

**MakeItYork**

# Make It York

## SWOT ANALYSIS

# STRENGTHS

- The Board.....obviously
- Diverse set of income streams
- Good event management skills – we can put on a good show
- Well regarded brands : VY and SCY
- Some committed, talented people
- Well networked
- Improving marketing collateral
- Resourceful
- We've so far hit our numbers
- Working well with the BID
- We fire on a number of fronts

# WEAKNESSES

- Our resources don't match our ambitions
- Legacy structures and working practices
- Relationships/links with CYC not as strong as they were
- Shareholder changes
- Digital assets need to be developed
- CRM databases need an overhaul
- Shambles market issues bigger than anticipated
- City-wide tourism strategy needs to be articulated
- City-wide cultural strategy needs to be articulated
- Stakeholder communication needs to be improved
- Dependent financially on 4 or 5 big events
- Ability to be on top of funding opportunities

# OPPORTUNITIES

- Extending tourism expertise into North Yorkshire
- UNESCO – if the City gets behind it – The CCN conference in 2020
- Devolution – extended role for MIY
- New products and services
- Digital and social media expansion
- The Shambles Market and Parliament Street
- A ‘bond-holders’ scheme
- Commercialisation of in-house skills e.g. design, PR, research
- A united marketing and branding message for York
- Developing expertise and investing in fund bid writing
- Developing regional relationships and partnerships
- York Central

# THREATS

- The reputational damage to the city and tourism of week-end ASB
- Future CYC funding uncertainty – agreement ends in March 2018
- Short-term inward investment options – lack of sites – the allure of Leeds
- Tourism : the rise of new competition – Liverpool, Birmingham, Hull etc.
- The national decline of street markets
- The future challenge of Parliament Street
- Possible impact of ‘Brexit’ on funding sources
- Possible public perception problem between MIY and the BID
- ‘Flavour of the month’ approach to key initiatives
- We don’t make ‘collaboration’ work

# SOME KEY CHALLENGES

- Aligning MIY strategy with CYC strategy (100% ownership, 10% funder)
- How do we become self-sustaining ?
- What role for MIY in the cultural strategy of the city ?
- Should the city/MIY create a fresh tourism strategy ?
- Should the city pull together more on marketing ?
- What role for MIY in York Central ?
- ‘Stick to our knitting’ or expand ?
- Horizon scanning – how do we decide what we want ?
- How do we make things stick ? E.g. UNESCO
- Next steps on ASB ?