

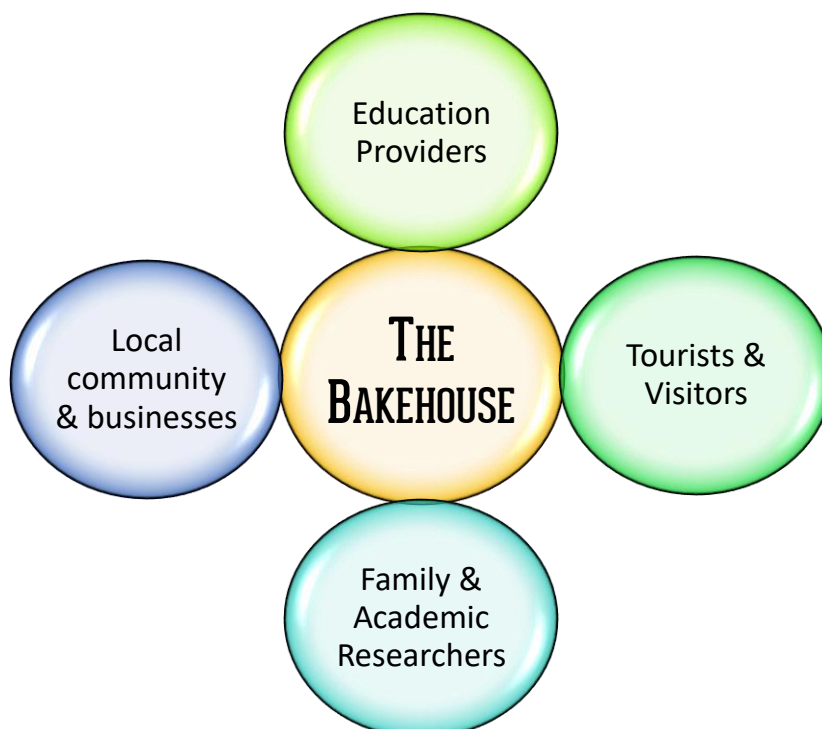
Marketing Plan

1. Target Markets
2. Total Market Size
3. Proposed Marketing Strategy
4. Marketing Resources
5. Evaluation

To ensure long-term sustainability, The Bakehouse is to be developed as a multi-use learning facility. This means we will be delivering services and opportunities across a mixed base of stakeholders and audiences, as well fulfilling as our core mission to protect, explore and celebrate our local heritage. Each audience will require specific and targeted marketing in addition to a core message shared across the local and regional community.

Our core message will refer back strongly to our goals and philosophy (see Business Plan p.2). The emphasis will be on local ownership, lifelong learning, inclusion and strong organisational base. There will be a common thread through our logo, organisation description, and annual leaflet. In addition to an overview of services, opportunities and exhibitions, the annual leaflet will also tell “Our Story” and give information on our funding and long-term -plans for our partners.

1) TARGET MARKETS



A) LOCAL COMMUNITY & BUSINESSES

The main target market for a Mashamshire Heritage Learning Centre will be the local population of Mashamshire.

Lifelong learning

We aim to attract a cross-section of residents and those with a local connection, with a focus on lifelong learning. The centre will become an important resource both for schools, colleges and adult learning and for the care sector, community groups, individuals and families, as well as a safe place for advice and guidance on protecting old records for the community. Volunteering, confidence building, skill development and apprenticeship opportunities will significantly impact on young adults and the unemployed. Reaching these local individuals will be a priority and activities will be closely marketed to this end.

Community Outreach

The outreach work of the centre will target particular sections of the local population including:

- vulnerable adults and isolated older people;
- carers and their clients;
- disaffected young adults and young people not in education, employment or training;
- families with young children including single parent families;
- young adults seeking an accessible local career path in heritage;
- unemployed or under-employed people who could benefit from volunteering opportunities;
- and those without transport or access to ICT.

The centre will be inclusive, in terms of access and content alike, to people with disabilities. The aim of the project is to be as inclusive as possible, encouraging those who might not otherwise have considered their family heritage or that of their community. Groups that might not traditionally make use of the facilities will be targeted, and MOM's work will continue to develop links between different user groups, encouraging intergenerational activities and interaction and exchange between the long-established Mashamshire communities and incomers.

Young people and young families

The importance of targeting young people and families becomes more evident when population change by age is considered. Mashamshire has a large number of older, retired professionals moving into the area, particular the town and less remote villages, whilst younger people are forced out through housing costs and work availability. Between 2011 and 2014 the population breakdown across the Harrogate district has shown a fall of 42.8% in 20-40yr olds and an increase of 40.7% in 65-85yr olds. (source: Office for National Statistics mid-2011 and mid-2014 population estimates). This social dynamic can cause great conflict, and the arrival of so many older residents reinforces the need for intergeneration conversations and sharing of skills with the younger generation.

Individuals running micro businesses and start-ups

In line with the economic priorities of our strategic partners, we will work actively with the local business network Masham Connections to help local entrepreneurs promote and celebrate their individual heritage stories – for example a place in the “Yorkshire Food Stall”, or traditional crafts such as bespoke carpentry or stonemasonry on which their product depends. The Heritage Learning Centre will significantly enhance the sense of business community and shared growth that Masham Connections has developed since 2015 amongst isolated entrepreneurs.

Masham has a considerably higher than average level of skilled workers (20.5% of the workforce compared to 11.8% for Harrogate borough and 11.8% for the whole of England and Wales - ONS 2011). It is crucial to the long-term economic sustainability of the community, and the region, that these skills are captured,

celebrated and passed on to the younger generation – following the fine example of Masham brewers T&R Theakston Ltd who employ country's only in-house cooper and apprentice.

B) EDUCATION PROVIDERS

The Making of Mashamshire has already built up a respected education programme. At The Bakehouse we can increase local and regional awareness of our learning resources and services, and the project support and partnership that we can offer schools. We will also continue to offer activity days involving pupils directly in local buildings, stories, maps and pictures, and providing professional development for staff.

Through HLF funding we have been able to develop innovative approaches to teaching history in secondary schools. The Heritage Learning Centre will provide a focal point for the connections and partnerships we are making between pupil research and research undertaken by university staff. Our schools market research has demonstrated the value they place on working with local heritage experts to help them enhance the revised history curriculum, widen curriculum links, and bring pupils a direct and tangible connection to the story of their local community.

The programme develops core heritage skills that are central to the study of history through to degree level. Our expertise and support is transferable to schools in rural and urban contexts beyond Mashamshire. Using Masham as a basis, we will be able to support many more schools to begin building their own local history story in conjunction with the national Heritage Schools scheme. Within the Heritage Learning Centre we will be able to host and plan visits from schools across the region while developing further learning partnerships with current partner schools.

C) TOURISTS AND VISITORS TO THE WIDER AREA

A significant market for will be tourists and visitors to Mashamshire; those with a general interest in heritage stories and social, industrial and agricultural history, and those with a specific subject interest and/or family connection. The Heritage Learning Centre will fill a significant gap in Mashamshire's visitor activity offer, with activities targeted for day visitors through displays, publications and volunteer curators, and for those staying in the area wishing to take a deeper look at our local heritage through talks, workshops and research.

Outdoor-focussed visitors

Local market research through Masham Community Office, and wider surveying through Nidderdale AONB and Yorkshire Dales LEADER, has identified some key gaps in the tourist offer. The wider area is very well served in terms of outdoors experiences for walkers, climbers and cyclists; however, more input is needed to offer these groups the chance to interpret and understand the landscapes they explore, seeing their heritage, beauties, gifts and threats. Each of the 12 landscape character areas covered by MOM's area of interest has its own unique make-up and story.

Less-mobile visitors

In addition to visitors on outdoor activities, we will target those less mobile travellers who come into Masham and its surrounds for short stays or on coach tours. These travellers want time, space, access and comfy seating in order to find out more about our culture and heritage in a friendly surrounding.

Wet-weather and family activities

As well as increasing the tourism offer, and thereby dwell time and spend, for existing visitors, we will also be targeting new groups. A common criticism picked up at local venues and through tourism consultation is the lack of wet-weather activities, particularly for family groups. Our area is very well served for outside heritage venues, up to and including the opportunities at the Fountains Abbey World Heritage Site, but unfortunately it is not always sunny in rural North Yorkshire. We will be targeting family groups with

displays, interactive exhibitions and seasonal workshops, offering wet-weather options which can help make connections and fill a whole stay.

Built heritage seekers

Another emerging visitor group consists of those with an interest in the importance of our built heritage as expressed in our local conservation area character appraisals. Masham has recently attracted national interest with the fuller uncovering of our oldest building, Trinity House, the former home of the Peculier Court and Trinity College Court. There is a rapidly growing network of groups and individuals nationally and regionally who seek to explore the vernacular built heritage of communities. Not only do they bring expertise and enthusiasm, but attract large group-visits requiring bespoke tours, guidance and information, as well as trade to local businesses. With a Heritage Learning Centre, and through our partnership with ArtisOn and the Heritage Craft Alliance, MOM will be able to support those with a more in-depth or professional interest on our built heritage.

D) FAMILY & ACADEMIC RESEARCHERS

Family history researchers

A noteworthy target market is made up of those who have a personal or family link to Mashamshire that might go back many generations. There has been a massive national interest and engagement in family history research, fuelled by easily accessible online sources such as ancestry.com and popular television programmes such as Who Do You Think You Are? MOM sees a continuing rise in people from across the globe contacting us for advice and guidance on local research, often bringing with them interesting stories, documents, artefacts and pictures of local people and places. Most weeks, families from as far afield as Canada and Australia will arrive at MCO looking for further help, having booked to stay locally to undertake research and visit key places relevant to their own story. The heritage centre will be instrumental in providing much-needed research space, sources and access to local expertise.

Academic researchers

A smaller but influential target market are those for whom our unique sources will be a particular draw, for example genealogists, historians and specialists in other fields including religion and physical geography. Recently contacts have included academics from Leeds and York universities, and researchers updating the North Yorkshire Pevsner guide. At a Heritage Learning Centre, we can share our knowledge with a much wider audience, also expanding and developing our own understanding of the area's history. Regular developments, such as the uncovering of more Anglo-Saxon bones during a building project even as this document was being written, will bring further specialist interest to the area.

2) TOTAL MARKET SIZE

Immediate catchment

Masham town has a modest population of 1,260 (HBC Conservation Area Appraisal) and is in line to receive another 200 new houses over the next few years. The majority of these will be family homes with a consequential rise in the school roll. The economic and community survival of Masham, as the local market town, has always been dependent on the farming communities and villages surrounding us. Looking at this hinterland the population numbers increase to 8,751 (2011 census including Mashamshire, Kirkby Malzeard, Tanfield and Lower Wensleydale). These include the following areas as defined by the Harrogate District Landscape Character Areas 1,6,7,8,9,34,36,37,38,36,40 & 41.

Wider catchment

The catchment area of the Heritage Learning Centre for day visitors and school projects will be much wider. In addition to our ongoing relationship with our immediate schools (11) and those within the AONB (7), we

are already working with schools in the Leeds urban areas who have personal link with Mashamshire through the “Leeds Pals” training at Breary Banks in 1915, as well as 300+ schools across the Yorkshire region through the Heritage Schools Programme.

Within an hour’s drive are the urban areas of York (population 154,000), Harrogate (75,000), Leeds urban area (1.7m) and Teesside urban area (377,000). We already receive many visitors from these areas but the potential for repeat visits and longer stays is high. Mashamshire also has keen heritage links to these cities through the wool trade, brewing, mining and investments.

3) PROPOSED MARKETING STRATEGY

Reaching a mixed range of stakeholders / audiences

The services offered at The Bakehouse will be marketed through a range of channels and approaches, reflecting the diverse nature and varied needs of the above target groups. With a number of different types of stakeholder / audience, and relatively small numbers of each, the printed marketing approach – and spend – will be broad rather than deep. The printed emphasis will be on annual or seasonal “offers” for example, the annual offer to schools distributed regionally. We will be looking to ensure all printed materials encourage potential users to consider the range of opportunities and experiences The Bakehouse will offer.

General Marketing

The majority of day-to-day marketing will be local poster and flyers, augmented with online activity based around our already strong social media presence. This is very much a two-way conversation with our users; helping us to undertake live market research whilst promoting our events and workshops. Our users are very much our marketing partners as they share and discuss our activities and research findings. We will be extending the use of our email targeted marketing, and increase reach through our core partner contacts and through our local and regional / strategic networks.

This approach will ensure marketing costs are kept to a minimum whilst ensuring our core message is consistent and we retain an ongoing conversation with our users. It will be achieved via general resources and staffing, with little extra spend needed.

Targeted marketing to specific stakeholders / audiences

A) Marketing to local individuals and families will emphasise the “broad not deep” approach.

1. A Bakehouse brochure will be distributed to every door in Mashamshire by volunteers on the centre’s opening, with similar print material distributed annually, in conjunction with parish magazines and the free community paper.
2. Regular engaging articles will be offered to local and regional newspapers and publications, with regional periodicals such as The Dalesman and Yorkshire Life already interested in MOM’s work.
3. Holiday and after-school history clubs will be promoted through flyers in the book bags of our local schools and education settings. Similar flyers will promote family-friendly activities based at The Bakehouse at local events, shops and venues.

4. Regular poster campaigns will promote workshops and activities as well as our volunteering opportunities. We will continue to work closely with our core partner Mashamshire Community Office as well as local venues, tourist sites (e.g. breweries), village halls and community venues to find ways to promote the Heritage Learning Centre through word of mouth with their users and networks. A current example is a digital screen showing a slide show of old Mashamshire photographs on the front desk of the community office.
5. With a regional focus, Welcome to Yorkshire membership, and collaboration with the marketing teams at Visit Harrogate and Nidderdale AONB, will increase the reach of any marketing we are able to deliver to our wider communities.
6. Engagement through social media. MOM presence on Facebook and Twitter will continue to build the active and interactive conversation we are having with our local community. Regular updates keep local people, and other from around the world with a Mashamshire connection or interest, in touch with what we are doing and what we are uncovering. Thus far this is the activity with has achieved our broadest reach to date, enabling us to gather information, images and contacts via shared conversations, and promote the organisational aims of exploring, protecting and celebrating our shared heritage.

However, many of the individuals key to MOM's activity have limited or no web access, particularly disadvantaged older and/or disabled residents for whom the digital deficit is a symptom of their isolation. MOM will work with partners, including but not limited to local voluntary sector organisations, religious groups, and sheltered housing and care providers, to ensure that The Bakehouse and its projects are accessible to this audience.

This is the group of people for whom MOM's projects can have potentially life-changing benefits, and whose memories and input will in turn enrich our archive and activity going forward. It is essential to access these individuals via personal contact with trusted sources; we have established a good relationship with local sheltered housing residents through a series of "memory teas", and we will continue to build awareness of The Bakehouse and its collections through similar targeted work with carers and their clients.

The key printed materials for individuals and families will be:
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| <ul style="list-style-type: none"> • The Annual Bakehouse Leaflet • Posters and flyers promoting events, exhibitions and activities across the local communities |
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B) Marketing to schools and educational settings will be:

1. Closely targeted contact via email, telephone and through local education events, teaching school alliances, and subject networks;
2. Ongoing conversations with and between schools who are building up their own local history story, via Facebook and email;
3. The learning area of our website. We have been able to build strong relationships with schools across the area. These will be developed and extending through the learning area of our website, providing information, guidance and downloadable resources;
4. Via the Heritage Schools Regional Network – we will continue to work closely with the regional Heritage Schools co-ordinator to offer support to more schools in the region;

5. Non-school education settings, including tertiary education and apprenticeship providers, will be targeted via similar methods but with a more bespoke approach. This will also utilise MOM's partnership with the Heritage Crafts Alliance.

The key printed marketing materials for education providers will be:

- **Annual MOM Education Pamphlet – covering the range of services provided for example, loan boxes, Learning Area online and hosted school visits to The Bakehouse,**
- **Termly MOM Education Newsletter – online and hardcopy – distributed to our schools' network to raise awareness of our current school projects, future funding opportunities and ideas for future curriculum links and Learning Outside the Curriculum.**

C) As with individuals and families above, marketing to tourists and visitors will be via print and online methods.

1. An A4 3-way fold leaflet advertising The Bakehouse as a centre for local history and a potential place to visit on a Masham trip will be placed with tourism providers, tourist information centres and community hubs.
2. Posters and flyers to tourism providers and accommodation providers will encourage visitors and tourists to attend one of our regular "walks and talks" during their stay.
3. The website will be a key resource for developing awareness of the artefacts, projects and merchandise available at The Bakehouse, with social media alerts enabling initial contact on an individual basis ahead of planned visits to the area. The website has good links from and to the Visit Masham website – a first point of call for visitors to Mashamshire
4. Appropriate and eye-catching signage outside the venue will ensure a degree of passing trade, and directional signage from the Market Place will ensure that the visitor experience starts off well.
5. The Bakehouse venue already sits on the Masham Swifts Heritage Trail which many visitors use as a way of navigating around the town.
6. The local tourism network, organised by Masham Community Office, will be our primary partner here, both as a venue for print distribution and through online networking and shared information.
7. Visit Harrogate, Welcome to Yorkshire, and Nidderdale AONB will also be fundamental as the regional tourism hubs distributing tourism information to visitors, both our printed materials and through their excellent social media activities.

The key printed information for tourists and visitors will be:

- **Promotional leaflet distributed widely to promote The Bakehouse services, displays and opening hours, as well as our regular "walks and talks" programme**
- **Poster campaigns (see above families and individuals) to promote the changing programme of exhibitions, displays, events and talks programme.**

D) Marketing to family and academic history researchers will be overwhelmingly online and through historical societies' networks.

1. We will ensure that MOM's archive and records are available online in easily accessible and searchable formats, and supported by online retail and donation opportunities.
2. Our annual leaflet will include information on how to access our online databases and physical records as well as how to receive help and guidance from our research volunteers.
3. A permanent display in The Bakehouse will provide guidance and ideas on taking forward research either onsite, online or through our partners, for example the North Yorkshire Records Office.

The key printed information for researchers will be:

- **An A4 3-way folded promotional leaflet distributed widely to promote The Bakehouse services, displays and opening hours as well as our regular "walks and talks" programme distributed to society secretaries.**
- **Poster campaign at regional study centres of upcoming talks and exhibitions.**

4) MARKETING RESOURCES

Online resources, website and social media will be managed by volunteers under the supervision of the project manager. Costs for digital subscriptions, web hosting etc. are included within the MOM budget.

Print and distribution of an annual leaflet, A4 folded leaflets, and annual education offer is also accounted for in the budget, and will fall within the project manager's brief, with some professional design input.

The regular production of posters, newsletters and flyers will be produced in-house and costs are included in the budget.

The key aspect of personal contact with isolated / vulnerable local individuals will require considerable volunteer time, but is an aspect of MOM's work which motivates many volunteers and partner organisations who regard it as pastoral work of friendship and shared learning rather than 'marketing'.

5) MARKETING EVALUTION

The above audience-specific marketing plans will be subject to ongoing review by plotting actual attendances, income and project participation against budgets and plans. The marketing mix, design wording and distribution of publicity, and input from volunteers and partners, will be reviewed formally as a trustee agenda item at least bi-annually.

The trustees are also exploring the possibility of instigating a "Friends of The Bakehouse" scheme.