scroll through the pages. They're a sort of half-way house between a "normal" website, brochure and .pdf! In theory they are also easier to update than a .pdf brochure.

It's pretty quick and easy to get your normal print material converted to dynamic brochures online. According to one of the companies offering this service, e-Page the average cost for a 10 - 15 page is between £2k and 2.5k. This is a rough estimate based on content with at least one picture on each page, links and text.

Another of the key advantages is that dynamic brochures can be sent using email, and customers can open it up very quickly without installing any software. The quality is very high and you can have embedded links straight back to your website and booking mechanism.

The easiest way to understand and see how it works is to look at one of the demo sites from companies offering this technology.

www.epageinternational.com. Contact Sean Kyne on 020 7630 4426

www.ebpx.com. Contact Andrew O'Sullivan on 01869 255747.

Translating tourism

Have you ever stood in front of a painting or an unfamiliar object and wished there was some one there to help explain what you're looking at?

Tourists who arrive in the UK see many lovely things around them. They visit our famous destinations, our museums and galleries, our playgrounds and palaces, and form their own opinions on what they see. But how much knowledge and understanding of our tradition, art and culture are these tourists able to take home with them? Often they leave as mystified as they arrived, and haven't discovered enough about the UK to be able to recommend it to others. There's also the added sense of not really feeling welcome here because no one spoke their language.

Statistics show that visitors are flocking to Britain in unprecedented numbers with the fastest growth rate of 20% between 2003 and 2004 - or 5.4 million visitors - coming from markets outside Western Europe and North America. Do they all speak English? Do we welcome them in their own tongue? Or do they just have to 'stand and stare' and work it out as well as they can?

According to VisitBritain's CEO, Tom Wright, "Britain must advance its position around the world by investing further in developing markets. For 2005, VisitBritain will extend its presence into the Czech republic, Greece, Hungary, Malaysia and Thailand...this follows on from recent expansion into China, Poland, Russia and South Korea". None of these countries have English as their first language!

It's impossible to know how much business is lost to the travel trade through our inability to receive visitors in their own language but a damning report by the House of Lords, dated 14th April 2005, warns that Britain will be 'severely hampered' in the global market

place because language skills in the UK are falling so far behind those of its competitors.

A visitor's first contact with their destination is often on the internet from the comfort of home: a website in their own language is far more seductive than one in English, however lovely the pictures! Having clicked a request for information, they'd like to receive a brochure in their language - including all the accommodation details as many more tourists are now arriving under their own steam than on organised tours. Once they reach our shores, they'll be setting out to explore: they'll need audio and written guides they can understand to get the most from our wealth of hotels, restaurants, concerts, theatres, festivals, galleries, museums...

Using a qualified translator probably sounds like an expensive option but once you've had your basic material translated, you can use it again and again. You can steal a march on your competitors (especially as your site and information will be easier to find on the web than non-translated material) and be certain of satisfied visitors who're more likely to recommend you to others.

It's a little too tempting to turn to a friend or some one who's studied a little of another language, maybe even lived somewhere overseas and ask them to do a translation on the cheap. Don't do it! Even people who are bi-lingual don't necessarily make good translators as they're not sufficiently aware of the nuances of the language, when to tailor text to a specific audience instead of doing a direct translation. An understanding of the subject matter is also important - some people are good at technical translations whereas others are great at the more flowery language of promotional print. You don't want your brochure to end up sounding more like an engineering text book.

We've all enjoyed bad tourism translation on visits abroad. You've probably seen a few like these:

In a Bucharest hotel lobby: *The lift is being fixed for the day. During that time we regret that you will be unbearable.*

In a Paris hotel room: *Please leave your values at the front desk.*

In a hotel in Athens: *Visitors are expected to complain at the office between the hours of 9 & 11 am daily.*

In a former Yugoslavian hotel: *The flattening of underwear with pleasure is the job of the chambermaid.*

Bangkok temple: *It is forbidden to enter a woman even a foreigner if dressed like a man.*

Acapulco hotel: *The manager has personally passed all the water served here.*

But if you prefer accuracy to amusement, choose a dependable translator or agency. Make sure that the one you choose uses a single contact manager and one who will offer only qualified mother-tongue translators and voice-over artistes working regularly in the tourism field.

To ensure your brochures are accurate, choose a firm which uses linguists to work on the page layout. If you simply drop the text into a design, you might find that some of it has got separated and is out of context. Make sure too that your chosen agency offers a full checking service so that you know your text has been faithfully interpreted.

Anne Woolmer

Director

Andiamo! Language Services Limited

www.andiamo.co.uk

Developing a brand for you and your business

Is branding for you? Are you ready to develop your brand?

In last month's newsletter Susan described what is meant by branding and shed light on some of the popular misconceptions. (see www.tourismknowledge.com/marketing_branding.htm).

I work with businesses and destinations to help them develop their brands and before I am commissioned one of the most common questions I am asked is "Surely only multi-national companies and well-known destinations can be brands?"

Although branding is most often associated with much larger businesses that make tangible products such as Nike or Mars, every business makes something (or offers a service) and wants to promote itself. Every business that is serious about success should clearly understand and develop its brand. In this sense, its brand isn't a logo or identity - it's the set of rational and emotional benefits it can offer its customers.

Branding is about making a product or service known to as many potential customers as possible, consistently, with the most effective use of time and money. Branding is about repeat business. Branding is about effortless referrals. Surely a benefit to any business!

I also advise that another way of describing a brand is to think of it as 'your reputation'. All successful companies understand what their customers and clients think of their product or service. It is therefore important that if you are really serious about stealing a march on your competitors you need to understand what aspects of your reputation are most attractive to your customers and how to make sure you portray a positive image that ultimately sells what you are offering.

Here are a few questions to start you thinking about whether you have everything in place to start making your business a brand and differentiating it from your competition, no matter how large or small your company is.

1) *Are you really passionate about what you are doing with your business, service or product?*

It takes an amazing amount of energy and persistence to make a business take hold in the customer's mind. With more and more competition, it's important that you set yourself apart. Passion and enthusiasm go a long way to making this happen.

2) *Do you have a big vision for your business, service or product?*

Do you dream of reaching lots of customers in different ways with your product or service? Do you see a way to deliver your product or service to an increasing amount of people with less and less effort? Have you thought about moving beyond an hour-for-hour way of providing your service? All of these support a big vision - crucial for businesses that want to develop a brand and grow.

3) *Is your product or service a real benefit to lots of customers?*

It's important that you answer this one as honestly and openly as possible. Do you regularly ask your customers and clients what they think? Only by understanding whether you have an appealing product or service can you take your business or service forward and maybe you will have to develop even better products and services.

4) *Are you prepared to surround yourself with a team or improve your skills to achieve business success?*

Whether you are a sole trader or the owner or manager of a larger business it's important to realise that you don't have all the skills or knowledge that you need to succeed. Successful people realise that they need other

successful people to support them whilst maintaining control, to take on responsibilities and activities, that they don't have the time or ability for.

If some of your answers are negative then you need to address these issues now, as to create a successful brand you need a PACT; Passion, A Big Vision, Clear Understanding of your Customers and a Team to support you.

Catriona Campbell
clear thinking communications
www.clearthinkingcoaching.co.uk

You can find out more about branding in a free/low cost half day marketing workshop on 14th June in Central London - see www.tourismtraining.info/events.htm
The workshop is particularly suitable for anyone working in smaller to medium sized businesses.

Every destination has its day - or does it?

Cadbury's Aztec, Fry's Chocolate Sandwich, Mars Toffee Treats... Remember any of them? And what on earth do these confectionary brands from my childhood have in common with places such as New Brighton or Frieston Shore?

It could be said that both these chocolate brands and the holiday resorts have 'had their day'. They were designed for consumers who have since moved on. One of the first things I ever learnt in marketing was the concept of the product life cycle and the fact that this applied to destination marketing just as well as to consumer durables. However, whilst food manufacturers can tweak changes to the composition of a confectionary bar and wrap it in a new skin, the process of re-branding and changing perceived images of a destination is much more complex.

Before I go any further, I apologise to any destination marketers in Wirral because I know that New Brighton is now re-inventing itself and is no longer a lost cause.

The same cannot be said for Frieston Shore, (on my old patch of Boston in Lincolnshire). It has been less successful, particularly as the coastline has since retreated and the tiny 'resort' now sits in the middle of an arable landmass!

However, New Brighton does serve as an interesting example of seaside resort decline and rejuvenation. It was particularly pertinent to me as it was my birthplace and I remember it as a still thriving resort when I was very young. Yet during the 1960's and '70's my entire extended family, most of whom were involved in the tourist industry in some way, as hoteliers or hotel suppliers, migrated south to resorts such as Newquay, Torquay and Bournemouth. Return visits through the subsequent decades could be quite distressing in terms of the scale of degeneration and the fact that there were simply no more tourists.

The slow decline of British seaside resorts is well documented and has been the subject of numerous academic studies and subsequent government intervention. It has been common to all British regions, not just the northwest. Whilst the blame usually centres on the explosion of the package holiday market in the 1970's and the outward migration of the UK tourist to European beaches, there were many resorts that suffered market failure much earlier, primarily as a result of private car ownership and the added choice and flexibility it could offer British residents.

New Brighton's heyday was probably in the Edwardian period. It was both a holiday resort with extensive visitor accommodation and a destination for day-trippers. Visitors travelled by rail to Liverpool, took a ferry from the Pier Head and disembarked at Wallasey and New Brighton for a day on the beach. New Brighton

boasted some superlatives in its time. The Tower, located near the seafront, was the tallest in Britain and at 621ft was actually 103ft higher than Blackpool's. It was built in 1898 but only survived until 1921 when it was demolished due to structural decay following World War 1.

However the Tower Ballrooms and entertainment complex survived until 1969. New Brighton also hosted one of the largest open-air swimming pools in the country, a magnificent marine promenade and until the 1960's, featured a miniature steam railway and permanent fairground.

Photographs of New Brighton between the wars continue to show crowded promenades, theatres that could attract top of the bill performers, circuses, fairs and a pier packed to capacity with day-trippers.

Guest Houses were fully booked throughout the season. The beaches were as crowded as those of modern day Florida and this continued even until the mid 1960's although by this time the fading image had now become noticeable.

Gradually, the hotels and bed and breakfast establishments closed or changed use until there were hardly any left. The whole tourism infrastructure began to disintegrate and the spiral of decay accelerated.

New Brighton's decline from the 1970's onwards reflected the general problems of neighbouring Liverpool and Birkenhead with high rates of unemployment, an exodus of employers and industry, the deterioration of the physical fabric of the resort and a complete loss of business confidence.

In contrast, my adopted hometown of Bournemouth offered quite a different scenario during this same period. Bournemouth had some inherent advantages over New Brighton so it is not exactly a fair

comparison but the town has been able to maintain its status as one of the key British resorts and remains so to this day.

The dice were loaded in Bournemouth's favour in several ways: unlike New Brighton, it was not a satellite to a larger city and was not bordered by industrial areas; it enjoyed a warmer climate with very mild winters; it had better natural resources including miles of south facing sandy beaches; the tourism product in terms of hotels, parks and attractions was better developed and much larger.

Another key factor was the point that Bournemouth had established itself with a reputation for quality and could attract a wider range of visitors from families on a budget to the internationally select who were seeking five-star luxury.

At the same time, Bournemouth still had to tackle the common problems facing all seaside destinations. The traditional summer holiday was being replaced by shorter visitor stays. The demand for serviced accommodation was reducing. It suffered the pressures of an ageing population and related demand for changes of use from hotels to rest homes. For many years the Council was indecisive in terms of destination planning issues- a debate about a local marina floated around for at least three decades- and big capital projects always took years of debate and argument.

Several factors helped rescue the town from the downward slope that faced some of its competitors. It had begun to diversify from the traditional market. For example, a flourishing language school sector had extended the number of overseas visitors staying with local families, providing much-needed secondary spending and employment opportunities, especially in the off-peak and shoulder seasons. After many delays, the town finally agreed to build a conference centre

that could compete with Blackpool and Brighton for both conference and exhibition delegates.

The Council continued to invest in tourism infrastructure such as rebuilding the pier and whilst many facilities were already owned in-house it began to contract out areas such as bars, beach services and catering.

In the meantime, the quality image of the location helped secure wider inward investment with the town attracting many new tertiary industries, particularly insurance and financial service companies, thus relieving the pressure of having a single-industry employer. The upgrading of the higher education establishment to a university and a big influx of students has also helped rid Bournemouth of its image of 'God's Waiting Room' so that the town feels more youthful and establishments catering for younger people can be sustained all year round.

The conference centre no doubt saved many large and medium-sized hotels from closure and has resulted in greater off-peak usage of accommodation. Whilst there has been some homogenisation of hotel stock gravitating both upward and downward to middle-range three-star, the accommodation offer still remains varied providing a wide choice to business and leisure users. Together with a well-managed summer programme of events, much of it family orientated, and an acceptance that many visitors are using the resort as a secondary holiday destination, Bournemouth has been able to redevelop its image without having to completely re-draft its tourism product. The town's greatest assets, its town centre parks and beaches, remain the key driver of the brand image. So, not simply a case of 'Marathon' changing to 'Snickers' but (to continue the food analogy) more Big Mac Meal to McChicken Salad.

So what now for New Brighton, or Clevedon or Weston-Super-Mare? It seems that in most

cases the brand has been on the verge of being pulled off our shelves but thankfully it hasn't died completely and there are signs of recovery. The market share has certainly fallen and it is unlikely, except for two or three 'super league' resorts, that there will ever be any return to the volume markets of the pre-1970's. The product has been trimmed down, is having to settle for niche markets, is seeking greater diversification and is having to appeal to more local audiences (and residents) for day visits.

Lots of tourism destination marketers are now based in very unorthodox locations: northern industrial towns or obscure rural districts that have very little tourism 'product'. Whilst these new destinations offer further competition for the domestic visitor, they also prove that with some investment from the public purse, good destination management can support a thriving tourism sector in most places in Britain. Our Victorian resorts offer a huge resource that is often overlooked. Many may be scruffy and down at heel but the basic elements that initially made them attractive places to visit are still there. Whilst nobody should underestimate the scale of the work needed to bring some of them back up to scratch there are countless examples of good practice where the turn around has already begun. However, it can't be done by either the private or public sectors alone. New Brighton has revamped the marine promenade, new tourism attractions and businesses are starting to pop up throughout the Wirral peninsula and there are ambitious plans for longer-term development to match Liverpool's City of Culture events. Even now, it is starting to feel fresh, and attractive.

Who knows? 'What goes around comes around' and maybe one day we will even see the return of Aztec bars?

Phil Evans
Tourism Manager
Greater London Authority

Hotels & attractions with a miniscule marketing budget

Could you be a guinea pig? It won't cost you anything and you'll get free marketing advice!

We know that many of you have limited marketing budgets and don't always have chance to share (or copy) ideas with others or time to trawl through all the possible options available to you. You can market an attraction or hotel on a limited budget but it takes imagination and a little time. *That's what we're offering....*

In order to show what you could be doing, we're looking for a hotel or attraction with a miniscule marketing budget who would like to act as our guinea pig. It won't cost you anything but you must be happy to let us profile your business and our marketing recommendations over the next couple of months in this newsletter. In return you'll get totally free marketing advice and the benefit of our enthusiasm and imagination which we hope will lead to greater profits for you.

If you'd like to find out more and perhaps to participate please get in touch soon by emailing susan@tourismnetwork.org

Top tips - how to influence influencers

Our recent Tourism Network Meeting was on how the topic of how to influence the influencers - guide book editors, travel trade, concierges, the media, blue badge guides, incoming tour operators and destination marketing consultants (DMCs) etc.

You really needed to be there to get the full benefit of the expert panel's advice and the opportunity to network with them. However

for those of you we had to turn away because this was another fully booked meeting, here are just a few of our top tips in brief.

DMCs are continually on the look out for new products (accommodation, transport, attractions) to promote to their overseas' clients so they are an ideal way of reaching overseas' visitors without the expense of overseas' promotion. However you do need to make personal approaches to them and to be very clear about your Unique Selling Points, and what makes you different to or better than your competition. Be aware also of the differences between the DMCs - some of them specialize in particular types of market.

Blue Badge Guides often have specialist topics so can help you reach specific groups. They can also recommend you to others. There are three key associations for you to be aware of: *The Association of Professional Tourist Guides*, the *Guild of Registered Tourist Guides* and the *Institute of Tourist Guiding*. To learn what they all do see www.bluebadgelondon.com and don't forget to take the interactive tour within the site - The Tourism Network developed it!

Exhibitions such as the British Travel Trade Fair www.britishtraveltradefair.com are an excellent opportunity to make contact with new group organizers and tour operators. However, Graeme Barnett of Reed Exhibitions pointed out that there's an enormous difference between say British and American exhibitors. We just don't sell enough! Many British exhibitors are too polite to speak to visitors and sell to them - and yet why do you think the visitors come? Yes, they actually *want* you to sell to them!

There are two essential points to make about the **media** - they get very irritated by people who call and ask vague questions like, "did you get my press release" (so think up a stronger reason to call and time it well) and they like it if you can make their job easier.

That means being creative, writing good, accurate and timely press releases and making sure you send it to the right person.

When **promoting to overseas' visitors**, you need to understand any possible pre-conceptions they may have so you can overcome them if necessary. For example, many Chinese people base their knowledge of London on the Dickens' novel *Oliver Twist* - except there it's called, "The Orphan from the Foggy City". So before you can even start to sell to them you might have to make sure they know we do have a summer - sometimes!

Many of the **concierges** in London's top 4*/5* hotels are at liberty to choose which products they promote to hotel guests. One way of making contact with them is through the Society of Golden Keys

One of the most frequently targeted groups are "empty nesters" but what about other markets that sometimes get ignored? **Children** are quite literally a growing market and their pester power is pretty strong so there's an opportunity to influence affluent parents at the same time. But you need to take a completely different approach to them and demonstrate you understand their needs. Specialist companies like www.b3online.com can help you - they produce in-flight and on-board trains for companies such as Virgin.

These are just a few of the many points raised at the meeting. Most of the ideas discussed were too in-depth to describe here - just make sure you make it to the next Tourism Network Meeting!

Susan Briggs
The Tourism Network

New Minister for Tourism

Following the recent election, we now have a new Minister. James Purnell
James Purnell is the Minister for Creative Industries and Tourism with responsibility for broadcasting, creative industries, including film and music, licensing and tourism.

Having already worked for the BBC several years ago, it's likely he'll feel more at home within the world of broadcasting than tourism but in his final public speech since his election at the VisitBritain event a couple of weeks' ago, he was at pains to stress his interest in and passion for tourism.

His initial way of demonstrating this was to tell of his grand-parents former B&B and to re-quote the statistics with which we're all familiar - importance of tourism blah blah blah. Can some-one tell the politicians that in the industry we all know those figures and if they want to convince us of their commitment they need to do something instead of just quoting figures?

The remainder of his speech did however give the impression that his interest is genuine and he finished by stressing how much he wants to learn about the industry, to really know about the issues so he can get on with the work in hand and make a difference.

He stressed that he'd like you all to get in touch and tell you anything you think he needs to know. His email address is purnellj@parliament.uk

So next time you want to sound off or praise something, don't do it in private - send an email...

Tourism Network events

Summer Party on 22nd June **Book Now!**
www.tourismknowledge.com/events.htm

Taking the mystery out of branding
morning workshop on 14th June
www.tourismtraining.info/events.htm

Promoting a high quality product to the Meetings, Incentive, Conference and Exhibitions' market on 12th July
www.tourismtraining.info/events.htm

Practical promotions & marketing
Morning workshop on 26th July
www.tourismtraining.info/events.htm

Tourism Network Meeting: Motivation, Management & Mentoring on 7th Sept
www.tourismknowledge.com/mmm/mmm_register.php

Some of our training events are free of charge - for more info see www.tourismtraining.info