ABERDEEN DMO

Draft Business Plan – Stage One

Executive Summary

VISIT ABERDEEN

Realising the potential.

Aberdeen & Grampian Chamber of Commerce

Greenhole Place

Bridge of Don

Aberdeen

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www.agcc.co.uk

June 2011

"They (*DMOs*) are private sector-led and are driven by the way a customer sees an area. It is the next step on from a heavily public-sector managed industry. It's an evolution."

Alan Rankin, Chief Executive of Aviemore and the Cairngorms DMO.

Sunday Herald, July 20th 2008.

“You must have the backing of your Council Leader and CEO or it won’t happen”.

Scott Taylor, CEO Glasgow City Marketing Bureau (GCMB).

“If you want to leverage money from the private sector you have to have a vehicle which the private sector trusts”.

Ian Taylor, Commercial Director, Marketing Birmingham.

“We have a city-wide promotional plan to 2016. All the key stakeholders were involved in putting it together. We all know the roles we each play in its delivery and we all get together monthly to review our progress. It’s not rocket science – it just requires coordination. And that’s our job”.

Scott Taylor, CEO, GCMB

“Back in 2005, there was deep mistrust in Marketing Birmingham amongst stakeholders because it wasn’t doing much. A new CEO was appointed and he brought in the right people to run the organisation properly and deliver the things that stakeholders wanted. Within 18 months we had turned the organisation from a failing talking shop to a successful commercial organisation changing the world’s perception of Birmingham. It can be done”.

Ian Taylor, Commercial Director, Marketing Birmingham."

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VISIT ABERDEEN

Realising the Potential

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[1] Note: Text in blue throughout the Executive Summary indicates the views of stakeholders quoted directly.

Acknowledgements

This report was prepared for Aberdeen City Council by the Aberdeen & Grampian Chamber of Commerce during June 2011.

The author is Robert Collier, Chief Executive, Aberdeen & Grampian Chamber of Commerce

The Chamber would like to thank the following for their help in the preparation of this report:

Gerry Brough, Aberdeen City Council

Dawn Shultz, Aberdeen City Council

All of the stakeholders who consented to interview and provided their insight and advice, as well as a substantial body of evidence and information, some of which is referred to in this report and appendices. The stakeholders are listed on page 58.

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A. Executive Summary

A.1 Potential

The results of the stakeholder interviews conducted for this report show that local tourism interests believe that Aberdeen has got **great potential** as a tourism destination:

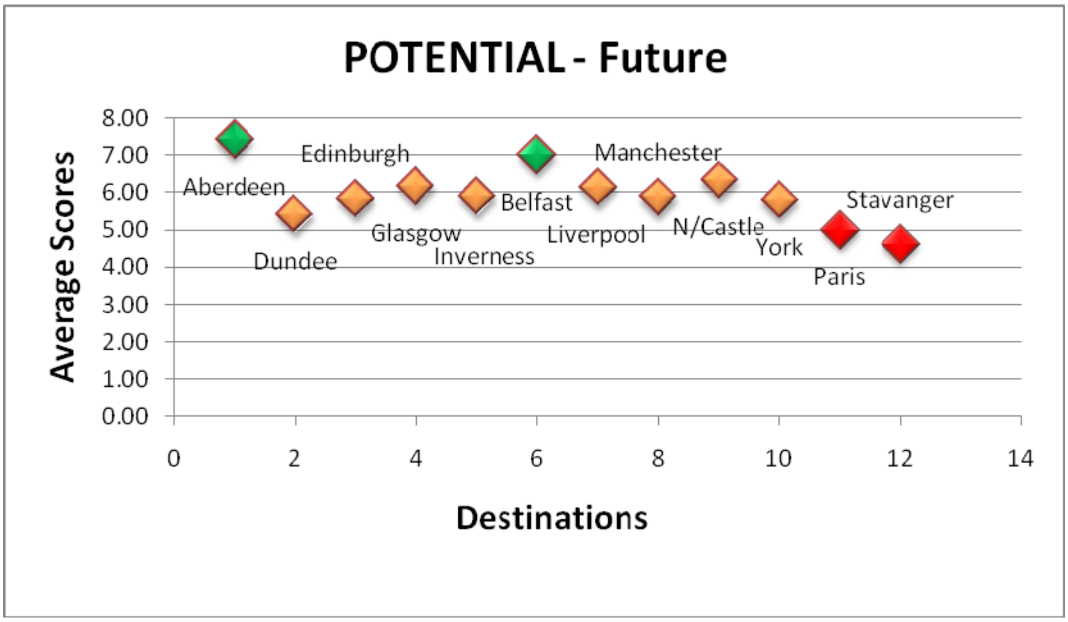

Chart A.1. *Stakeholder perceptions of the potential of Aberdeen as a tourism destination.*

The results of the stakeholder interviews conducted for this report also show that local tourism interests believe that **Aberdeen is under-performing** in achieving this potential:

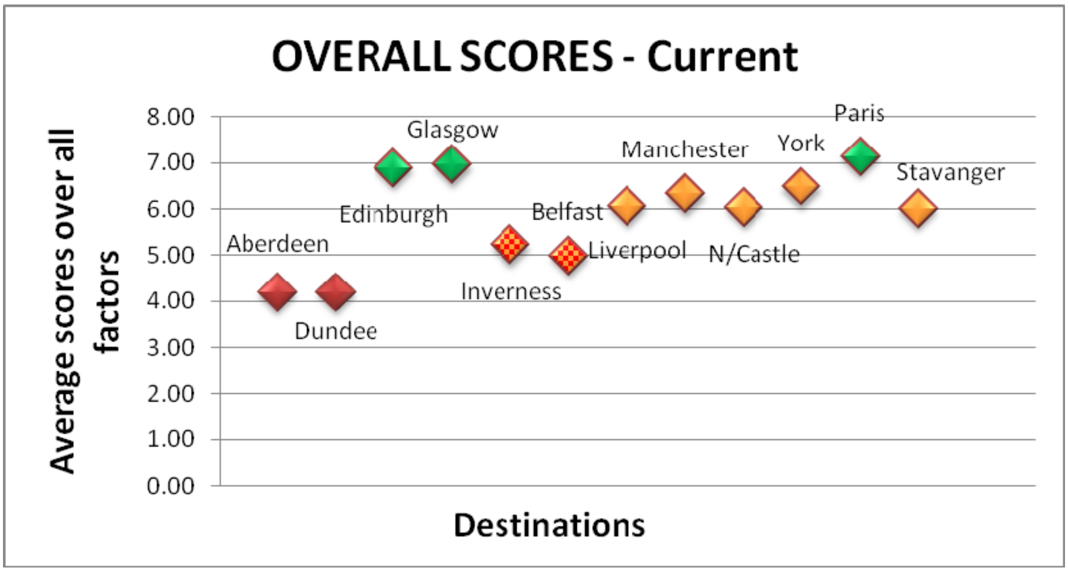

Chart A.2. *Stakeholder perceptions of the current comparative performance of Aberdeen as a visitor destination*

The difference between actual and potential performance, which measures the latent potential of Aberdeen as a tourism destination, is the main source of frustration to all stakeholders, and the main opportunity for the city:

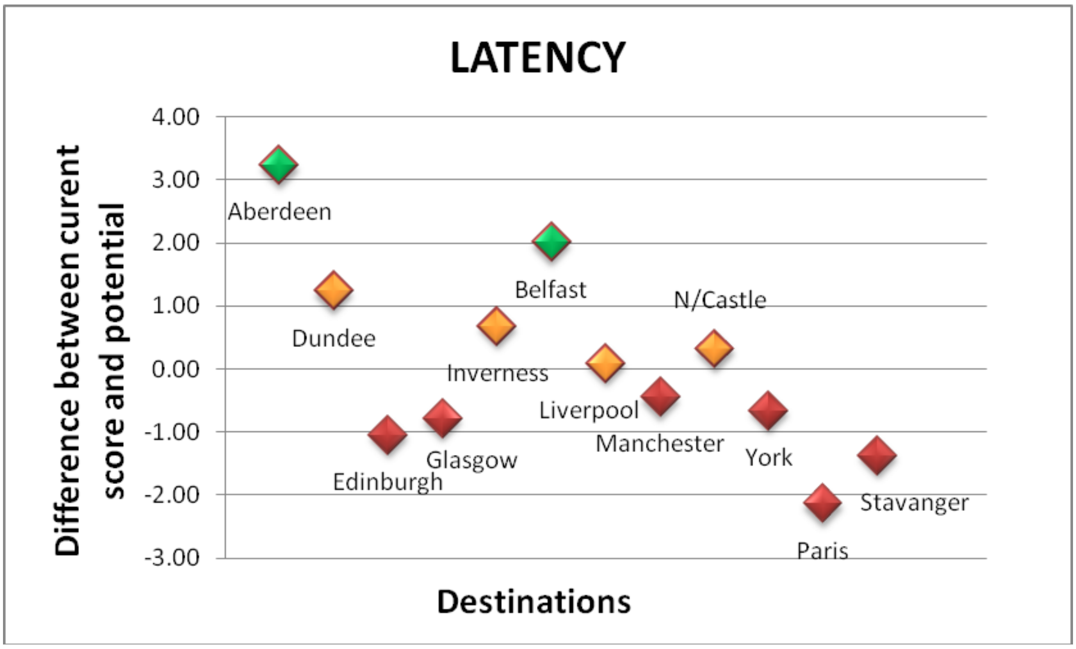

Chart A.3. *The latent potential of Aberdeen as a tourism destination*

The central question is "can the potential of Aberdeen as a visitor destination be released by the private and public sectors working together more effectively in the context of a DMO"?

A.2 Scope of Work

AGCC was commissioned by Aberdeen City Council to undertake Stage One of Business Planning for a potential Aberdeen DMO.

A.3 What is a DMO?

There is a clear recognition amongst all parties that the term 'DMO' can mean either Destination Marketing Organisation, or Destination Management Organisation.

In reality, what most stakeholders mean when they say 'marketing' is a strong focus on destination *promotion*, whereas what they mean by 'management' is a strong focus on all *visitor-facing* aspects of the destination. It would be safe to assume that the definition of destination 'management' is in fact the traditional four ''P"s of marketing – product, price, place (distribution) and promotion. It is sensible, therefore, to avoid this debate as a potential 'thief' of valuable time, when the real priorities for all parties lie elsewhere.

Stakeholders would certainly support a strong focus on promotion in the early stages, and this approach would be most likely to generate private sector support, but there is a ready and willing understanding, that to succeed, the city of Aberdeen will need to adopt and implement in a joined-up way, the far more sophisticated marketing techniques utilised by VisitScotland (VS) than has been the case to date.

The strong recommendation of this report is to avoid using the words 'destination', 'marketing', 'management' and 'organisation', as they imply an inward focus on structure and would merely extend a potentially sterile discussion, whereas it could be regarded as a principal 'critical success factor' that the city take a visitor-facing approach, and defines itself by its customer. Only on this basis will the city change from partially successful 'promotion' to a more successful 'marketing' approach.

The most important first task for any initiative which is sanctioned by stakeholders will be to agree a name for the organisation which focuses the agenda in the right place – firmly with the visitor. *Visit Aberdeen* is recommended as a suitable name as a working draft.

A.4 Analysis of the Current Situation

Resources:

The budget available to ACC in 2011/12 for destination promotion totals £1,180,000. Analysis of this funding reveals:

- £107,000 (9%) has been secured for the current year from the Common Good Fund, and is not core funding which can be relied upon for each year of operation. The total budget available excluding this funding is £1,068,000 in the 2011/12 year. Of this:
- £200,000 (17%) is the total staffing cost for 5.5 FTEs related to city events and promotion.
- The £171,250 (14.5%) allocated as VS contribution, is largely expended on the Visitor Information Centre (£100,000) and the remainder for buying in to national campaigns.
- £100,000 (8.5%) is a subvention to ACSEF for the joint Regional Awareness campaign
- Operational expenditure for the identified macro segments is:
  - A total of £318,750 (27%) expended on Business and Conference tourism. £105,000 of allocated support for the AECC and specified events (OE, All Energy and VisitExpo 2011) together with £213,750 via and with VS for the Aberdeen Convention Bureau.
  - £183,000 (15.5%) for the events programme
  - £100,000 (8.5%) on general city promotion
- General office and support costs are not shown in the budget. (Note: Any independent DMO would have to negotiate with ACC as to the level of continuing administrative/legal/HR/IT support.)

All other resources available at the current time are ad hoc or are expenditures by individual tourism businesses.

Comparative Funding:

This level of funding in comparison to other cities is towards the lower end of the scale, but is sufficient to make a difference if deployed on a more effective basis:

City	***Annual budget £k***
Birmingham	*8,900*
Manchester	*6,200*
Leeds	*4,800*
Glasgow	*4,900*
Newcastle	*3,470*
Edinburgh	*2,005*
Aberdeen	***1,181***
Cardiff	*920*

Table A.1. *Comparative Funding – selected UK cities (Source: Edinburgh Marketing and ACC)*

Good timing:

- There is an expectation amongst stakeholders that Aberdeen City Council will provide the core funding for an Aberdeen City DMO.
- There is also a realisation that, with current pressures on the ACC budget, the private sector will need to contribute more funding to tourism marketing and management in the future. It should be acknowledged that the best way to defend the current levels of funding to the visitor economy from ACC is to leverage significant additional funding from other sources (including the private sector).
- There is strong goodwill from ACC stakeholders to contribute in cash and in kind support for an Aberdeen City DMO.
- Existing resources can be more effectively marshalled behind a common purpose. Current marketing activity is disjointed and ad hoc.

There is room for manoeveur in the current funding profile which will allow the flexibility to form a DMO. This set of circumstances is peculiar to the current date and will not be available in the future. The main factors at play are:

- £100,000 of resources currently spent on the Visitor Information Centre (VIC) will come free from April 2012 when VS take responsibility for funding and operating the VIC, allowing for redeployment within the budget. This is effectively new money, and is unlikely to remain allocated to the ACC tourism budget without a DMO to provide strong leverage arguments for retention.
- The senior post at the Aberdeen Convention Bureau is vacant.
- A new budget in excess of £300,000 p.a. may be available for city centre promotion should the Aberdeen BID achieve a 'yes' vote in August. Joined-up activity is feasible.
- VS have expressed a willingness to continue the joint marketing of Aberdeen City with the ACC or via a DMO funded by ACC, and discuss the flexible use of funds available.

The current combination of circumstances makes this a propitious time to consider beneficial change, providing that change is based on significant additional stakeholder support and on real partnership rather than funding reduction.

SWOT Analysis:

The result of the SWOT Analysis, which was conducted with stakeholders is as follows. The primary issues are identified in bold (based on frequency):

STRENGTHS	WEAKNESSES
• **The mix of attractions and events available and the character of the city (14)** • **The combination of the products of the City and Shire (14)** • **Access to the city – especially related to the airport (8)** • **Strong Economy and Business engagement (8)** • People (5) • Food and Drink (4) • University city (5) • Awareness of Aberdeen (4) • Unknown quantity (4) • Accommodation base (4) • Quality of life (3)	• **Travel and Infrastructure (13)** • **Lack of top-quality accommodation (11)** • **Disjointed approach to tourism. No clear vision (9)** • **City Centre (11)** • **Lack of attractions / product (15)** • **Ineffective promotion (9)** • **Lack of funding/resources/leadership (7)** • Customer Service (6) • Attitude (5) • Weather (3) • Food and drink (2)
OPPORTUNITIES	**THREATS**
• **Aberdeen Product Offering (18)** • **Business tourism (15)** • **Infrastructure/Transport (14)** • **Weekend Breaks/Extended Stays (12)** • **Improved promotion/packaging/marketing (11)** • **Niche Leisure Marketing (e.g. golf and activities) (10)** • **Formation of a DMO/ATP (8)** • Funding (4)	• **Failure to organise/Change/Improve (22)** • Competition (10) • Travel – cost and infrastructure (8) • Funding (9) • Planning / Red Tape / Taxes (7)

Table A.2. *Stakeholder SWOT Analysis*

This is a realistic analysis which starts to identify a real plan for performance improvement, based on progressive change and a market focus.

PEST Analysis:

The results of the stakeholder PEST Analysis are as follows. The primary issues are identified in bold:

POLITICAL	ECONOMIC
• **Uncertainty of the local elections in May 2012** • **Funding cuts at ACC** • Funding for tourism from the Scottish Government and its agencies • The local tourism agenda in Aberdeen City and Aberdeenshire, especially decision-making related to the proposed DMO • Frustration with the local authority (both business and resident) • Central belt bias (perceived or real) • Clarity of roles/funding with ACC/AC and ACSEF	• **The length and severity of the current downturn** • **Airline Passenger Tax (APD)** • **VAT at 20%** • **Rising operating costs for the tourism sector** • The performance of the Energy sector • Tourism taxes • The outcome of the Aberdeen BID
SOCIAL	**TECHNOLOGICAL**
• **'Stay-cations'** • Trends to outdoor and healthy activities • Demographic changes to host population and source markets • Local attitudes to tourism and the city/region • Reputation of the city centre – alcohol / nights • Future of the City Gardens/UTG • Poor language skills in the host population	• **The application of mobile ICT to tourism – 4G mobile phone technology and applications** • **Use of IT to segment the market effectively** • The availability of Broadband in the City and Shire

Table A.3. *Stakeholder PEST Analysis*

A.5 City Stakeholder Consultation

The current under-performance of Aberdeen in the eyes of the stakeholders is widespread across all of the parameters measured. This assessment tends to be supported by external evidence.

Stakeholder perceptions of the performance of Aberdeen RED = < 5 AMBER =5-7 GREEN = >7				
	PRICE	VALUE	IMAGE	AWARENESS
Aberdeen	**4.77**	**4.69**	**4.15**	**3.23**
Average	**5.13**	**6.17**	**6.00**	**6.10**
Best	**6.33** **Dundee**	**8.18** **Paris**	**9.33** **Paris**	**9.67** **Paris**
	PRODUCT OFFERING	DMO PERFORMANCE	CONNECTIVITY	PARTNERSHIP WORKING
Aberdeen	**3.54**	**3.00**	**4.38**	**4.42**
Average	**5.92**	**6.08**	**5.75**	**6.09**
Best	**9.27** **Paris**	**8.30** **Glasgow**	**8.17** **Paris**	**8.33** **Stavanger**
	LOCAL AUTHORITY LEADERSHIP	PRIVATE SECTOR ENGAGEMENT	MOMENTUM	IS THE DESTINATION A ROLE MODEL
Aberdeen	**3.50**	**4.00**	**4.62**	**2.70**
Average	**5.82**	**5.52**	**6.35**	**5.41**
Best	**8.5** **Stavanger**	**7.5** **Stavanger**	**7.85** **Glasgow**	**7.67** **Glasgow**

Table A.4. *Stakeholder Perceptions of the performance of Aberdeen*

A.6 Critical Success Factors

The main 'critical success factors' for an Aberdeen City DMO as identified through the Stakeholder interview process, are as follows. The 'most critical' success factors are highlighted in bold:

- **Continuity of core funding from ACC**
- **A clear vision, mission and objectives with associated strategy and Business Plan**
- **Leadership/Management – finding the right CEO**
- **Professional and effective marketing and product development**
- **Ability to leverage other sources of funding support (for ACC)**
- Improved co-ordination of the combined public and private sector effort
- A focus on performance measured by KPIs for both outputs and outcomes
- Genuine buy-in from all stakeholders to joint work, including private sector buy-in and commitment

- Trust & transparency – good governance
- Staff and Teamwork
- Good communications

In addition, the following additional factors can be identified from the research activity undertaken:

- **Embracing web-based technology, in order to achieve 24/7 service to visitors, open income-streams, reduce marketing costs, facilitate personalisation of consumer marketing, and provide monitoring data**
- Evidence-based decision-making
- A commitment to market effectively using up-to-date marketing techniques

A.7 The current Aberdeen Product Offering

The research revealed that there is no central database of supply side tourism interests which can be regarded as reliable and complete.

This will be an early priority under any circumstances.

Stakeholders regard the product offering as weak in comparison to other cities:

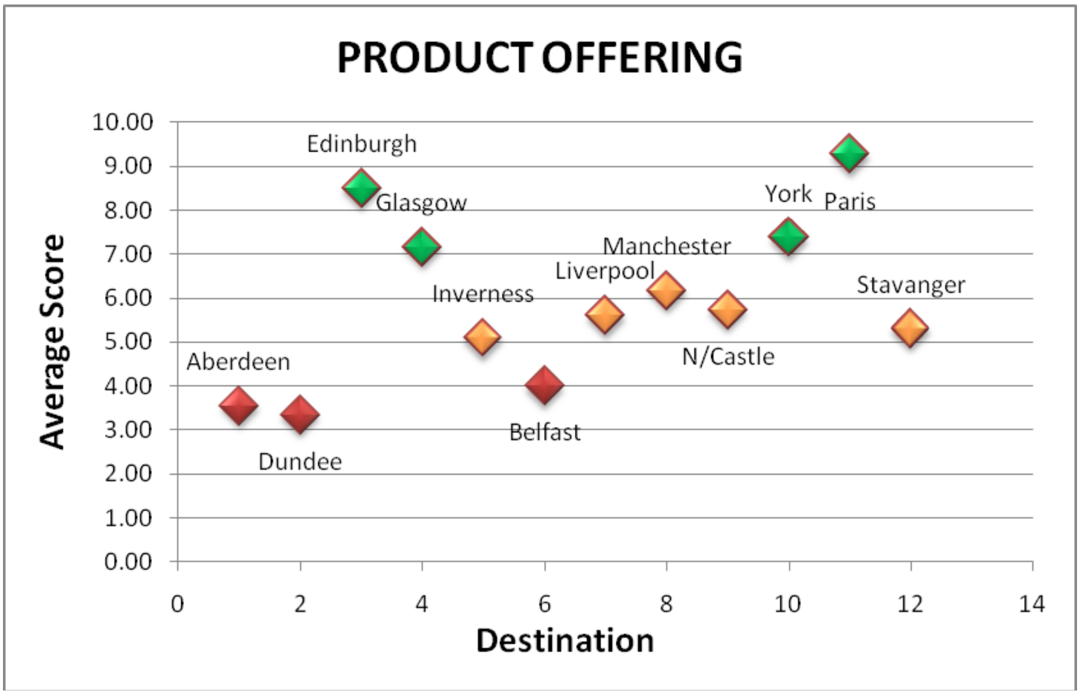

Chart A.4. *The current Aberdeen product offering*

This is confirmed by a variety of external sources of evidence, including the recent research commissioned by ACC on the perceptions of external audiences.[2]

> *"Perceptions of the area that do exist amongst students tend to be negative and relate to oil, fishing, bad weather, remoteness, ruggedness, dull and expensive. Respondents felt that student perceptions of the area came from existing media sources, in particular the propagation of traditional images of the area e.g. news stories on oil, fishing, golf, farming."*

> *"…people who had moved to the area to work and live had limited perceptions of the area and those that did exist (as with potential students) tended to conform to more negative images. These perceptions seemed to be formed in the absence of more up-to-date images of Aberdeen and the surrounding area and came from existing media."*

> *"Many (business) respondents were aware of Aberdeen city's nickname as the Granite City and as a result many described the city as grey and dull. Nearly all respondents had negative perceptions about the weather in Aberdeen and the surrounding area and they also perceived that the area was remote and cut-off."*

A.8 Marketing Issues

Aberdeen scores low for 'marketing' indicators in absolute terms and in comparison to competitors for all marketing related factors, according to the views of stakeholders consulted in this exercise:

CITY	PRICE	VALUE	IMAGE	AWARENESS	PRODUCT OFFERING
Aberdeen	4.77	4.69	4.15	3.23	3.54
Dundee	6.33	5.08	3.17	2.54	3.33
Edinburgh	4.17	6.85	8.46	9.15	8.50
Glasgow	5.42	6.46	7.00	7.31	7.17
Inverness	5.00	5.30	5.75	6.42	5.08
Belfast	5.71	6.13	3.82	5.33	4.00
Liverpool	5.90	6.40	5.08	5.75	5.60
Manchester	5.17	6.92	5.38	6.08	6.17
Newcastle	6.18	6.91	5.46	6.00	5.73
York	5.11	7.50	8.30	7.09	7.38
Paris	4.00	8.18	9.33	9.67	9.27
Stavanger	3.82	3.63	6.09	4.58	5.30

[2] ABERDEEN CITY AND SHIRE REGIONAL IDENTITY RESEARCH WITH EXTERNAL AUDIENCES, FINAL REPORT January 2010. Scotinform Ltd.

Table A.5. *Stakeholder perceptions of the marketing effectiveness of Aberdeen*

It is clear to all stakeholders that more effective marketing activity should form the basis of a successful DMO, and would be critical to achieving industry buy-in.

When price and value are presented in contrast, it is clear that stakeholders feel that Aberdeen does not offer clear value for money as a destination for visitors (the gap between price and value), and does not have a compelling visitor offer in a competitive marketplace:

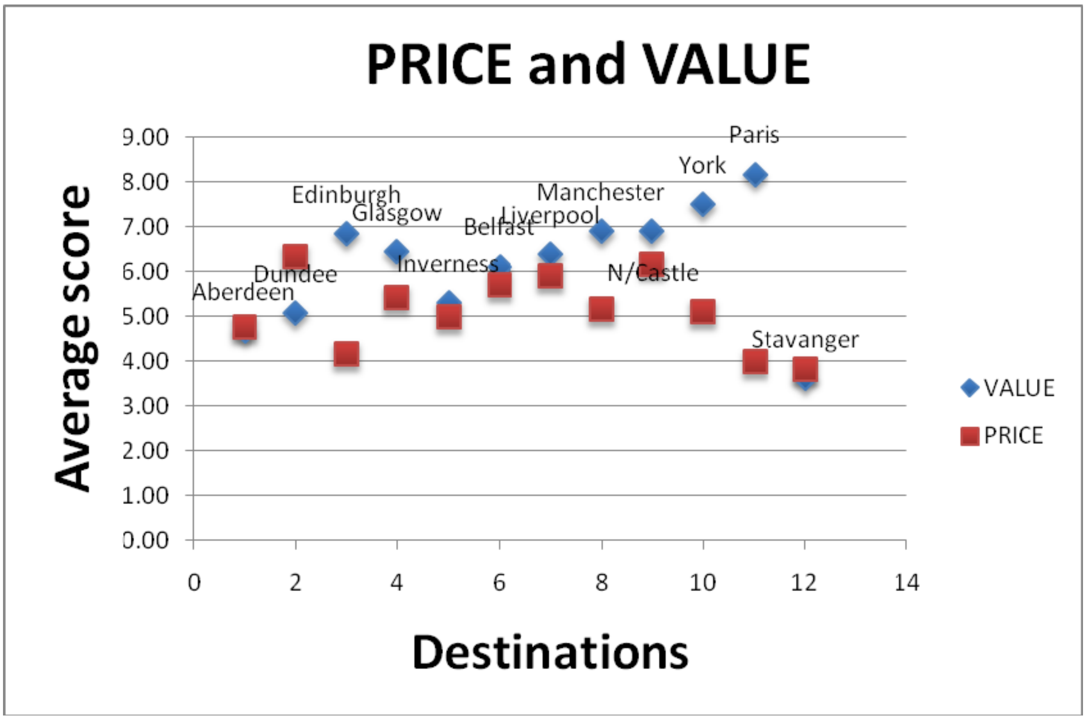

Chart A.5. *The Aberdeen value proposition*

This analysis makes the case that the city must develop a better value proposition to the potential visitor if it expects to compete effectively. This can either be achieved by reducing price, which would be difficult to achieve, or by improving value, which would require joined-up investment in the Aberdeen product offer, in the form of additional reasons to visit, packages, events, added-value enhancements, and better marketing.

A.9 Sources of Additional Funding

The main identified sources of additional funding are:

- £100,000 of resources currently spent on the Visitor Information Centre (VIC) which will come free from April 2012 when VS take responsibility for funding and operating the VIC, allowing for redeployment within the budget. This is effectively new money, which the council may make available to a DMO.

- A new budget in excess of £300,000 p.a. is available for city centre promotion should the Aberdeen BID achieve a 'yes' vote in August. Joined-up activity is feasible, given that the BID Steering Group have indicated a willingness (subject to certain caveats) to consider allocating a part of the Theme One (City Centre Promotion) budget in support of the formation of a DMO. This could amount to in excess of £150,000 p.a.
- VS have expressed a willingness to continue the joint marketing of Aberdeen City with the ACC or via a DMO funded by ACC, and discuss the flexible use of funds available.
- There are a variety of sources of funding which can be accessed in support of a new DMO for Aberdeen, including the EU, SE, VS and Event Scotland. A realistic target for funding from successful competitive bidding might be £100,000 p.a.
- It is recommended that a realistic target for general private sector support is set in the first instance at the level of £25,000 in year one; £50,000 in year two; and, £75,000 in year three in support of the legacy activities of the existing arrangements. This could be matched by similar levels of in-kind support (rooms for visiting journalists, manning of exhibition stands, etc.). A stretch target for further project based support will depend entirely on the quality of the services offered by the DMO, and it is unreasonable to expect these to be developed until year two.

This additional, redeployed or freed-up funding amounts to nearly £500,000 of 'new' resources available to improve the tourism performance. This is a powerful incentive to proceed with a public/private sector DMO, as this level of resource increase would be impossible for ACC to achieve alone in the current funding climate.

A.10 DMO Structure

Stakeholders would support the name of 'Visit Aberdeen'.

The DMO should have a clear focus on the City, but with the intention of working with neighbouring DMOs and interests as appropriate.

The DMO should be based on an independent Board, working as a not-for-profit organisation, run by the private sector with continued core support from ACC.

The objectives of the DMO should focus on:

- Marketing Aberdeen to visitor markets
- Working in Partnership
- Improving the product offering of Aberdeen
- Industry engagement

The successful introduction of a jointly owned DMO will depend on: goodwill; continuity of funding from ACC at current levels with retention of Staff contracts with ACC for the early stages to avoid the detailed work on HR which would distract the management and Board of a DMO at the critical formation stage; confirmation of funding levels from a successful Aberdeen BID.

If successful, a DMO could boost available funding for promoting Aberdeen by 50% and generate significantly improved performance.

A.11 Timetable for change

There is impatience amongst stakeholders for crisp and constructive change, with April 2012 being the earliest likely start date.

The outline stages of the formation of a DMO for Aberdeen are as follows:

Stage 1: This report: Aberdeen DMO – Draft Business Plan – Stage One

Stage 2: Discussion and agreement amongst stakeholders to proceed

Stage 3: Aberdeen DMO – Draft Business Plan – Stage Two

Stage 4: Discussion and agreement amongst stakeholders to proceed

Stage 5: Implement: form Shadow Board; form Company Ltd by Guarantee; recruit CEO

Stage 6: Migrate component functions to the DMO

The carefully project-managed planning and phasing of the formation, introduction and implementation of the DMO is likely to give better results. The suggested outline process is as follows:

	2011						2012					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Consultation	ACC			All					CEO	CEO	CEO	
Budget & Bus. Plan		Outline		Final					Revise			
ACC Decision			Agree outline Plan		Agree final plan		Confirm funding					
Form Shadow Board					First meet	I/V		Meet		Meet		Meet
Recruit CEO					Advert	I/V			Start			
Start DMO												
Absorb business units									ACB			ACC Tourism
Review progress	Stage One			Stage Two								

Table A.6. *Outline flow-chart*

A.12 Model DMO

Name: 'Visit Aberdeen' is recommended unless a USP-based alternative can be identified (e.g. Glasgow – Scotland with Style).

Focus on the City: Stakeholders expressed a desire for the DMO to be firmly focused on the city of Aberdeen, with varying degrees of emphasis on joint work/cross-over with the Shire.

Reporting: Should be to an independent Board of a 'not-for-profit' company for operations, and to ACC for core funding.

Representation: It is essential that Aberdeen City Council has sufficient representation to defend the current level of core funding for the first 5 years of operation, and to represent the interests of the DMO to the elected members and to the Common Good Fund.

Any other stakeholder group should qualify for representation, either through funding provision, say of more than £100k (e.g. BID) or through organised sector interest (e.g. AC&SHA).

The suggested representation structure is as follows:

Organisation	**Number of 'seats'**	**Notes**
Aberdeen City Council	2	Cross party
Aberdeen BID	2	Subject to funding (otherwise 1)
AS&CHA	1	
Elected or nominated private sector representatives	4	
TOTAL	9	Consider adding one co-opted place at the discretion of the Board
Independent Chair & CEO	2	

Table C.2. *Representation*

Objectives and activities: The short-listed elements for consideration as the objectives and activities of a DMO for Aberdeen, on the basis of stakeholder comments, are as follows:

- **Marketing Aberdeen to visitor markets**
- **Work in Partnership**
- **Improve the product offering of Aberdeen**
- Industry engagement

Budget planning: The following income issues need to be resolved to all stakeholders' satisfaction before it is agreed to form a DMO for Aberdeen and set an expenditure budget:

- Continuity of funding from ACC at current levels
- Retention of Staff contracts with ACC to avoid the detailed work on HR which would distract the management and Board of a DMO at the critical formation stage
- Confirmation of continuing professional support (HR/IT/Legal) from ACC
- Confirmation of funding levels from a successful Aberdeen BID
- The level of in kind and in cash support from stakeholders
- VS willingness to continue the joint marketing of Aberdeen City with the ACC or via a DMO funded by ACC, enabling the flexible use of funds available

Three scenarios have been modelled in outline form to inform this process. They are: 'Retrenchment', 'Progress', and 'Step-Change':

Budget Scenarios:

Scenarios			
	Retrenchment	**Progress**	**Step-change**
Scenario description:	ACC recoups the £100,000 of funding freed up from the VIC; Common Good funding lapses; ACC pursues further savings; DMO not formed.	Core funding retained at current levels; Common Good funding maintained at current levels; general marketing support secured from the stakeholders; DMO formed.	Core funding retained at current levels; Common Good funding maintained at current levels; general marketing support, in-kind support and project support secured from the stakeholders; DMO formed.
Indicative income profile by 2014/15			
ACC Core funding change (estimated).	-478,250	0	0
Revised Core funding	701,750	1,180,000	1,180,000
Stakeholder Support & Income Growth	0	330,000	455,000
Total Income for DMO	701,750	1,510,000	1,635,000

Table C.3. ***Budget Scenarios:*** *Retrenchment, Progress and Step-Change*

It is clear that, without a committed engagement from stakeholders to the formation of an Aberdeen DMO, the likely resources available to promote the city risk being halved from the potential level of c. £1.5m to a reduced level of c. £0.7m.

Outline budget income projections for the 'Step Change' option are given below, and this option contains all of the components which make up the other options.

Step-Change Income: The targeted budgeted income for the 'step-change' DMO should be confirmed as:

ITEM	2011/12 BASE £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
EXISTING						
ACC Core funding	1.073,000	1,073,000	1,073,000	1,073,000	1,073,000	1,073,000
Common Good Fund	107,000	107,000	107,000	107,000	107,000	107,000
TOTAL ACC	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000	1,180,000
NEW						
BID (tbc)	-	165,000	175,000	180,000	183,000	185,000
Funding bids	-	25,000	50,000	75,000	100,000	100,000 20
General marketing support	-	25,000	50,000	75,000	75,000	75,000
Marketing Project support	-	0	25,000	50,000	75,000	75,000
Membership (net income zero?)	-	0	0	0	0	0
Supplementary taxes (non-starter?)	-	0	0	0	0	0
In kind support	n/k	25,000	50,000	75,000	75,000	75,000
TOTAL NEW	0	240,000	350,000	455,000	508,000	510,000
TOTAL						
TARGET TOTAL INCOME FOR DMO	-	1,420,000	1,530,000	1,635,000	1,688,000	1,690,000
GROWTH ON 2011/12 BASE		**20%**	**30%**	**39%**	**43%**	**43%**

Table C.5. *DMO Income projections*

A further stage of budget preparation by key stakeholders working in tandem and completed by September 2011, is recommended.

Stage Two

Work to produce an agreed implementation budget and plan would need to be completed by November 2011. This work will need to clarify how stakeholder support for a DMO will be realised, and how other income sources can be captured, so that a DMO can be put on a sustainable footing.