Time for TIPPERARY

Growing the Value of Tourism in Tipperary

Our Roadmap for Tipperary Tourism

2025 -2030

CONTENTS

Tipperary Tourism - Our Vision: 2025-2030

A new level of sustained participation and collaboration

County wide participation in a Tipperary Tourism network that inspires sustained tourism collaboration and promotion of the authentic Tipperary experience we are so proud of.

Inspire our visitors

Our approach to marketing inspires domestic and international visitors to select Tipperary as the destination to experience the outdoors and heritage stories delivered through authentic community experiences.

Achieve Economic Growth

Year on year growth in the value of tourism in Tipperary by extending the length of the season and providing visitors with reasons to stay longer as our guests.

Introduction &
Tourism Context

Tipperary Tourism was established as a CLG in 2014 with a stated mission of

1. Promote, market and develop Tipperary as Ireland's premier inland visitor destination in both the domestic and overseas markets on behalf of the people of Tipperary.

2. To encourage sustainability through the improvement and addition of product offering, upskilling of providers, extending visitor lengths of stay and increasing spend within the county.

3. To advocate on behalf of tourism in Co Tipperary.

4. Grow the tourism network across Tipperary and influence the activities that will increase the value of tourism in our community.

Since the establishment of Tipperary Tourism and evolvement as a member-based organisation since 2017, the tourism sector has experienced a series of unexpected macro events that included a global pandemic and the ongoing impact of the Ukrainian conflict. The tourism industry continues to operate against the backdrop of a challenging economic environment resulting in ongoing cost pressures and fluctuating visitor demand from key markets. Against this operational backdrop, the tourism industry across the county has demonstrated considerable resilience in responding to these challenges.

As we deal with these challenges and maximise the many opportunities for tourism growth in the county, Tipperary Tourism recognises the need for a new strategic approach to deliver our mission for the tourism sector. Global tourism and consumer trends are directly aligned with the tourism product mix across the county, from the outdoors to heritage and authentic local community experiences.

This provides us with the platform to grow the impact of the sector for our industry and local communities. However, we recognise that Tipperary as a visitor destination needs to raise its profile in the domestic and international market, increase the number of reasons to visit and grow the length of stay in the county. This can only be achieved through a collective unity of purpose and working together towards a shared vision for tourism in the county. It requires a commitment to strengthening the collective approach to growing the economic value of tourism across the county.

Our Strategic Focus: 2025-2030

Our strategic focus over the coming years to ensure a collaborative approach to growing the value of tourism in Tipperary. To achieve this, we will grow the number of businesses involved with Tipperary Tourism. This will ensure a collaborative approach to achieving our goals over the next five years and grow our role as the representative group for the tourism industry. It will provide the platform for enhanced communications among our network and how we can support and influence future tourism destination development. We will work together with our agency partners and tourism businesses to raise the profile of Tipperary as a destination we are proud to share with our visitors. Our three areas of strategic focus are:

1. Developing the Tipperary Tourism industry network

- Grow the number of businesses engaged in Tipperary Tourism activity.
- Strengthen our governance approach to maximise the role of Tipperary Tourism and our impact on tourism marketing and development.
- Ensure Tipperary Tourism is the voice for the tourism sector in the county.
- Grow community awareness of the importance of tourism as an economic sector in Tipperary.

2. Growing the profile of Tipperary as a tourism destination

- Deliver innovative marketing and communications programmes that motivate visitors to consider Tipperary in peak and off peak season.
- Develop a county wide approach to marketing the destination delivering a core destination message supported by the supporting experiences in the county.
- Extend the tourism season in the county and grow the value of our core season.
- Raise the profile of Tipperary as a sustainable tourism destination.

3. Influencing product and experience development

- Influence tourism destination development by supporting and advocating for future product development across the county.
- Inspire and influence organisations and businesses to scale their product and experience development strategies and actions.
- Communicate project information among all agencies, stakeholders and the Tipperary Tourism network.

Tipperary Tourism – Where we are now

Opportunities to consider

- Grow the business network engaged with Tipperary Tourism activity.

- Engage businesses who benefit indirectly from tourism to be part of the Tipperary Tourism network.

- Raise the profile of tourism as a key economic sector for the county and provider of employment in rural communities.

- Increase the profile of Tipperary Tourism as the collective voice for the tourism industry in Tipperary.

- Influence future product development in the destination as the representative voice of tourism in the county.

- Maximise the existing destination product base that is aligned with consumer trends in tourism e.g. outdoors to extend the visitor season.

- Grow industry adoption of the Tipperary Tourism destination brand to create a new scale of impact in marketing and profiling the county.

- Leverage the two Fáilte Ireland regional brands reflecting the range of experiences in the county.

- Maximise the marketing platforms provided through collaboration with existing networks (Lough Derg, Munster Vales, Horse Country, Tipperary Food Producers).

- Strong product and experience profiling opportunities placing the personality of the place at the centre of marketing campaigns e.g. Tipperary Food Producers.

- New destination website as a focal point for destination marketing.

- Town regeneration programmes creating opportunities for community event programming.

- Explore creative partnerships with training and educational bodies to grow the number of businesses involved in tourism.

- New experience development opportunities with international appeal such as Horse Country.

- Extension of existing trails and experience itineraries to orientate visitors between the north and south of the county.

- Profiling our urban hubs and emerging opportunities through Town Centre First projects.

Challenges to address

- Funding of annual marketing programmes.

- Resourcing Tipperary Tourism to create the capacity to advance marketing and influence development projects.

- Gradual decline in industry contributions and membership.

- Access to multi-annual funding streams.

- Enhancement of countywide and multi sector engagement in Tipperary Tourism activities.

- Industry adoption of Tipperary Tourism branding as the umbrella destination brand.

- Alignment of brand and marketing activity in destination marketing campaigns and campaigns delivered by other destination marketing organisations.

- Awareness levels and understanding of Tipperary Tourism activities among the tourism industry.

- Defining the role of Tipperary Tourism in destination promotion, network development and influencing future product development.

- Limited number of existing or new tourism enterprises activating product investment in the county e.g. outdoors providers.

- Low levels of saleable food and drink experiences for visitors to access.

- Number of saleable visitor experiences available throughout the county, in peak and off peak season periods.

- Outside of the Tipperary Food Producers Network, no other active industry networks exist as sub product groups.

Section 2

Tourism in Tipperary

Tourism Performance

Tourism generates in excess of €100 million annually for the Tipperary economy and is estimated to support 3,000 jobs across the county. The top visitor attractions in the county are attracting a total of 600,000 visitors per annum.

Domestic visitors to Tipperary made 326,000 trips to the county accounting for 606,000 nights and generated €54.2 million in expenditure (Fáilte Ireland 2023). The average length of stay in Tipperary among domestic visitors is two nights.

Tipperary attracted 194,000 overseas visitors who stayed in the county and spent €52 million. Tipperary is estimated to have a 2% share of overseas visitors to Ireland and 1% share of total overseas visitor expenditure[1].

There were nearly 600,000 visitors to attractions in Tipperary in 2023[2]. There is an upward trend in the total number of visitors to Tipperary's visitor attractions. Total visitor numbers to the main attractions increased by 21% in 2023.

As one of the country's most iconic attractions, the Rock of Cashel is the most visited attraction in the county. In 2023 it welcomed more than 350,000 visitors. The two other most visited attractions in Tipperary are Cahir Castle and Hore Abbey.

Central Statistics Office (CSO) data highlights the importance of the accommodation and food service sector to Tipperary's economy. In 2019, there were 668 accommodation and food service businesses in operation. This grew to 696 businesses by 2022. The associated employment growth in the accommodation and food sector was an increase from 4,025 to 4,431 in that period.

Tipperary Transforming – Product Development Plan 2020-2030 predicts an increase of 50% in the number of people employed in tourism based on anticipated growth in demand from domestic and international visitors.

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[1] Based on most recent Fáilte Ireland county wide data from 2019. Numbers are indicative to reflect the measurement methodology for visitor numbers and revenue has changed.

[2] Failte Ireland, Annual Visitor Attractions Survey (2023)

Tipperary Tourism Information

Domestic Visitors 2023

Domestic Visitors
326,000

Revenue Generated
€54 million

Overseas Visitors 2019

Overseas Visitors
194,000

Revenue Generated
€52 million

Average length of stay
2 nights

Tipperary Tourism Economy

3,000+
Directly employed in tourism

696
Businesses in the accommodation and food service sector

4,400
Employed by the accommodation and food service sector

There are 90 registered accommodation properties in Tipperary. The 22 hotels across the county account for 2,089 bed spaces. Caravan and camping sites account for 1,108 bed spaces in the county. The rating of accommodation in Tipperary is largely in the three and four star rated properties with one five-star hotel in the county, the Cashel Palace.

Tourism Industry Sentiment

The majority of the tourism industry stated they are more dependent on the domestic market (Tipperary Tourism Industry Survey, April 2025). Based on the feedback the tourism industry receives from visitors, the main associations of Tipperary as a visitor destination are concentrated around the heritage product and the outdoors. In realising future growth for tourism in Tipperary, the industry feedback concentrated on the need to grow the supply of visitor experiences, grow the accommodation base, leverage the accessibility of the county and more co-ordinated marketing.

The majority of the tourism industry view the role of Tipperary Tourism to be focused on the promotion and marketing of the county to domestic and international markets. Supporting and representing tourism businesses in the county was identified as a key role for Tipperary Tourism. The tourism industry advocated for more networking events, growing awareness of the benefits of being involved in Tipperary Tourism and increasing the marketing and promotion of Tipperary.

Tipperary Tourism Product Profile

Accommodation Breakdown

Hotels in Tipperary

Rating	Hotels	Beds
5*	1	88
4*	8	1,232
3*	8	630
2*	4	119
Approved	1	20
Total	**22**	**2,089**

Failte Ireland registered and approved properties (May 2024)

Top 10 Visitor Attractions

Attraction	Visitors
Rock of Cashel	357,273
Cahir Castle	85,014
Hore Abbey	63,738
Swiss Cottage	30,126
Nenagh Castle	21,655
Main Guard	9,161
Roscrea Heritage Centre Grounds	7,596
Ormond Castle	5,124
Famine Warhouse	1,500
Slieveardagh Heritage Centre	550

Failte Ireland Annual Visitor Attractions Survey 2023 (participating attractions)

Other Registered Accommodation

Accommodation Type	Properties	Beds
B&B	23	213
Caravan & Camping	6	1,108
Guesthouse	2	39
Self-catering	15	100
Welcome Standard	22	424
Total	**68**	**1,884**

Failte Ireland registered and approved properties (May 2024)

Tipperary Accommodation Product

Hotels
22

Registered Properties
90

Total Bedstock
3,973

Failte Ireland registered and approved properties (May 2024)

Delivering a SMART Roadmap for Tipperary Tourism

Our Strategic Approach - Delivering a SMART Roadmap for Tipperary Tourism

Achieving SMART Growth

S — **Our Sustainable Destination Goal**
Increase the profile Tipperary as a sustainable tourism destination and increase the number of tourism businesses committed to sustainable practices.
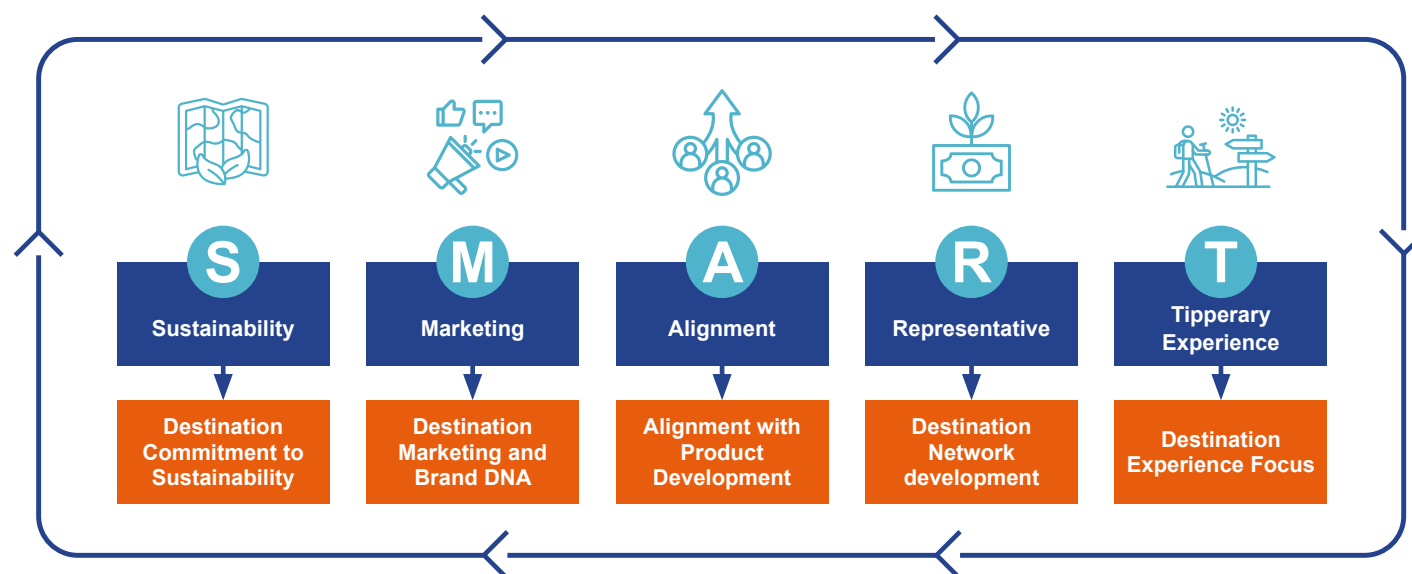
M — **Our Marketing Goal**
Grow the impact of our marketing activity to increase the economic value of peak season business and extend the length of the tourism season in the county.

A — **Our Alignment Goal**
The enhancement of our governance structures to develop the capacity of Tipperary Tourism to influence, advise and partner on tourism development activity across the county.

R — **Our Representative Goal**
Grow the numbers of tourism businesses engaged in the Tipperary Tourism network.

T — **Our Tipperary Experiences Goal**
Motivate domestic and international visitors to stay in Tipperary by playing to our strengths as an outdoor and heritage led destination.

Tipperary Tourism will follow a SMART roadmap to achieve our strategic objectives over the next five years. The roadmap is designed to provide a focus on how we deliver on our stated mission for tourism in Tipperary. It will reinvigorate our tourism network and ensure a collaborative team approach to growing the value of tourism across the county. Our roadmap is based on the principles of sustainable tourism and ensuring a SMART approach to guide the activities of Tipperary Tourism over the next five years.

S Sustainability	**M** Marketing	**A** Alignment	**R** Representative	**T** Tipperary Experience
Destination Commitment to Sustainability	Destination Marketing and Brand DNA	Alignment with Product Development	Destination Network development	Destination Experience Focus

1 SUSTAINABILITY

Our Destination Goal

Increase the profile Tipperary as a sustainable tourism destination and increase the number of tourism businesses committed to sustainable practices.

What we want to achieve (strategic objectives)

- **Sustainable Tourism Industry:** Encourage and support a low-impact tourism industry in Tipperary by providing supports through a partnership approach for sustainability certifications and training relevant to their needs.
- **Slow Tourism Experiences:** Promote immersive and culturally rich slow tourism experiences that encourage longer stays and communicate the depth of outdoor experiences across Tipperary.
- **Regenerative Tourism:** Maximise the opportunity by adopting regenerative tourism practices in Tipperary that allows the industry, local communities and visitors to leave the county in a better place than they found it.

How we will achieve this

- **Destination Level:** Increase the level of destination marketing highlighting our commitment to sustainability.

- **Industry Level:** Tipperary Tourism will support a sustainable tourism industry by promoting the adoption of sustainable business practices based on each respective sectors' requirements.

- **Sustainable Marketing:** Tipperary Tourism will market the destination as a leading sustainable tourism destination, highlighting the industry's commitment to the environment and the range of sustainable experiences available to visitors to the county.

Impact Projects

Sustainable Tourism Industry: Work in partnership with relevant agencies to grow the number of Tipperary Tourism network members who have undertaken sustainability training

2 MARKETING

Our Marketing Goal

Grow the impact of our marketing activity to increase the economic value of peak season business and extend the length of the tourism season in the county.

What we want to achieve (strategic objectives)

- **Tipperary Tourism Awareness:** Increase awareness of Tipperary as a year-round destination in the domestic and targeted international markets.

- **Destination Brand Alignment:** Ensure a coherent approach to destination brand development in alignment with all brands operating in Tipperary.

- **Collective Destination Marketing:** Deliver a collective approach to destination marketing through a planned annual programme of collaboration.

- **Digital Marketing:** Establish a distinctive online presence that meets the meet of the visitor and builds on the emerging opportunities through AI.

- **Online Destination:** Work in partnership with agencies to grow the online presence of the Tipperary tourism industry and producers of engaging content.

- **Tourism Season Extension:** Increase visitors consideration of Tipperary as a destination in the shoulder season to extend the length of the tourism season in Tipperary.

2 MARKETING

How we will achieve this

Tipperary Tourism will deliver an annual 'five markets' marketing and communications programme.

- **Internal Marketing Focus:** Increased emphasis on membership and tourism industry communications and marketing to create awareness of Tipperary Tourism activity.

- **External Marketing Focus:** Growing the appeal to the domestic market based leading with our core destination experiences and targeting international visitors from specific target markets.

- **Alliance Marketing Focus:** Annual programme of destination marketing alignment with partner brands such as Lough Derg, Munster Values and Horse Country.

- **Referral Marketing Focus:** Support our tourism industry to attract business from tour operators and other referrers of niche business tourism in the meetings, incentives, conferences and events categories.

- **Influencer Marketing Focus:** An agreed work programme to leverage national and international marketing with Tourism Ireland and Failte Ireland to include the Ireland's Ancient East and Ireland's Hidden Heartlands regional brands.

Impact Projects

- **Season Extension Collaboration:** Commit to the delivery of a series of seasonal collaboration marketing projects with the aim of season extension with all brands and industry adoption.

- **Visitor in Your Own County Day:** Host an annual 'Visitor in your own County' day to encourage local communities to be a tourist in their own county and discover the range of visitor experiences in Tipperary.

3 ALIGNMENT

Our mission reflects the commitment of Tipperary Tourism to align our activity with destination and product development in the county. Destination development occurs across many levels from product development focus to new funding streams such as Just Transition to the regeneration of our towns and villages. Each represent a strategic opportunity for Tipperary Tourism.

Strengthening our governance structures and industry representation will create the industry linkages with all product development activity and create a forum for ensuring future alignment with all emerging opportunities impacting on tourism. In addition to our alignment with future destination development activity, we will create a collaborative environment with our partners in tourism. This includes the Fáilte Ireland regional brands, Horse County, Lough Derg, Munster Vales and the Food Producers Network.

Our Alignment Goal

The enhancement of our governance structures to develop the capacity of Tipperary Tourism to influence, advise and partner on tourism development activity across the county.

What we want to achieve (strategic objectives)

- **Network alignment:** Alignment between all tourism networks and marketing activity to strengthen the impact of destination marketing in Tipperary.

- **Regional brand alignment:** Create stronger linkages between the Tipperary experience through our partnerships with Ireland's Ancient East and Ireland's Hidden Heartlands.

- **Destination development alignment:** Support and align Tipperary Tourism with strategic destination development planning and community based regenerative opportunities.

- **Destination Product development:** Adopt a proactive role in influencing future product development that can influence the development of tourism across the county.

- **Destination experience activation alignment:** Grow awareness of Tipperary as a destination for the outdoors and heritage supported by emerging opportunities such as community tourism, food & drink and activity.

- **Influence product development:** Develop Tipperary Tourism as a focal point for industry input and communications on future product development.

3 ALIGNMENT

How we will achieve this

- **Network alignment:** Formalise an agreed collaborative marketing approach with an immediate focus on season extension.
- **Regional brand alignment:** Leverage existing enterprise supports to enable the industry to maximise the profile and experience development opportunity through Ireland's Ancient East and Ireland's Hidden Heartlands.
- **Destination development alignment:** Support the opportunity to profile urban destinations through the Town Regeneration programme.

- **Destination product development:** Address the accommodation development challenge in Tipperary by assessing the opportunities for county wide campervan accommodation.
- **Destination experience activation alignment:** Work with Horse Country, Tipperary Food Producers and the outdoor experience network to raise the profile of Tipperary's quality visitor experiences.
- **Influence product development:** Create a representative subgroup from the board to engage with all agencies and destination groups as a two-way communication channel focused on product and experience development.

Impact Projects

- **Accommodation Development:** Undertake a Tipperary Tourism led project to assess the feasibility of developing campervan sites across the county to disperse the benefits of tourism.
- **Tipperary Tourism Entrepreneurs:** Develop a project with all relevant agencies to attract new start-ups into the outdoor activity and attractions sectors.

4

REPRESENTATIVE

Our Representative Goal

Grow the numbers of tourism businesses engaged in the Tipperary Tourism network.

What we want to achieve (strategic objectives)

- **Governance:** Enhancement of governance structures in line with best practice and increased tourism sector representation on the board from across the county.
- **Roles and Responsibilities:** Strengthen our capacity to deliver projects and the annual programme of activity through clearly defined board roles and responsibilities and sub-committees as required.
- **Tourism Leadership:** Grow the influence of Tipperary Tourism as a voice for tourism in the county.
- **Funding the Ambition:** Build a financially sustainable model to support the resources required to achieve our strategic ambition.
- **Grow the Tourism Network:** Grow the number of businesses involved in Tipperary Tourism on a year-by-year basis.

How we will achieve this

- **Governance:** Grow the level of private sector involvement in the board or through specific projects and sub-committees
- **Roles and Responsibilities:** Examine the formation of board subcommittee structure to focus on network development, funding and special projects. This will include the recruitment of non-board members to the subcommittees.
- **Tourism Leadership:** Create an advocacy group within Tipperary Tourism to meet quarterly with Tipperary County Council, Munster Vales and the Lough Derg VEDP implementation group.
- **Funding the Ambition:** Develop a new partnership funding model.
- **Grow the Tourism Network:** Undertake an annual recruitment campaign to grow the numbers involved in the Tipperary Tourism network supported by the delivery of a number of member events.

Impact Projects

- **Board Succession and Sub Committees:** Maximise the impact of the Tipperary Tourism board as an industry representative group and form three initial board subcommittees dedicated to network development, funding and special projects.

5 TIPPERARY EXPERIENCES

What we want to achieve (strategic objectives)

- **Experience Awareness:** Communicate the range of great Tipperary Experiences through inspired itineraries.

- **Experience development:** Identify and support the development of new visitor experiences across the county.

- **Product & Experience Linkages:** Maximise our product and visitor experiences to disperse visitors across the county by growing the linkages across our product base.

- **Festivals & Events:** Grow the impact of festivals and events in our community and their ability to grow the value of tourism across the county.

- **Place & Community:** Leverage investment in urban and rural regeneration to create new opportunities to develop community-based tourism experiences.

Our Tipperary Experiences Goal

Motivate domestic and international visitors to stay in Tipperary by playing to our strengths as an outdoor and heritage led destination.

5 TIPPERARY EXPERIENCES

How we will achieve this

- **Experience Awareness:** Develop a seasonal approach to itinerary development based on our Tipperary Experience Triangle and the Fáilte Ireland travel motivations framework.

Pyramid (top to bottom):
- Outdoors & Activities
- Heritage & Culture
- Supporting Experiences – food, music, trails
- Festivals and Events
- Community Experience – urban and rural hubs

- **Experience development:** Identify experience development opportunities in line with current experience development activity such as Horse Country, food & drink and the outdoors.

- **Product & Experience Linkages:** Undertake an assessment to strengthen the links between our core heritage sites through cross promotion or experience route development.

- **Festivals & Events:** Deliver one new annual destination festival or event linked to the Tipperary Experience Triangle and work to attract the hosting of a major cultural event for Tipperary.

- **Place & Community:** Engage with our Town Team to promote community based tourism experiences and community event programming.

Impact Projects

- **Tipperary Heritage Sites:** Assess the opportunity to create stronger linkages between all Tipperary based OPW Sites.

- **Food and drink experiences:** Work with local food and drink producers and farmers to develop Tipperary food experiences and trails.

- **Food Festival:** Deliver a Tipperary Food Producers Festival focused initially on one core hub with a series of satellite locations.

Measuring Success
Tipperary Tourism
Destination Scorecard

Area	Objective	Areas of focus	KPI's
S Sustainability	Secure international destination accreditation as a sustainable tourism destination and increase the number of tourism businesses committed to sustainable practices.	**Destination Level:** Increased level of marketing focused on eco tourism experiences and destination commitment to sustainable tourism experiences. **Industry Level:** Tipperary Tourism will support a sustainable tourism industry by promoting the adoption of sustainable business practices based on each respective sectors' requirements. **Sustainable Marketing:** Tipperary Tourism will market the destination as a leading sustainable tourism destination, highlighting the industry's commitment to the environment and the range of sustainable experiences available to visitors to the county.	• Increase in local tourism businesses with sustainability certifications • Increase in sustainable business practices across the tourism industry • Increase in businesses participating in sustainable and regenerative tourism training programmes
M Marketing	Grow the impact of our marketing activity to increase the economic value of peak season business and extend the length of the tourism season in the county.	**Internal Marketing Focus:** Increased emphasis on membership and tourism industry communications and marketing to create awareness of Tipperary Tourism activity. **External Marketing Focus:** Growing the appeal to the domestic market based leading with our core destination experiences and targeting international visitors from specific target markets. **Alliance Marketing Focus:** Annual programme of destination marketing alignment with partner brands such as Lough Derg, Munster Values and Horse Country. **Referral Marketing Focus:** Support our tourism industry to attract business from tour operators and other referrers of niche business tourism in the meetings, incentives, conferences and events categories. **Influencer Marketing Focus:** An agreed work programme to leverage national and international marketing with Tourism Ireland and Failte Ireland to include the Ireland's Ancient East and Ireland's Hidden Heartlands regional brands.	• Extension of the tourism season in Tipperary • Increased expenditure from domestic visitors • Increase number of international visitors • Widespread adoption of the 'Time for Tipperary' brand • Increased online presence among Tipperary Tourism members • Increased website traffic from domestic and international markets • Participation in annual 'Visitor in your own County' day

Area	Objective	Areas of focus	KPI's
A Alignment	The enhancement of our governance structures to develop the capacity of Tipperary Tourism to influence, advise and partner on tourism development activity across the county.	**Network alignment:** Alignment between all tourism networks and marketing activity to strengthen the impact of destination marketing in Tipperary. **Regional brand alignment:** Create stronger linkages between the Tipperary experience through our partnerships with Ireland's Ancient East and Ireland's Hidden Heartlands. **Destination development alignment:** Support and align Tipperary Tourism with strategic destination development planning and community based regenerative opportunities. **Destination Product development:** Adopt a proactive role in influencing future product development that can influence the development of tourism across the county. **Destination experience activation alignment:** Grow awareness of Tipperary as a destination for the outdoors and heritage supported by emerging opportunities such as community tourism, food and activity. **Influence product development:** Develop Tipperary Tourism as a focal point for industry input and communications on future product development.	• Collective approach towards marketing between all tourism networks • Complete of feasibility analysis of campervan accommodation opportunity. • Growth in the number of businesses in the outdoor activity sector
R Representative	Grow the numbers of tourism businesses engaged in the Tipperary Tourism network.	**Governance:** Enhance of governance structures in line with best practice and increased tourism sector representation on the board from across the county. **Roles and Responsibilities:** Strengthen our capacity to deliver projects and the annual programme of activity through clearly defined board roles and responsibilities and sub-committees as required. **Tourism Leadership:** Grow the influence of Tipperary Tourism as a voice for tourism in the county. **Funding the Ambition:** Build a financially sustainable model to support the resources required to achieve our strategic ambition. **Grow the Tourism Network:** Grow the number of businesses involved in Tipperary Tourism on a year by year basis.	• Annual increase in members in the Tipperary Tourism network • Measurement of member satisfaction among Tipperary Tourism network • Increase in annual funding for the network • Growth in private sector representation in Tipperary Tourism

Area	Objective	Areas of focus	KPI's
Tipperary Experiences	Motivate domestic and international visitors to stay in Tipperary by playing to our strengths as an outdoor and heritage led destination.	**Experience Awareness:** Communicate the range of great Tipperary Experiences through inspired itineraries. **Experience development:** Identify and support the development of new visitor experiences across the county. **Product & Experience Linkages:** Maximise our product and visitor experiences to disperse visitors across the county by growing the linkages across our product base. **Festivals & Events:** Grow the impact of festivals and events on our community and their ability to grow the value of tourism across the county. **Place & Community:** Leverage investment in urban and rural regeneration to create new opportunities to develop community based tourism experiences.	• Increase in saleable visitor experiences across the county. • Completion of impact projects • Development and hosting of one new annual destination festival / event • Hosting of an annual 'Time for Tipperary' weekend • Development of a Tipperary Food Producers Festival

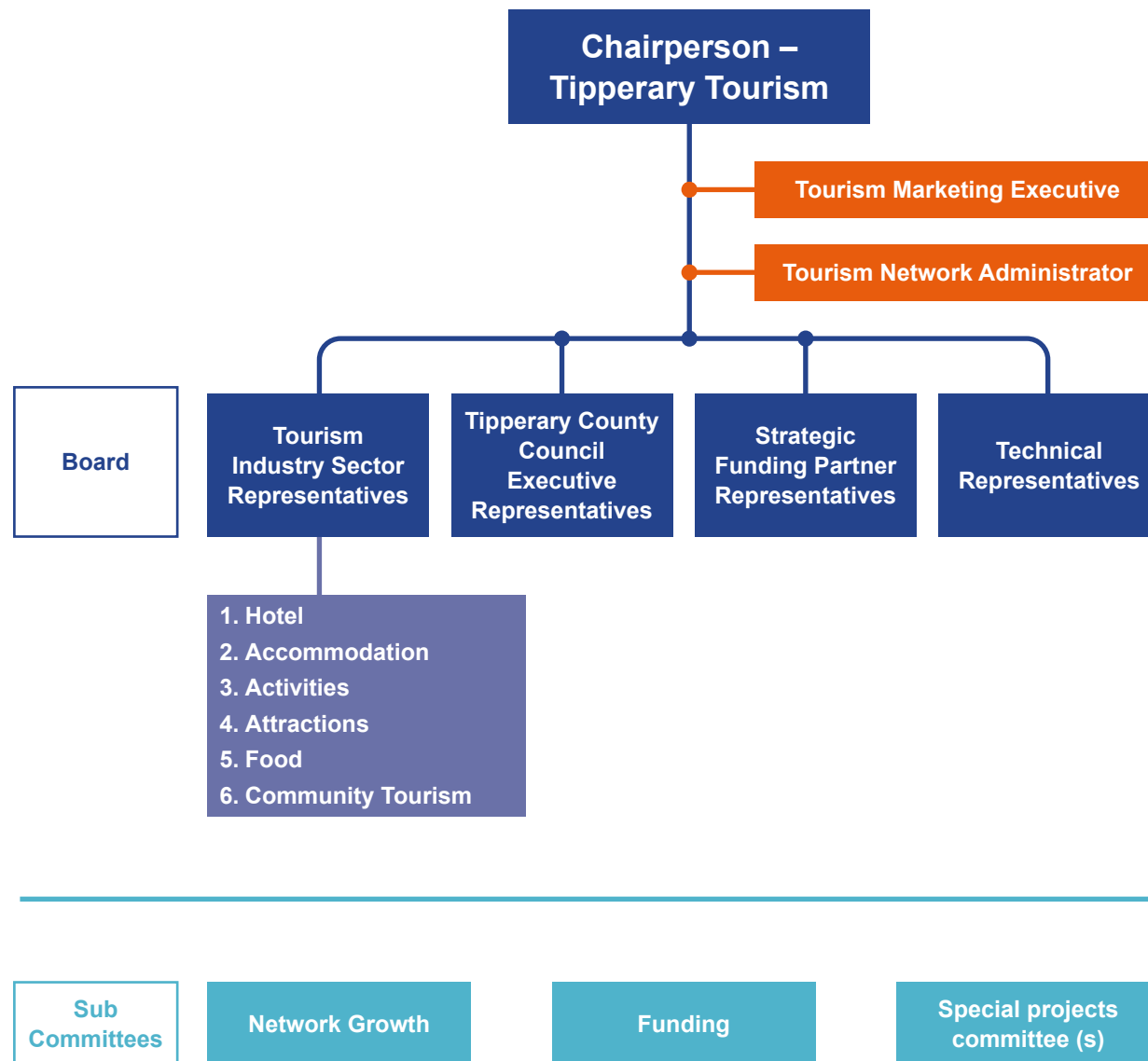# Structured for Success - Governance and Resourcing

Our Governance Approach

The mission that guides the operational and governance approach for Tipperary Tourism focuses on;

1. Promote, market and develop Tipperary as Ireland's premier inland visitor destination in both the domestic and overseas markets on behalf of the people of Tipperary.

2. To encourage sustainability through the improvement and addition of product offering, up skilling of providers, extending visitor lengths of stay and increasing spend within the county.

3. To advocate on behalf of tourism in Co Tipperary.

4. Grow the tourism network across Tipperary and influence the activities that will increase the value of tourism in our community.

Our governance approach must reflect this mission and the strategic purpose of Tipperary Tourism. Strengthening the involvement of businesses in the network requires adequate resourcing and a governance model reflecting all tourism stakeholders. Tipperary Tourism will develop the governance structures to achieve our stated vision to grow business participation in the network, deliver marketing impact and grow the value of tourism.

We will continuously evolve the board to strengthen tourism industry representation from all tourism product areas. To achieve our alignment goals, we will ensure Tipperary Tourism is the voice of the tourism industry. This can only be achieved by the active participation of representatives from across the county.

Chairperson – Tipperary Tourism

Tourism Marketing Executive

Tourism Network Administrator

Board

Tourism Industry Sector Representatives

Tipperary County Council Executive Representatives

Strategic Funding Partner Representatives

Technical Representatives

1. Hotel
2. Accommodation
3. Activities
4. Attractions
5. Food
6. Community Tourism

Sub Committees

Network Growth

Funding

Special projects committee (s)

The board will be comprised of representatives of the core tourism product groups operating in Tipperary. Representation will also account for geographic distribution of the four.

The composition of the board in addition to the chairperson (thirteen person board) will include;

- Six tourism industry representatives representing agreed tourism product areas (tourism industry representatives will be individuals actively involved in the tourism sector).
- Two Tipperary County Council executive representatives.
- Two strategic partner representatives e.g. Local Development Companies..
- Two technical representatives – independent members of the board who bring technical knowledge in areas such as marketing, legal, finance.

Each board member will have a clear understanding of their role and responsibilities. Participation on the board is aligned with the following duties;

- Strategic oversight of Tipperary Tourism and delivery of the roadmap plan.
- Active representation on behalf of their network or stakeholder group.
- Two-way reporting to disseminate information from the board and reflect the views of the network to the board.
- Ensuring the financial sustainability of operations.
- Impact project support and guidance.
- The Board operations will be supported by the formation of a number of sub committees initially tasked with a focus on membership development, funding and special projects supporting the delivery of the impact projects. The formation of the sub committees will allow for the provision to bring in non Board members on a project by project basis. The Board will retain the flexibility to form additional sub committees or project teams as required. Membership on the Board is subject to a maximum three year period. After a break period of one year, past board members may reapply to join the board again for an additional and maximum two year period.
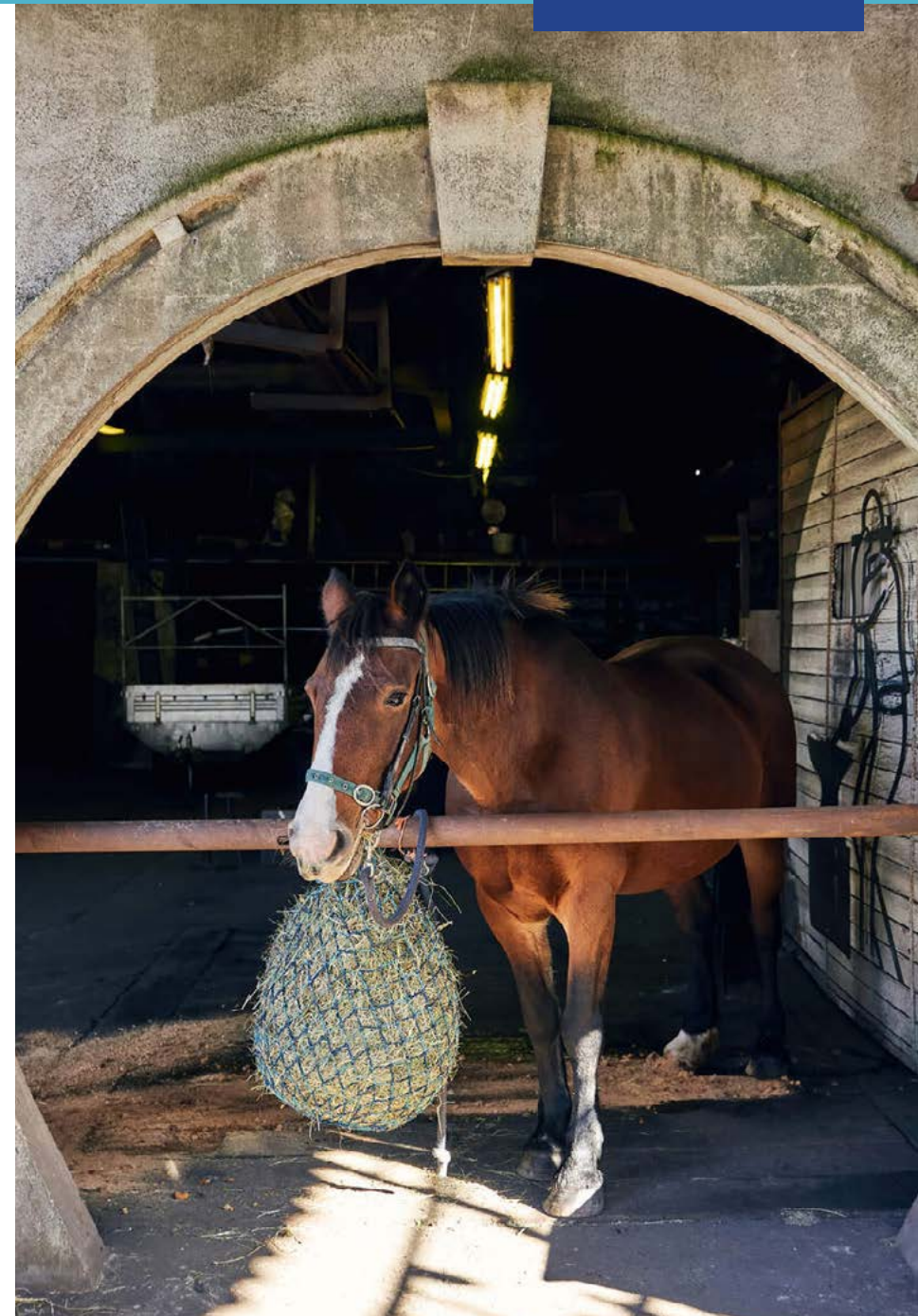
Funding our Ambition

We want to increase the number of businesses involved in Tipperary Tourism and create a new scale of collaboration. Growing the size of the network is a strategic priority. In doing this we need to take account of a challenging operating environment.

Building and nurturing an engaged Tipperary Tourism membership base is critical to achieving success. We will deliver an annual programme of activity where members will find value in being involved. We will commit to our internal marketing focus and timely updates on our successes. An increasingly aware membership will allow for stronger industry alignment, engagement with our destination brand and increase marketing effectiveness.

 In the first three years of this plan, we will continue to assess our membership strategy. Our model will be a Friends of Tipperary Tourism model. This will be based on ensuring an equitable membership fee structure under a Member of Tipperary Tourism model. We will introduce three membership fee categories to reflect our micro enterprise members through to larger tourism businesses. The fee level should not be a deterrent to join. The development of the wider funding model in the first three years of this plan is designed to minimise any requirements for large membership fees and continue to encourage network participation. To resource our destination marketing and the activation of our Tipperary Tourism impact projects our funding model will include a mix of funding streams to be developed over the timeframe of this plan.

- Core Funding Partners - Tipperary County Council.

- Network Partners – Annual contributions from existing networks and product groups.

- Corporate Partners – Identification of corporate partners aligned with our destination sustainability values. Our corporate partners programme will include supports for our annual network development activities (annual conference) and be a tourist in your own county programming.

- Grants - Tipperary Tourism will identify relevant grant funding schemes to support the delivery of impact projects, marketing programmes and other resourcing opportunities that will arise.

Resource Implications

The roadmap will be implemented by the Board of Tipperary Tourism. In order to achieve the objectives of the plan across each of the five S.M.A.R.T. areas, investment in additional tourism and administrative resources will be required.   The delivery of the impact projects and action plan will require additional dedicated resourcing in order to achieve the key goals of growing the network, marketing the destination and influencing destination development. The additional role(s) will also support the board in the delivery of projects to be adopted by Tipperary Tourism and support the board in the delivery of their role as an active board member.

Section **6**

SMART Roadmap
Action Plan

Ref.	Action Name	Action	Timeframe	Responsible
Sustainability Impact Projects				
1.1	**Sustainable Tourism Industry Training**	Work in partnership with relevant agencies to grow the number of Tipperary Tourism network members who have undertaken sustainability training e.g. the Green Tourism Certification (considered the gold standard for hotels).	Q4 2026	Tourism Development Officer
Sustainability Supporting Projects				
1.2	**Destination Accreditation**	Review the requirements to pursue an appropriate sustainable tourism destination for Tipperary.	Q4 2026	Tourism Development Officer
1.3	**Food Sustainability & Food Miles**	Explore the potential of an industry wide project to consider adapting to the Menu for Good initiative focused on reducing food waste, and showcase our hospitality partners commitment to reducing food miles through the use of local produce on local menus.	Q4 2026	Tipperary Development Officer
1.4	**Regenerative Tourism**	Support the rollout of EU Just Transition Regenerative Tourism and Placemaking Scheme and the industry in their development of regenerative tourism experiences and review the requirements to establish Tipperary as a regenerative destination through certifications and training.	Q3 2026	Tourism Activator

Ref.	Action Name	Action	Timeframe	Responsible
1.5	**Sustainable Tourism Experiences**	Work with Fáilte Ireland to encourage four network members to encourage the creation of distinctive sustainable tourism experiences.	Q1 2027	Tourism Development Officer
1.6	**Slow Tourism Destination**	Develop the profile of Tipperary as a slow tourism destination through CTA to website , including itinerary development, storytelling, digital campaigns, and strategic partnerships.	Q4 2026	Tourism Development Officer
1.7	**Sustainable Marketing**	Develop a marketing campaign that promotes Tipperary as a leading sustainable and regenerative tourism destination communicating the range of sustainable experiences in the county.	Q4 2030	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Marketing Impact Projects				
2.1	**Season Extension Collaboration**	Commit to the delivery of a series of seasonal collaboration marketing projects with the aim of season extension with all brands and industry adoption. Survey Industry through State of the Season Survey indicating length of season.	Q4 2027	Tourism Development Officer
2.2	**Visitor in Your Own County Day**	Host an annual 'Visitor in your own County' day to encourage local communities to be a tourist in their own county and discover the range of visitor experiences in Tipperary.	Q4 2027	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Marketing Supporting Projects				
2.3	**Brand Adoption**	Increase the use and adoption of the Time for Tipperary brand by the tourism industry with brand toolkit placed on Tipperary.com.	Q4 2026	Tourism Development Officer
2.4	**Ambassador Programme**	Develop an annual 'our county' ambassador programme for Tipperary.	Q4 2026	Tourism Development Officer
2.5	**Destination Marketing Alignment**	Deliver a collective approach to destination marketing by aligning Tipperary Tourism marketing activity with Munster Vales, Lough Derg, Horse Country and Tipperary Food Producers Network.	Q4 2026	Tourism Development Officer
2.6	**Tipperary Tourism Marketing Programme**	Implement the annual marketing programme to increase awareness of Tipperary as a year-round destination in the domestic and targeted international markets.	Q1 2026	Tourism Development Officer
2.7	**Internal Communications**	Enhance existing 'Time for Tipperary' brand and improve communications through digital platforms i.e. 'What's on in Tipp', to link in with local tourism offices in the county.	Q3 2026	Tipperary Development Officer
2.8	**Tourism and Community Awareness**	Deliver an annual Tipperary Tourism update to local media to communicate progress and sectoral performance to highlight community awareness of the impact of tourism. Align with results from the State of the Season Survey.	Q1 2026	Tourism Development

Ref.	Action Name	Action	Timeframe	Responsible
2.9	**Tourism Industry Online Presence**	Work in partnership with agencies to grow the online presence of the Tipperary tourism industry through the website, social media and producing engaging content. Measure through State of the Season Survey to ascertain impact of TT campaigns.	Q4 2025	Tipperary Development Officer
2.10	**Destination Website**	Maximise the opportunity through Social Media profiling one member a week, with a CTA to the Tipperary.com website, highlighting motivational itineraries.	Q1 2026	Tipperary Development Officer
2.11	**Familiarisation Trips**	Work in partnership with our network to host 2 annual familiarisation trips.	Q4 2025	Tourism Development Officer
2.12	**National and Regional Brands**	Align destination marketing with Fáilte Ireland brands, IAE and IHH. Rollout webinars to the industry highlighting the value of IAE, IHH and Time for Tipperary.	Q2 2026	Tourism Development Officer
2.13	**Review Marketing Programme**	Review the annual marketing performance and use insights to adjust future strategies.	Q3 2026	Tourism Development Officer
2.14	**Cross County Marketing Collaboration**	Work with bordering counties to market Tipperary to domestic and international visitors.	Q4 2026	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Alignment Impact Projects				
3.1	**Campervan Feasibility / Accommodation Development**	Undertake a Tipperary Tourism led project to assess the feasibility of developing campervan sites across the county to disperse the benefits of tourism.	Q4 2025	Tourism Development Officer
3.2	**Developing Tourism Entrepreneurs**	Work with the tourism trade to advise them of LEO / Skillnet and other training opportunities and work with the same bodies to shape any required specific tourism business development training.	Q4 2025	Tourism Development Officer
Alignment Supporting Projects				
3.3	**Regional Brand Alignment**	Highlight industry supports available through Ireland's Ancient East and Ireland's Hidden Heartlands brands for Tipperary Tourism Members.	Q4 2025	Tourism Development Officer
3.4	**Destination Development Alignment**	Promote and support opportunities for destination development in key towns and villages in Tipperary under the Town Regeneration programme.	Q4 2026	Tourism Development Officer
3.5	**Destination Experience Activation Alignment**	Work with Horse Country, Tipperary Food Producers and the outdoor experience network to raise the profile of Tipperary's quality visitor experiences.	Q4 2026	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
3.6	**Product Development**	Support tourism product development actions outlined in the Munster Vales Strategic Development Plan 2020-2025, Lough Derg VEDP, Thoroughbred Country DEDP, the IAE and IHH Regional Tourism Development Strategies 2023 – 2027, and the Tourism Masterplan for the Shannon. Develop a Product Support Working Group and concepts to the board to action.	Q4 2030	Tourism Development Officer
3.7	**Outdoor Recreation**	Align on the outputs of the Tipperary County Outdoor Recreation Plan and identify actions where Tipperary Tourism will support outdoor recreation experiences. Prepare for Tipperary Sports Partnership to present at December's Tipperary Tourism board meeting.	Q4 2030	Tourism Development Officer
3.8	**Annual Roadmap**	Develop a roadmap once a year with District Administrators to shape any required future tourism developments.	Q4 2025	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Representative Impact Projects				
4.1	**Tipperary Tourism Network Growth**	Undertake a 'Time for Collaboration' network recruitment campaign based on the new Friends of Tipperary model.	Q2 2026	Tipperary Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
4.2	**Governance of Tipperary Tourism**	Maximise the impact of the Tipperary Tourism Board as an industry representative group and form three initial board sub committees dedicated to network development, funding and special projects. Increase the level of private sector involvement on the Board through a projects driven focus and establishing sub-committees.	Q1 2026	Tipperary Development Officer
4.3	**Establishing Roles and Responsibilities**	Define the roles and responsibilities of Board members within Tipperary Tourism and establish a reporting structure aligned with an agreed annual work programme.	Q1 2026	Tipperary Tourism Board
4.4	**Partnership Funding Model**	Implement a partnership funding model for Tipperary Tourism which will include a 'Friends of Tipp Tourism' model for fundraising and network development.	Q2 2026	Tipperary Development Officer
4.5	**Membership Structure**	Carry out a review of Membership Structure and increase membership for Tipperary Tourism by promoting the benefits to the local tourism industry.	Q4 2026	Tipperary Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Representative Supporting Projects				
4.6	**Tourism Advocacy Group**	Create a Tipperary Tourism advocacy group to meet quarterly with Tipperary County Council, Munster Vales, and the Lough Derg VEDP implementation group.	Q1 2026	Tipperary Tourism Board
4.7	**Funding Streams**	Apply for funding through the LEO, LEADER, Fáilte Ireland and other government programmes for additional resources and projects. E.g. Caravan and Camping Feasibility Study.	Q4 2025	Tipperary Development Officer
4.8	**Tipperary Tourism Events**	Commit to deliver tourism conference every two years and one member network event each year.	Q1 2027	Tipperary Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
Tipperary Experiences Impact Projects				
5.1	**Tipperary Heritage**	Assess the opportunity to create stronger linkages between all Tipperary based OPW Sites and demonstrate the scale and quality of the heritage product in the county.	Q1 2027	Tourism Development Officer
5.2	**Experience Tipperary Weekend**	Host an annual county wide off peak 'Time for Tipperary' weekend focused on attracting domestic visitors. Change this to a marketing campaign for short breaks to drive visitors to Tipperary during off-peak season in Tipperary.	Q1 2027	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
5.3	Food and drink experiences	Work with local food and drink producers and farmers to develop Tipperary food experiences and trails.	Q1 2027	Tourism Development Officer
5.4	Food Festival	Deliver a Tipperary Food Producers Festival focused initially on one core hub with a series of satellite locations.	Q4 2027	Tipperary Food Producers
Tipperary Experiences Supporting Projects				
5.5	St Declan's Way	Develop the 'Take a Hike' project to spotlight our extensive trails base with an immediate focus on growing awareness of St Declan's Way.	Q2 2026	Tipperary Development Officer
5.6	Major Event Host	Support the attraction of a major cultural event to Tipperary within five years.	Q4 2030	Tipperary Development Officer
5.7	Tipperary Transforming, Tourism Product Development Plan 2020 -2030	Support the delivery of projects in the Tipperary Transforming, Tourism Product Development Plan 2020 –2030. Review progress with MD Administrators.	Q4 2030	Tipperary Development Officer
5.8	Butler Trail	Undertake an assessment of the opportunity to extend the linkages between the north and south of the county through the development of the Butler Trail.	Q1 2027	Tourism Development Officer
5.9	'A Taste of Your Tipperary'	Support the rollout of the 'A Taste of Your Tipperary' initiative at experiences throughout the county.	Q1 2027	Tourism Development Officer

Ref.	Action Name	Action	Timeframe	Responsible
5.10	Festivals and events	Develop a programme of Tipperary festivals and events through Tipperary's redeveloped website that enhances the tourism experience in Tipperary and promotes off peak visitation.	Q4 2026	Tourism Development Officer
5.11	Town Centre Regeneration	Support the regeneration of towns and villages around Tipperary as part of the Town Centre First initiative to deliver an enhanced visitor experience.	Q4 2030	Tourism Development Officer
5.12	Midlands Trail Network	Support the development of the Midlands Trail Network between Littleton and Lough Doire Bhuile.	Q4 2026	Tourism Activator
5.13	Tipperary Tourism Signage	Work with Tipperary County Council to develop a tourism signage policy for the county.	Q4 2030	Tourism Development Officer
5.14	Cluster Development	Support and implement Cluster Development starting with pilots of Cahir, Carrick-on-Suir and Clonmel, and apply learning from this to geographical clusters within Tipperary. Embed collaboration through networking events.	Q4 2026	Tourism Development Officer