

SAMPLE C

Diploma Programme subject in which this extended essay is registered: Geography
(For an extended essay in the area of languages, state the language and whether it is group 1 or group 2.)

Title of the extended essay: Investigating the challenges of managing tourism
on the Isle of Arran - Scotland

Candidate's declaration

If this declaration is not signed by the candidate the extended essay will not be assessed.

The extended essay I am submitting is my own work (apart from guidance allowed by the International Baccalaureate).

I have acknowledged each use of the words, graphics or ideas of another person, whether written, oral or visual.

I am aware that the word limit for all extended essays is 4000 words and that examiners are not required to read beyond this limit.

This is the final version of my extended essay.

Candidate's signature: _____

Date: 14/01/2009

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Supervisor's report

The supervisor must complete the report below and then give the final version of the extended essay, with this cover attached, to the Diploma Programme coordinator. The supervisor must sign this report; otherwise the extended essay will not be assessed and may be returned to the school.

Name of supervisor (CAPITAL letters)

Comments

Please comment, as appropriate, on the candidate's performance, the context in which the candidate undertook the research for the extended essay, any difficulties encountered and how these were overcome (see page 13 of the extended essay guide). The concluding interview (viva voce) may provide useful information. These comments can help the examiner award a level for criterion K (holistic judgment). Do not comment on any adverse personal circumstances that may have affected the candidate. If the amount of time spent with the candidate was zero, you must explain this, in particular how it was then possible to authenticate the essay as the candidate's own work. You may attach an additional sheet if there is insufficient space here.

settled on her overall idea quite quickly, but as is often the case took some time to refine her title to make the topic manageable. Her work was based upon primary data collection during one visit during the summer holidays. She was very effective about carrying out her initial research and planned her data collection effectively. She drafted questionnaires and arranged meetings with stakeholders before visiting the island. During her time in Arran, she managed to successfully complete all of her data collection and was able to fill in up an additional information that became obvious during her time there. During the write up she was very organised and quickly produced a draft essay. Initial problems about a lack of analysis were overcome and referencing was dramatically improved. The finished essay was excellent, achieving top or near to top level marks in all categories.

✓ [Signature]

I have read the final version of the extended essay that will be submitted to the examiner.

To the best of my knowledge, the extended essay is the authentic work of the candidate.

I spent 4 hours with the candidate discussing the progress of the extended essay.

Supervisor's signature: _____ Date: 16/1/09



**Investigating the challenges of managing tourism on
the Isle of Arran, Scotland.**

By [REDACTED]

[REDACTED]

[REDACTED]

Abstract

Investigating the challenges of managing tourism on the Isle of Arran, Scotland was undertaken on the Isle of Arran, August 2008. Questionnaires were produced in the areas of the ferry crossing, Tourists and workers at attractions and interviews with main managers of the businesses. With in these questionnaires members of the public were asked specific questions concerning aspects of tourism. Such as why they had come to the island, what attracted them, how many times had they been, Accommodation and How far had they travelled. At the attractions people were asked generalised questions of why they had come, how long they would spend there, how they had heard of it and so on.

RCE
not
clearly
stated

Throughout my time in Arran I visited three main attractions – Brodick Castle and Country Gardens, The Arran Distillery and the Balmichel Centre. All the attractions were completely different allowing me to collect a wide range of results. Efforts were made to interview managers of the attractions – for example the property manager of Brodick Castle, The proprietor of Balmichel centre and finally Alistair Dobson head of Taste of Arran and Visit Arran organisation.

Photos were taken to document the trip, leaflets and local newspapers were also collected to provide round information to how Arran manages its tourist industry.

Overall all the information collected let to the conclusion that Arran is working hard with local businesses forming an integrated approach of managing tourism... Making Arran a Four star destination is a difficult task which is in progress however further work, planning and money is needed to make it a successful destination.

Word Count: 263

Conclusion also a little vague

ED

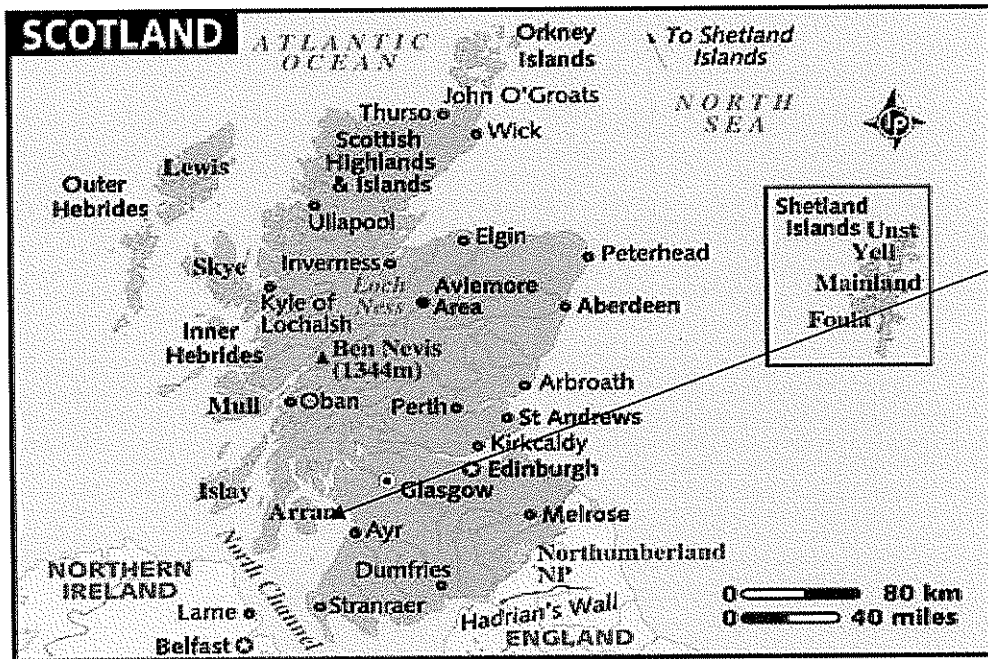
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Introduction

The Isle of Arran is the seven largest Scottish island situated on the south west coast. It is commonly known as 'Scotland in miniature'¹ due to its highland and lowland areas containing a variety of mountains, rolling hills, raised beaches which covers most of the north of the island attracting many geologists and tourists.



Map?
Picture 1:
This picture shows the exact location of Arran on the west coast of Scotland.

The only form of transport to the island is boat- there are two main roads generally in a state of disrepair and are dangerous in bad weather conditions.

Roads on the island?

'Tourism is the most important industry on Arran generating £27m to the island's economy.'²

'Organisations work together 'to achieve a diverse and successful programme to fulfil the needs of the primary source of income and employment.'³

'Visit Arran now requires full time professional staff to support the industry's drive to achieve a £35m contribution to the Arran Economy by 2010.'⁴ Managing tourism is challenging because of competition from other destinations, although change is being brought about by investing, planning and encouraging development. It is important because the 'tourist trade has a direct impact on the Island's economy and the welfare of resident communities.' therefore 'tourism growth is seen as a major priority and catalyst for rural development.'⁵

1 From, www.calmac.co.uk/arran

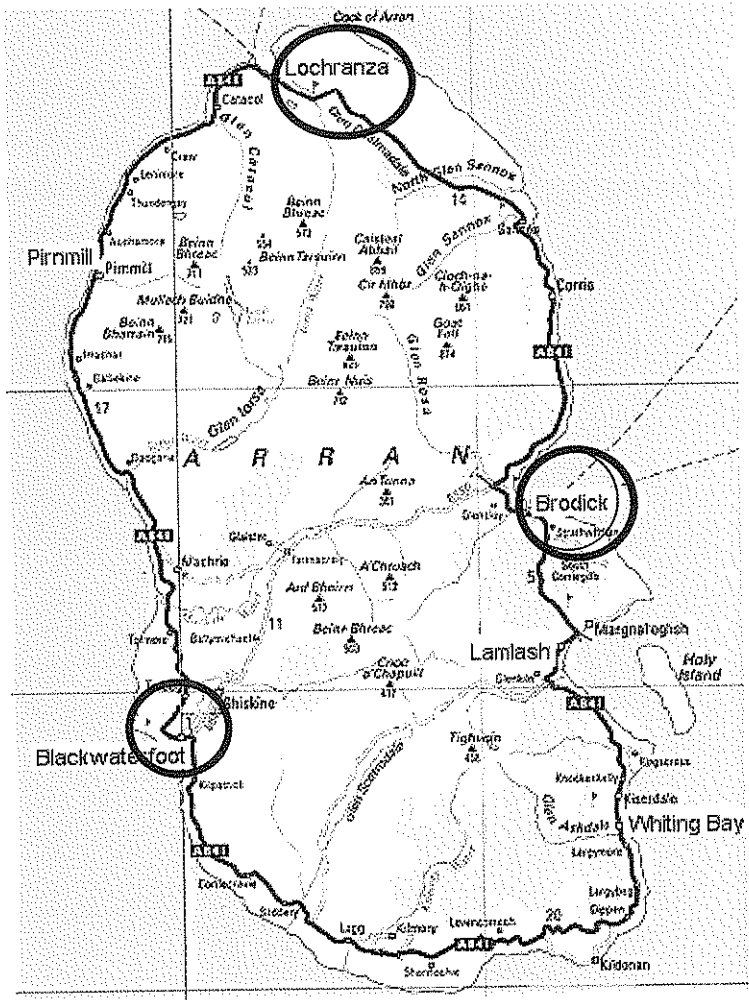
2 'VisitArran Business Plan', June 2008, p2.

3 A.Dobson (personal communication) August 15, 2008

4 'VisitArran Business Plan', June 2008, p.2

5 'VisitArran Business Plan', June 2008, p.3

A more detailed description of Arran's geographical setting would



Picture 2:

This map shows a detailed outline of the island's main roads, villages and landscape. The north and south parts of the island differ greatly in physical characteristics. The south being covered in hills, gentle slopes and lower. On the other hand the north is ruled by mountains. For examples see pictures on Page 7. A main feature is the highland boundary which separates the diverse difference in landscape.

○ = areas of main tourist attractions and therefore main areas of focus.

Scale?

Visit Arran was set up by local businesses as the island's Destination Management Organisation (DMO) - 'directly impact on the viability and sustainability of Arran's fragile economy and will make a major contribution to ensure Arran supports thriving rural communities.'⁶

There are a total of 760,000⁷ passengers on the ferry crossings to and from Arran every year including visitors, residents and deliveries to the Island. 19% (150,000)⁸ of the passengers on the ferry are visitors. One tourist contributes on average £180 (27m ÷ 150,000) to the £27m⁹ made in the industry. The ferry provides regular crossings that are provided by a commercial company throughout the daytime to two different harbours.

Arran has a population of 4,500¹⁰ in the winter however it can grow to about 12,500¹¹

6 'VisitArran Business Plan', June 2008,' p.2.

7 Property manager of Brodick Castle and Country Gardens,(personal communication) August 12, 2008

8 Property manager of Brodick Castle and Country Gardens,(personal communication) August 12, 2008

9 Data from 'VisitArran Business plan, June 2008,'p.2

10 Population data varies – it was taken from www.north-ayrshire.gov.uk as Arran is linked with Ayrshire

11 Population data varies – it was taken from www.north-ayrshire.gov.uk as Arran is linked with Ayrshire

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in the summer due to the increase of tourism. The residents benefit from the growing number of tourists because services such as transport, education, health, entertainment, litter and rubbish collection have been improved dramatically to make Arran a better destination – 'We want to make Arran a four star destination, using Visit Arran's Destination Management Organisation scheme (DMO) which all the best places have.'¹²

evidence?

Personal research questionnaires were taken on the ferry crossing to Arran asking the passengers why they had come to the island, what attracted them, how often they had been and how long they were staying. The results showed that 56%¹³ of people came to Arran because they were attracted to the beautiful scenery, 12% of tourists had come for the tourist attractions such as Brodick Castle and Golfing¹⁴. See Chart 1.

Why People Come to Arran

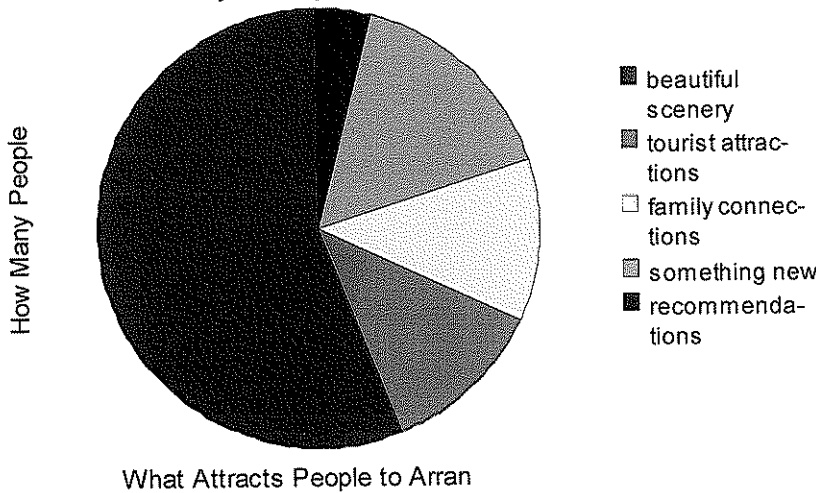


Chart 1: Information found on the Saturn Ferry crossing to Arran, 9th August 2008, 11.30 am, Questionnaire asked 25 passengers questions about why they had come to the island.

The chart shows that most people were attracted to the scenery and not tourist attractions

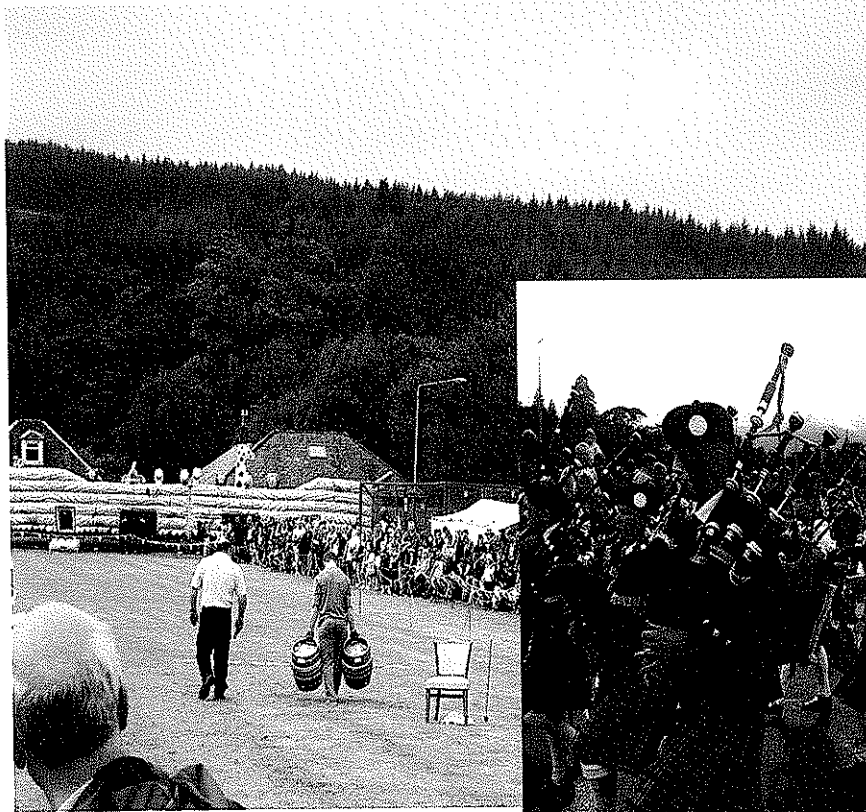
scenery is not a tourist attraction?

Ed

¹² A.Dobson (personal communication) August 15, 2008

¹³ Taken from the boat trip questionnaire asking 25 passengers, 9th august 2008, 11.30am.

¹⁴ Taken from the boat trip questionnaire asking 25 passengers, 9th august 2008, 11.30am.



Sources of photos

Picture 3, 4, 5 and 6

The highland games involves many people and encouraging the locals and tourists to come together to take part in traditional competitions. Including heavy weights, light field events, running, solo – piping, tug-o-war, wrestling and highland dancing. The event has been going on for around 120 years, showing a dedication to island traditions and overall community spirit. Pictures show highland games taking place on the 9th of August 2008. Showing team spirit, the overall atmosphere resembled Arran being very proud of what it has to offer and the close community.

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*Rel
still
under*

Hypothesis

The tourist destination of Arran has successfully developed an integrated approach to the managing of its tourist industry that enables it to maximise its visitor revenue.

→ |

- What are the challenges facing the improvement of the tourist economy on the island?
- How can these challenges be solved to maximise visitor revenue effectively?
- Is the integrated approach to managing tourism working?



Picture 7:

A beautiful sunset in Arran.

Source?

128

What are the challenges facing people that manage and plan Arran's tourism?

The management of tourism has to be planned considering the environment, tourist industry, the community and the experience had by visitors.

'tourism planning has adapted and expanded to include broader environmental and socio- cultural concerns, and the need to develop and promote economic development strategies at local, regional and national scales, particularly within an increasingly globalised tourism environment.'¹⁵

+ impacts
conclude affect
negatively

The environment has to be well managed allowing positive impacts being made for tourism that do not affect it negatively. Building and improving the infrastructure of roads and mountain walkways has to consider the wildlife. Arran contains unusual fauna and flora throughout its lush green landscape - red squirrels and 'three different species of whitebeam tree grow on the isle of Arran and nowhere else in the world.'¹⁶



Picture 8 and 9:

The pictures show A Whitebeam tree that was discovered in 2007. It is one of three species that are unique to Arran. The picture shows a Catacol Whitebeam tree which is a cross between a native Rowan and a Whitebeam.



Sources ?

Visit Arran has to notice the environment although they have to continue to improve

¹⁵ *The geography of tourism and recreation, environment, place and Space* (2nd ed.). p.306 (Hall, 2000a)

¹⁶ www.yell.com

the tourist industry and 'increase the value of tourism to the island's economy by 30% by 2010 which is 5% above national targets, growing the value from £27 million in 2007 to £35 million in 2010.'¹⁷ For example the paths up Goatfell¹⁸ have been improved by the national trust who own '8,000 acres of Arran', improving a main pull factor.



Picture 10:

The picture shows Goat fell – the highest mountain on Arran. It is 874 metres (2,867 ft)

Source ?

Arran communicating with the locals in order to eliminate new problems and market research is performed on visitors and locals finding out what change they want implemented. 'Involve the community in tourism / destination planning and activities by working with appropriate local organisations.'¹⁹ The local paper voices opinions of the community²⁰ using articles and 'letters to the editor' pages, allowing local businesses, stakeholders and the DMO to discuss how to solve them - 'respect the needs of the community and environment both now and in the future.'²¹

Currently the height of season is 'end of July through to the end of October, generally during the main school holidays were at our busiest.'²² Surveys are produced that provide exact data to change the positive correlation of visitors in the summer and the negative side to dwindling numbers in the winter. 'During 2006 it is estimated that UK residents took 0.8 million tourist trips to Ayrshire and Arran, stayed for 2.66 million bed nights and spend £149 million in the area.'²³

Surveys organised by Visit Arran and Visit Scotland (researched by STEAM²⁴) can

17 'VisitArran Business Plan', June 2008,' p.4.

18 The highest mountain on the island

19 'VisitArran Business Plan', June 2008,' p.4.

20 Tourists or locals. Tourists are considered to be part of the community during their stay.

21 'VisitArran Business Plan', June 2008,' p.4.

22 *Proprietor of Balmichel Centre, (personal communication) August 13, 2008*

23 From 'Isle of Arran STEAM Report 2007 Numeric Executive Summary,' Prepared by AJT, Issued 11 April 2008.

24 An organisation hired by VisitArran to gather baseline information.

KJ

highlight population problems. Arran suffers from a large gap between younger and older generations are growing. '40% of visitors are aged over 55 (national average is 25%)'²⁵ Arran faces the task of making Arran attractive for the younger generation as well as not losing existing visitors. 'Only 20% of the visitors are aged under 35 (national average is 33%)'²⁶

'The positive experience' is an important challenge because there is a need to secure other potential tourists. Questionnaires on the ferry crossing showed that on average 60% of tourists stay for a week compared with 16% that stay for three days.²⁷ At Ardrossan ferry terminal, Cal Mac is building a covered walkway for foot passengers from the boat to the nearby railway platform. This has been achieved by listening to the locals and 'an integrated approach'²⁸ between Arran and the ferry service. 'Councillor Margie Currie started a campaign for a covered walkway back in 2003 and it had taken all the time for companies involved to come to an agreement about funding.'²⁹ By building the covered walkway there will be an improvement to the journey experienced by passengers not getting wet. This benefits the locals who have to travel to the main land to meet family and to get a better array of shops. 'The promise of a clean dry, safe route between the boat and train will undoubtedly increase the number of people who use this vital transport link every year.'³⁰ Roads - 'a major negative factor to tourism on Arran.'³¹ are the only way to get around whether by car, bus, foot or bike for instance a high quality experience for visitors means roads need to be improved so that transport around is a positive aspect.

conjecture

How many visitors cross by car?



25 'VisitArran Business Plan', June 2008,' p.14.

26 'VisitArran Business Plan', June 2008,' p.14.

27 Taken from the boat trip questionnaire asking 25 passengers, 9th august 2008, 11.30am.

28 Hypothesis

29 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008

30 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008

31 'VisitArran Business Plan', June 2008,' p.13.

20/8

Who is taking responsibility and what are they doing?

For those who manage and plan tourism it is their job to promote and involve everyone in improvements to the island..



Pictures 11 and 12

The pictures show a hall notice board advertising events for everyone to take part in.

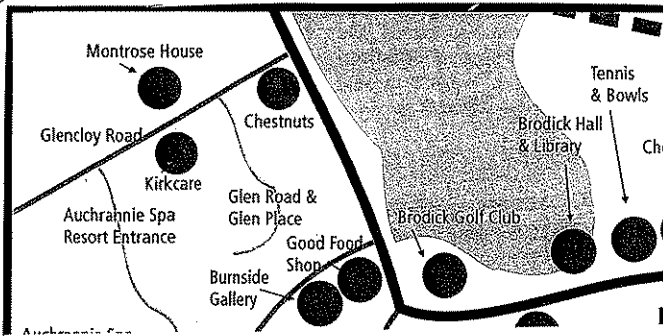
Below a picture showing a one of Arran's weekly Ceilidh's that take place all over the island – an example of mixing young, old, locals and tourists, helping the gap to close. ?



Arran Aromatics are producing luxury toiletries which are sold all over Britain, all the products are made on site giving the business a personal touch. Local produce is made and marketed by companies such as 'Taste of Arran.' who are helping to open the make Arran better known. All locally grown and sourced products are sold in the Brodick supermarket - showing the 'integrated approach.'³²

All photos should state the source

A Map of Brodick's shops and services showing their exact locations.



Some
Scale?

'Efforts have been made to make the bus service readily available to ferry passengers when they arrive. 'Estimates suggest that over 2 million people are now employed directly in the tourist industry in Britain.' and on Arran 30% of the working population are directly employed in tourism.³³

Visit Arran have introduced a business plan setting themselves targets to take part and encouraging in areas such as a '10% annual increase in business participation.'³⁴ Highlighting the need for marketing using websites for potential tourists to browse. The web space provides information about prices of transport, accommodation contact information, tourist attractions and links to other Arran sites and businesses.

The environment is protected by Scottish national trust that has made part of the island a 'National Scenic Area.' Goat fell is 'kept up-to date and safe for the public to use, by the renovation of pathways.'³⁵ Many visitors have national trust cards that can be used to enter Brodick castle and Country gardens. An adventure play area is available for children to play on including treasure hunts, colouring activities and spotting games around the castle grounds inspiring families to visit. 25%³⁶ of visitors to the attraction came for the adventure play ground and 32%³⁷ came because they were members of the national trust. See Chart 2 (p.15).

Mostly descriptive so far.

JK

33 'VisitArran Business Plan', June 2008, p.3.

34 'VisitArran Business Plan', June 2008, p.8.

35 *Property manager of Brodick Castle and Country Gardens, (personal communication) August 12, 2008*

36 From personal questionnaire taken at Brodick Castle and Country gardens asking 25 visitors, 12th August 2008. As Shown in Chart 2.

37 From personal questionnaire taken at Brodick Castle and Country gardens asking 25 visitors, 12th August 2008. As Shown in Chart 2.



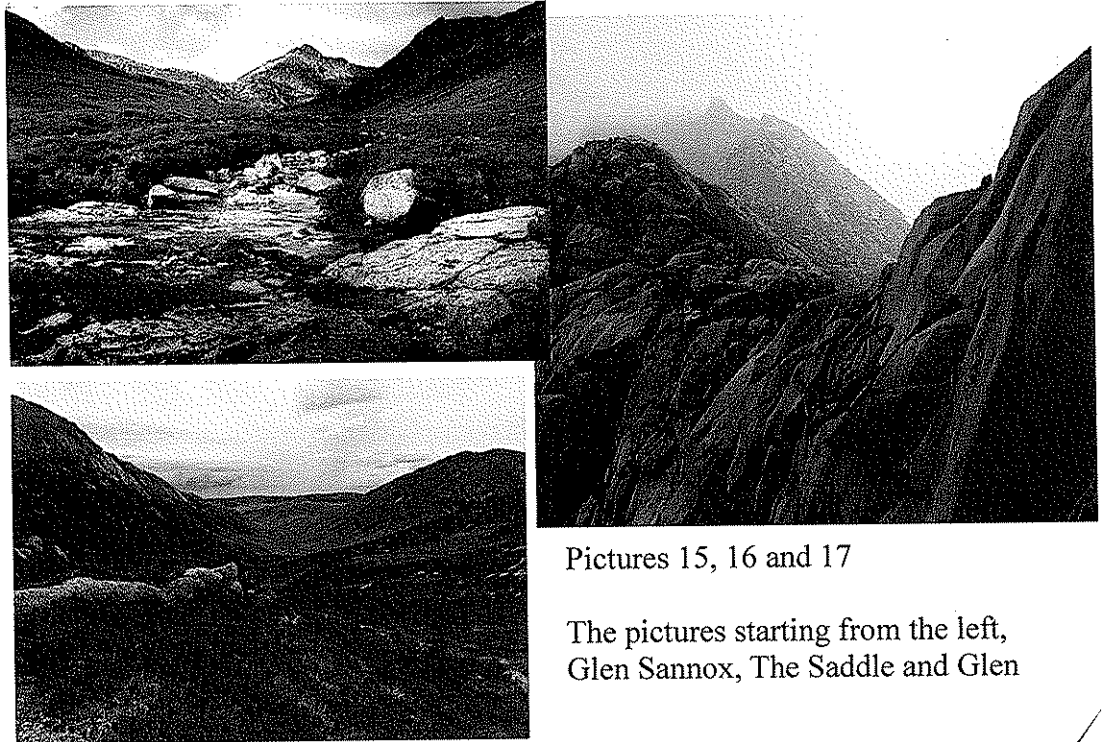
Pictures 13, 14 and 15.

The Pictures show examples of Brodict Castle and Country Gardens. The castle, a main sign showing what's available at the site and then part of the Adventure play ground for young children.



There is an increasing need for environmental management of popular walks such as Goat fell, Glen Rosa, The Saddle and Glen Sannox due to the of the volume of use of paths and walkways.

sources of photos again?



Pictures 15, 16 and 17

The pictures starting from the left, Glen Sannox, The Saddle and Glen

Pathways are in a state of disrepair because of constant erosion from visitors walking on them. 'Some of Arran's crumbling paths and walks could be line for a £2 million funding for upgrades.'³⁸ Councillor Margie Currie is the chairwoman of Arran Access Trust is battling to receive funding and help grow a shining reputation.³⁹she is 'identifying the areas that would most benefit from possible assistance.'⁴⁰ - working towards receiving 'funds of between £250,000 and £2million.'⁴¹ Public organisations are willing to help, such as Scottish National Heritage, Historic Scotland, the National Trust Scotland and the Forestry Commission -showing the cooperation with the locals, forming 'an integrated approach to managing tourism.'⁴²

what will be done to improve pathways?

38 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008
 39 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008
 40 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008
 41 Story taken from The Arran Banner (local newspaper), Saturday 16th of August, 2008
 42 Hypothesis

Why did you come to this attraction?

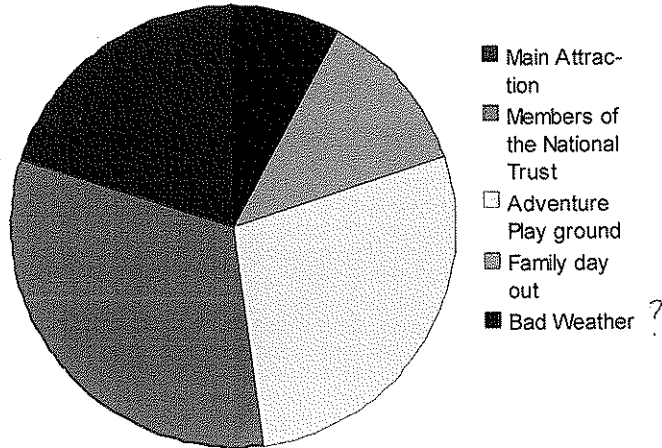


Chart 2: Information found at Brodick Castle and Country Gardens.

Questionnaire asked 25 visitors to the attraction why they had come to the castle.

What was the purpose of this survey?

The challenge of safety is not to be taken lightly, like any country; city or town the safety of the population comes first. Arran has a close-knit community closely watched by the police force who in turn are clamping down on island crime.

Jumping around here!

Table 1:⁴³

A table showing crime rates in North Ayrshire 2004/5

From 'www.findaproperty.com/crimefacts'

'Population figures quoted are from the General Register for Scotland, mid June 2004 estimates, and the numbers of crimes are those recorded by the police for 2004/05.'⁴⁴

Offence	Locally	Per,1000 population locally	Nationally	Police Force, Strathclyde, North Ayrshire.
Robbery	76	0.56	1.85	Population: 136,020 Number of Households: 60,321
Theft of a motor vehicle	311	2.29	4.04	
Theft from a motor vehicle	573	4.21	9.56	
Sexual offences	145	1.07	1.17	
Violence against a person	2656	19.53	19.97	
Burglary	499	3.67	5.67	

But this is not Arran

⁴³ www.findaproperty.com/crimefacts

⁴⁴ www.findaproperty.com/crimefacts

Handwritten mark

Why is this relevant

Alcoholics Anonymous has been introduced and is advertised in the local paper's 'What's on' list, they meet three times a week around the island.

To insure safety whilst walking, Hillphone 2008⁴⁵ was set up by mountaineering Council Scotland in 1996⁴⁶ to allow walkers to find out where is most safe. Arran is now one of the 13⁴⁷ areas across Scotland to be included. Hence Arran is making sure all walkers are as safe as they can be. Hillphone 2008⁴⁸ has maximised its use by publicising itself with leaflets and posters.

Will this increase tourism

Scottish water has begun work on the north of the island, which will 'result in customers receiving drinking water which is clearer and fresher than it has ever been.'⁴⁹ Thus forming 'an integrated approach to the management of tourism' therefore they are willing to invest in small islands as well as big cities. Consequently all customers will have a better water supply, maybe resulting in more tourists visiting that part of the island. House prices may rise in the area due to the demand for a newly improved site effecting local trade.

45 Taken from The Arran Banner, August 16, 2008.

46 Taken from The Arran Banner, August 16, 2008.

47 Taken from The Arran Banner, August 16, 2008.

48 Taken from The Arran Banner, August 16, 2008.

49 Taken from The Arran Banner, August 16, 2008.

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Sources of income and investment

Due to Integration between many businesses Visit Arran has receives a total of "£50,000 a year in total to market Arran appropriately."⁵⁰ Detailed plans help to 'establish a market-led, customer focussed organisation to lead the resourcing, planning, funding and management of sustainable tourism development on Arran.'⁵¹

Income support of stakeholders and local enterprises pushes the Arran brand forward, enables plans to be achieved and put money towards areas such as marketing and PR campaigns.

'Visit Arran has engaged with leading Industry Consultants, professionals from all interested public sector groups and leading local stakeholders to generate the organisational structure to achieve the Vision and Objectives.'⁵² See Table 2.

Visit Arran has separated areas of importance into sections calling them Key performance Indicators (KPI's).

Organisation or Organisational effectiveness:

Visit Arran wish to create a 'market led customer focused organization to lead and coordinate the planning and management of sustainable tourism on Arran.'⁵³ 'Increase in Tourism Revenue in 2008 at 5% above national levels.'⁵⁴

Measurement and Control:

Visit Arran within this area is 'establishing baseline numbers, trends and behaviour to allow measurement of progress, compare performance and adopt industry best practice.'⁵⁵ They state they need to do this because it will allow them to manage the tourism effectively.

Benchmarking:

'Benchmarking is the process of measuring and comparing the performance of your organisation against another organisation that is recognised as a leader in that field.'⁵⁶ Visit Arran makes sure that the data is consistent with the Scottish Tourist Industry so that it is effective.

Service Offerings and Delivery:

The aim in this KPI is there to be an 'Improvement in product quality to ensure Arran's accommodation, restaurants, attractions, activities and environment... as being the best for any Scottish region or UK island destination 2008.'⁵⁷ Visit Arran within this area want to push the Arran Brand and also invite individual companies to

50 *A.Dobson (personal communication) August 15, 2008*

51 'VisitArran Business Plan', June 2008,' p.4.

52 'VisitArran Business Plan', June 2008,' p.8.

53 'VisitArran Business Plan', June 2008,' p.8.

54 'VisitArran Business Plan', June 2008,' p.5.

55 'VisitArran Business Plan', June 2008,' p.9.

56 www.qualityscotland.co.uk/benchmarking

57 'VisitArran Business Plan', June 2008,' p.10.

Basic description of a report.

continue to invest in the quality improvements.

Infrastructure:

The KPI highlights the objective that 'Support infrastructure development that complements the natural environment making Arran a year round leisure and activity tourist destination.'⁵⁸ Visit Arran state that Arran's main asset is its natural environment and therefore it should be cared for and promoted correctly. By building new paths, roads and even considering an Air Link.

Marketing and Promotion:

'Reposition and raise awareness of the destination as Scotland's premier, year round, leisure short break destination based upon Arran's brand...'⁵⁹ Within marketing and promotion Visit Arran addresses the desire to achieve 'High value/quality visitors versus volume of visitors, Year round – 12 months of quality tourism, four star destination.'⁶⁰ However they must work hard due to the competitiveness of the industry.

Customer Satisfaction:

Visit Arran wishes that 'Overall Customer Satisfaction improves by 10%' and '80% of visitors will return or recommend Arran.'⁶¹, due to the above KPI's.

KPI's:

The company has created a focused plan giving time frames for key aspects to be completed, as well as allocating funds for them and finally aims to work towards whilst management is in progress. Visit Arran has done this for each KPI.

58 'VisitArran Business Plan', June 2008,' p.12.

59 'VisitArran Business Plan', June 2008,' p.14.

60 'VisitArran Business Plan', June 2008,' p.14.

61 'VisitArran Business Plan', June 2008,' p.5.

Table 2:

A table showing the anticipated costs covering activities that have been planned
From 'Visit Arran Business Plan', June 2008, p.7.

	2008	2009	2010
Organisation	72 375	94 000	96 000
Measurement & Control	24 000	12 000	12 000
Service Offerings & Delivery	10 500	12 000	14 000
Infrastructure	15 000	6 000	8 000
Marketing	62 000	73 000	75 000
Totals	183 875	197 000	205 000

Table 2 gives an up-to-date prediction of expenditure for the next 3 years. Service Offerings & Delivery aims to improve accommodation, restaurants, activities and the environment it increases by £2000 a year.

Measurement & Control decreased from £24000 in 2008 to £12000 in 2009 and 2010. By being a DMO Arran follows the assumption that it can deliver a measurable difference to sustainable tourism on Arran.⁶² Measurement and Control is used to plan regular baseline and growth trends in order to continue the management of Arran. Data is compared with the rest of the Scottish tourist industry so that the economy on Arran can grow appropriately. See table 3.

Expenditure for infrastructure develops the natural environment in the hope to make Arran an all year round destination decreases in 2009 and then increases again in 2010. Most money is spent in organisation this involves staff - so they can 'interact with the public sector and island based businesses & community sectors.'⁶³ Visit Arran has produced an action plan to highlight the amount of time and money that should be spent on key areas of improvement. See Table 4.

62 'VisitArran Business Plan', June 2008,' p.9.

63 'VisitArran Business Plan', June 2008,' p.6.

Table 3:

A Table shows one of STEAM's baseline testing report 2007.

(£'s 2007 indexed (RPI factor 06/07 +1.0424) *what does this mean*)

From 'Isle of Arran STEAM Report 2007 Numeric Executive Summary,' Prepared by AJT, Issued 11 April 2008.

Analysis by sector of Expenditure (£'s millions)	2007	2006	% Change
Accommodation	6.29	6.03	4
Food and Drink	3.88	3.62	7
Recreation	1.66	1.51	10
Shopping	2.03	1.84	10
Transport	3.62	3.33	9
Indirect Expenditure	7.31	6.67	10
VAT	3.06	2.86	7
Total	27.86	25.85	8

should state + or -

'In fact Arran is 0.5% higher than the rest of Scotland.'⁶⁴

These figures represent baseline information that Visit Arran uses to help them to see areas in need of improvement and also the promise of an increase in revenue.

In 2007 a decrease in accommodation is shown, relating to the amount of people staying in all non-self catering accommodation. Leading to the assumption that there is a direct need for self catering accommodation because visit Arran has made efforts to promote them, encouraging visitors use facilities provided by the locals. There is a 4% change from £6.03 million in 2006 with £6.29 million in 2007. The change is small compared to recreation, shopping and indirect expenditure who all gained a 10% increase. Shopping is on a steady increase- a push by the organisations is needed to develop more shopping opportunities. Recreation has also risen with the help of an increasing amount of recreational companies – 'We will promote specific Quality Assurance schemes which underpin Arran Brand identity e.g. GTBS, Walkers & Cyclists Welcome Schemes.'⁶⁵

⁶⁴ A.Dobson (personal communication) August 15, 2008

⁶⁵ 'VisitArran Business Plan', June 2008, p.10.

[Handwritten initials]

Table 4:

Investigation of expenditure - Arran's tourism management process.

From 'Visit Arran Business Plan', June 2008, Appendix 4 Action Plan.

Which are these colours applied?

Key:		Visit Arran Time (Days)	Equivalent staff costs @ av £90/day	Implementation cost	Operating Budget
	Organisation	210	£18,900.00	£20,000.00	£38,900.00
	Benchmarking	22	£1,980.00	£24,000.00	£25,980.00
	Quality Improvement	192	£17,280.00	£10,500.00	£27,780.00
	Infrastructure	52	£4,680.00	£15,000.00	£19,680.00
	Marketing	106	£9,540.00	£62,000.00	£71,540.00
	Totals	582	£52,380.00	£131,500.00	

Total Operating Budget 08/09

£183,880.00

'Some of these improvements have been made with the direct support of Visit Arran although many have been through the excellent work of specific Arran organisations and Businesses.'⁶⁶

Table 4 expresses details of planning for the next two years, showing where the operational budget will be spent. Days are allocated showing the amount of time Visit Arran wishes to spend on each specific area.

KW

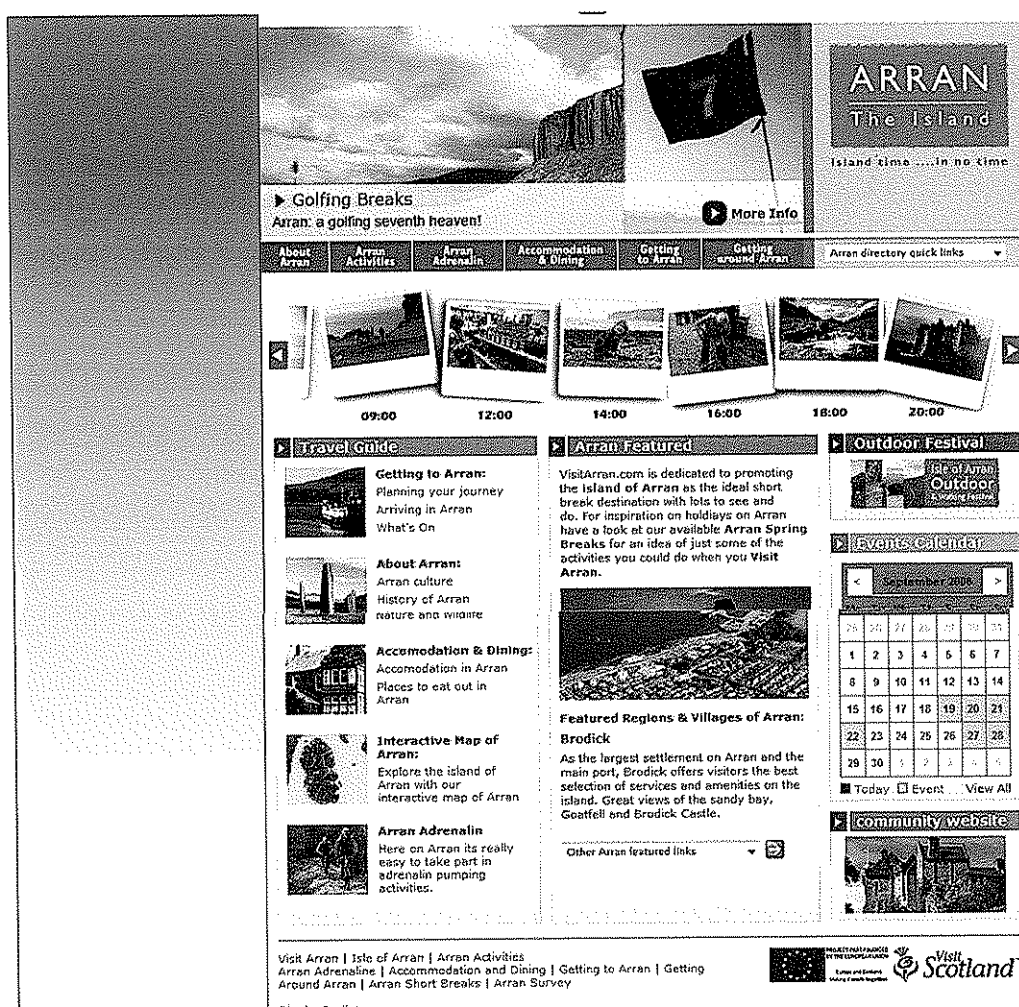
66 'VisitArran Business Plan', June 2008,' p.2.

Marketing

Marketing has developed websites such as www.visitarran.com introducing Arran in a modern way appealing to the younger generation. Families can use the internet to research useful holiday destination information. Websites provide data on how large the niche market and the islands visitor potential. However marketing is expensive and the calculation of expenditure is needed so that the island is appropriately marketed according to the information is gathered (expenditure often includes sponsorship from local businesses). For example £62,000 has been set aside for a marketing project. 'Web development & SEO - £10,000, Shoulder month Campaigns - £40,000 and Ongoing PR - £12,000.'⁶⁷ Visit Arran relies on relationships they have formed to gain sponsorship and further income to carry out all their plans. See Table 5.

Picture 13:

The new Visit Arran website – a fresh and appealing layout. *epinion*



67 'VisitArran Business Plan', June 2008, p.15.

KSA

Table 5:

Investigating predicted costs and income that will be receive from 2008 to 2011.

From 'Visit Arran Business Plan', June 2008,' Appendix 1, p.1.

COSTS	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Core Staff (breakdown below)	52,375.00	78,000.00	82,000.00	85,000.00
<u>Project Costs</u>				
Organisational Programmes	20,000.00	16,000.00	14,000.00	12,000.00
Measurement and Control	24,000.00	12,000.00	12,000.00	12,000.00
Service Delivery and Quality	10,500.00	12,000.00	14,000.00	16,000.00
Infrastructure	15,000.00	6,000.00	8,000.00	10,000.00
Marketing and Promotion	62,000.00	73,000.00	75,000.00	75,000.00
<u>Total Expenditure</u>	<u>183,875.00</u>	<u>197,000.00</u>	<u>205,000.00</u>	<u>210,000.00</u>
<u>INCOME</u>				
PB subscriptions	44,000.00	50,000.00	60,000.00	65,000.00
Private income Ferry Desk Report	2,090.00	5,000.00	5,000.00	5,000.00
AIE	15,243.00			
Visit Scotland	7,682.00			
NAC	13,210.00			
LEADER	8,828.00			
SNH market research	8,000.00			
SNH festival co-ordinators	15,900.00			
Visitor Payback	0.00	30,000.00	75,000.00	150,000.00
Required Funding	67,000.00	111,000.00	65,000.00	0.00
<u>Total Income</u>	<u>182,133.00</u>	<u>196,000.00</u>	<u>205,000.00</u>	<u>220,000.00</u>

Appendix? with breakdown of important data here?

KS

The table predicts the expenditure of Visit Arran's in the next 4 years. Most values are increasing at a steady trend. However Organisational programmes decreases from £20,000.00 in 2008 to £12,000.00 in 2011. By 2011 the Arran brand and organisations will be establish enough and therefore less money is needed. Similarly Measurement & Control and Infrastructure need large amounts of money to establish change. Income comes from two main companies – PB subscriptions and Private income Ferry Desk Report who have promised money up until 2011. On the other hand a mere eight businesses have not promised sponsorship. Overall preparation for the future will work towards a 'four star destination.' dream and continue with the efforts of an 'integrated approach to managing tourism.'

'Visit Arran has engaged with leading industry consultants, professionals from all interested public sector groups and leading local stakeholders to generate the organisational structure required to achieve vision and objectives.'⁶⁸

⁶⁸ VisitArran Business Plan', June 2008,' p.8.

Conclusion

'An integrative planning approach to tourism planning and management at all levels (from the regional plan to individual resort projects) would assist in the distribution of the benefits and costs of tourism development more equitably...'⁶⁹

This report contains fifteen evidence based examples of co-operation backing -

'The tourist destination of Arran has successfully developed an integrated approach to the managing of its tourist industry that enables it to maximise its visitor revenue.'⁷⁰

Firstly, in particular the creation of Visit Arran limited is an example of the hypothesis. Funding is available from local businesses and funding agencies supporting Arran. The island is serious about improving, solving the challenges of the environment, the gap between generations, the community and therefore helping to create an excellent four star destination. Throughout this investigation questions have been answered concerning the measures that go towards solving the challenges faced. Similarly local businesses are producing their own answers to the challenges in order to help Visit Arran.

However one challenge that remains concerns the quality of roads. It briefly appeared in Visit Arran's business plan as being 'a major negative factor.' Although no solutions had been planned to improve and what has been done to start this process? We can see that Arran's tourism is projected to increase over the next few years due to the hard work and dedication of such organisations as Visit Arran, The national trust Scotland and local businesses.

The challenges are being solved by businesses using the Arran brand in a wide range of products to encourage shoppers to visit and support Arran. The Arran distillery is producing whiskey that is sold all over the world. It is the only whiskey to be able to use 'Roberts Burns' (a well known Scottish poet) on their bottles. Taste of Arran and Arran Aromatics produce their products on the island and sell them around the United Kingdom using the brand. The Arran Banner has improved greatly over the years and now produces a full colour newspaper telling the community of the event and news - promoting community spirit and encouraging the tourists to take part. Having an integrated approach to tourism has major benefits, the island is a happier place due to the lack of competition between businesses and instead competition with the rest of the world. Team work is apparent and the community is close knit. This is shown in the fulfilment of plans and challenges set by Visit Arran. The people are proud to be part of Arran's race to become a well known and loved tourist destination. They are not afraid to fight for what they believe is right. Personal research questionnaires were performed throughout the week in order to gather as much useful, up to date and

69 *The geography of tourism and recreation, environment, place and Space* (2nd ed.). p. 313.

70 Hypothesis

informative data. Many of the questionnaires informed that Arran is succeeding in its aims to make Arran attractive to the rest of the world. For example out of the 25 interviewed on the boat 60% were first time visitors to the island.

However there are some issues that have arisen in the research for this project that have shown more can be done to complete the 'four star destination' dream. The tourist information needs to provide visitors with leaflets that they could pick up and browse without having to wait long amounts of time for the assistance.

Research has highlighted the need for improvement in the local roads however there is no actual sign of any road works taking place throughout the island – as stated by the Visit Arran business plan the roads are a main disadvantage to Arran.

By promoting Arran with the use of marketing, improving tourist attractions and solving the challenges faced visitor revenue will be maximised. Evidence of this can be seen at attractions such as the National Trust site of Brodick Castle, they have provided activities for all ages, other examples such as the improvement of mountain walkways and the Arran Brand.

? | After visiting Arran for 12 consecutive years, many visitors continue to go to the island because they went on family holidays when they were young. Arran almost becomes an addiction that has to be fulfilled every year a - place to get away to Arran the island – 'island time... in no time'

However the questionnaire wasn't completely accurate due to it being taken on a small boat because of the huge numbers of passengers wanting to go to the island that day.⁷¹

The integrated approach to the managing Arran's Tourism can be seen to successful, due to the close knit community that are willing to work together to achieve change. The integration and formation of Visit Arran involves many different local businesses' working together. Change is possible using the right techniques such as extensive marketing, improving the activities available, the service and experience.

71 An extra ferry was put on – (numbers were large as the highland games were taking place).

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Acknowledgements

I would like to acknowledge those who gave up their time to help me gather information for my investigation.

These in include Alistair Dobson, all those that spent their time answering my questionnaires and taking part in interviews.

Without these people this extended essay would not have been possible

Assessment form (for examiner use only)

Candidate session number	0	0	
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*RL not clearly
- noted*



Assessment criteria		Achievement level			
		First examiner	maximum	Second examiner	
<i>wide context method</i> <i>(even though new material or introduced)</i>	A research question	1 ✓	2	1 ✓	
	B introduction	1 ✓	2	1 ✓	
	C investigation	3 ✓	4	3 ✓	
	D knowledge and understanding	3 ✓	4	3 ✓	
	E reasoned argument	3 3 ✓	4	3 ✓	
	F analysis and evaluation	2 ✓	4	2 ✓	
	G use of subject language	3 ✓	4	3 ✓	
	H conclusion	2 ✓	2	2 ✓	
	I formal presentation	3 ✓	4	3 ✓	
	J abstract	1 ✓	2	1 ✓	
	K holistic judgment	3 ✓	4	3 ✓	
	Total out of 36		25		25

*Fantastic amount of useful data
but rather poorly presented
There is no clearly expressed evaluation.
Essay tends to be descriptive, rather than
analytical. even if supporting evidence / facts
are strong -*

Name of first examiner: _____
(CAPITAL letters)

Examiner number: 3173

Name of second examiner: _____
(CAPITAL letters)

Examiner number: 0039