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TOURISM IN MERTON

An Interactive Qualifying Project

submitted to the

Merton Tourism Group

and the Faculty

of the

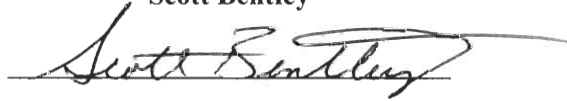
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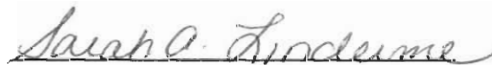
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Abstract

This project, sponsored by the Merton Tourism Group, presents strategies for increasing tourism in the London Borough of Merton and examines transportation in relation to the attractions. To gather data we used case studies, interviews, and surveys, which provided insight into current tourism strategies and methods of transportation. Recommendations are given for improved signage, general cleanup, and individual attractions, as well as for current and new transportation options. Tourism in Merton should benefit with the aid of these recommendations.

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The Merton Tourism Group

Executive Summary

As part of our graduation requirements, every student who attends Worcester Polytechnic Institute (WPI) must complete an Interactive Qualifying Project (IQP), a project which relates social science and technology. Our project, entitled Tourism in Merton, was sponsored by the Merton Tourism Group. The Group sought a better understanding of how they could promote tourism to those living in the Borough and their visiting friends and families. They also desired us to look at the potential for appealing to specific nationalities in the area as a way of marketing towards target groups. Finally, they were looking for ways to improve the existing transportation between the attractions by replacing it with more environment-friendly methods, such as cycles and walking tours, and providing links between the attractions.

This project was conducted over a total of fourteen weeks, from January 2002 until April 2002. Seven weeks were spent conducting background research and other preparatory work in the United States at WPI in Worcester, Massachusetts. The final seven weeks were spent in the London Borough of Merton to achieve the goals our sponsors had laid out for us. We applied four methodological approaches to complete our project: case studies, interviews, surveys, and visits to attractions.

Case studies were used to gather information on two American cities, Worcester and Lowell, Massachusetts, along with two London Boroughs, Croydon and Kingston. The two American cities were examples of locations where tourist attractions were not well known, and research was done on how they were able to market these attractions. Conducting the case studies on the Borough of Croydon and the Royal Borough of

Kingston proved useful as we were able to study their marketing strategies as well as various transportation options used within the Boroughs.

Worcester, Massachusetts provided valuable information as it, like Merton, is an area not known for its tourism and is overshadowed by larger tourist destinations. Both Merton and Worcester also have many temporary residents; Worcester in the form of college students and Merton in the form of language school students. The city of Lowell Massachusetts is known for its industrial past and has recently developed this past into a tourism marketing approach. Lowell's tourism strategies may provide a useful model and enable the Borough of Merton to capitalise on its own industrial past and to encourage tourism in the Borough. The case studies of the Boroughs of Croydon and Kingston produced important results as Kingston is the home to many significant historical places of interest and Croydon has recently upgraded its transportation network. Both attractions with historical significance and cities or boroughs that have improved their tourist transportation are areas that we wanted to research, and therefore the case studies proved to be helpful in our recommendations.

Our second approach was to survey residents and visitors of the Borough of Merton to determine tourist trends. Surveying gave us an important insight into what residents and visitors thought of the attractions in the Borough and the transportation available to them. Surveying was conducted at three different locations: Wimbledon Lawn Tennis Museum, Merton Abbey Mills, and the Wimbledon School of English. While we received a low response rate at Merton Abbey Mills and the Wimbledon Lawn Tennis Museum there were still valuable conclusions to be gained. The tennis museum surveys indicated that visitors were mostly from the United States, had seen little of the

Borough, and were not interested in seeing other attractions. The surveys from Merton Abbey Mills, combined with surveys from the other locations, were helpful in determining that the Internet, friends, and brochures were the main ways visitors tend to gather information. Wimbledon School of English proved to be the most useful source in terms of data and ability to determine recommendations due to a high response rate. Students had seen attractions in their immediate area and were extremely interested in seeing other Borough attractions. For this reason they are an important group to study in terms of tourism marketing.

Conducting interviews was another methodological approach that we used to gather data. The interviews helped us to develop an understanding of tourism in Merton, of places similar to the Borough, and of the strategies that are used to market attractions towards friends and families of residents. Interviews with people in charge of marketing helped us to understand the strategies used by the individual attractions, while the interviews with Borough offices aided us in seeing how those areas might contribute to tourism in Merton. One major finding we encountered through the interviews was a lack of funding for tourism in general. Most of the people we interviewed mentioned an idea they had for advertising, or transportation, but said that it was not feasible with their current funding. We were also able to gain valuable data on visitor habits at the tourist locations around the Borough as well as to compile ideas and comments from the Borough offices.

Our final methodological approach, visiting attractions, produced some important results. By visiting the attractions as tourists, we were able to form our own opinions about the places and learn about the various transportation options available to each

attraction. We learned that certain attractions are very inconvenient to get to and others are much more accessible. For example, Merton's most widely known attraction, the Wimbledon Lawn Tennis Museum, is a fifteen minute walk from the nearest London Underground station while a smaller attraction such as the Wimbledon Theatre is much closer to an Underground station. Also, some attractions are not as well publicised as they should be. For example, the Polka Theatre is the only theatre in all of the United Kingdom that has its own permanent space to provide entertainment strictly for children, yet it is not very well known outside of Merton and the surrounding areas (Polka Theatre).

By analysing the data we received from our case studies, interviews, surveys, and visits we were able to make recommendations to the Merton Tourism Group that helped to fulfill their goals as well as the goals of WPI's Interactive Qualifying Project. Our first recommendation to the Merton Tourism Group was to add more, consistent signage to a number of the attractions. During our visits to various attractions we noticed that there was not enough signs to direct visitors in the appropriate direction, and sometimes no signs at all. Places such as the Wimbledon Lawn Tennis Museum should have more signage as it attracts many visitors that are unfamiliar with the area. Our next recommendation was about tourism leaflets. We recommended that the Merton Tourism Group create a new leaflet that has more detailed descriptions of each attraction, including prices, directions, and even pictures of the attractions.

For tourism to succeed in Merton, the financing and relocation of a visitor centre is essential. Other boroughs that have been successful with tourism on any level have a Tourist Information Centre certified by the London Tourism Board. The Merton

Tourism Group also needs to examine the current attractions and make them more attractive and more accessible by public transportation. Each attraction can make improvements such as better signage, general cleanup of the area, and more advertising of what they have to offer. The staff at the attractions, the Merton Tourism Group, and the Merton Council should focus on litter removal and cleanup within the Borough.

The other aspect of tourism that the Merton Tourism Group wanted us to address was the current transport network throughout Merton to see if any improvements could be made. We recommend to the Group that there should be more bus stops closer to the attractions and even new routes as needed. Cycling is an environmentally friendly mode of transportation that would appeal to some people. The Borough currently is well serviced by bicycle routes but would benefit by more cycle racks and having shops that offer cycle hires to residents and visitors. Walking tours may also be of interest to people and we feel that these types of tours would be beneficial in linking attractions together such as Merton Abbey Mills, Deen City Farm, and Morden Hall Park. Finally, we looked at the options of electric vehicles for the Borough. The use of electric vehicles is prominent in other boroughs, as tax breaks and special parking privileges have been given to those who use electric cars. Merton should look into electric vehicles such as electric buses and even more light rail services such as the Tramlink.

From these recommendations we feel that Merton can enhance their tourism image for not only visitors from outside the Borough but also for the current residents. People who live and work in the community are an important target, and encouraging them to go out and enjoy what their Borough has to offer would be a good step in developing a sustainable tourism marketing campaign. Our research showed that the city

of Lowell, Massachusetts underwent a similar change to its tourism industry. First the city got the residents excited about the changes in Lowell, which in turn spread to their friends and relatives, and finally a tourism industry emerged.

We believe that this project and our recommendations will benefit the Merton Tourism Group. As stated at our first meetings with our advisors and sponsors, we are in fact tourists, so our perceptions and views are similar to those that the Merton Tourism Group is trying to market towards. We are also visitors that are here for a temporary period of time with disposable income to put into the economy. We have come to realise that Merton has a long road ahead in regards to tourism, but we feel that this project will be a valuable starting point. We especially urge the Merton Tourism Group to investigate ways of obtaining the necessary funding to do what we have suggested. Our project also has a value to Worcester Polytechnic Institute because of the future projects that could follow. Researching the different nationalities and the language schools in the Borough as a potential tourism market should be considered, as well as a project that would look further into the possible sources of funding for tourism. Other projects that could be developed would be the design and implementation of a tourist information kiosk, designing interactive exhibits for the Merton Heritage Centre, and a project dealing with ecology and the cleanup of the Borough. In the end, we feel that this project will have a significant importance for the future of the Merton Tourism Group and the Projects Program of Worcester Polytechnic Institute.

Authorship

We, Scott Bentley, Kristin Coughlan, and Sarah Linderme, the members of the Tourism in Merton project team, feel that we each contributed equally to this project report.

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1.0 INTRODUCTION

The Borough of Merton is located in Southwest London and is one of the smallest boroughs in London. Wimbledon, home of the tennis Championships, is located within the Borough and is the most well known attraction, but there are also some attractions that are not very well known, such as the Polka Theatre and Southside House. The Merton Tourism Group would like to assess the potential for promoting Merton's attractions to those living in and visiting the Borough, along with examining transportation connecting the places of interest.

To achieve this goal, the Merton Tourism Group seeks a better understanding of how they can promote tourism to people who are living in the Borough, especially those living in the Borough temporarily from six months to a year, and their visiting friends and families. To promote tourism, they would also like to assess the potential for appealing to specific ethnic groups in the area as a way of marketing a large sector of people. At the same time, they are looking for ways to improve the existing transportation between their attractions by minimising car use, replacing it with more environment-friendly methods such as cycles and walking tours, and providing links between the attractions. The Merton Tourism Group believed this effort would be a good project for a team from Worcester Polytechnic Institute (WPI), because we would be able to provide them with a tourist prospective on the attractions and the Borough as a whole.

This project examined ways to get tourists to the attractions in the Borough of Merton. We also provided recommendations on transportation to and between the attractions. The Merton Tourism Group will be able to use our recommendations to improve their tourism campaign and their problems with transportation, which would in

turn help bring increased revenue to the Borough. They will be able to use our recommendations to determine what attractions people are already visiting frequently, and what ones do not have many visitors. The Merton Tourism Group will also be able to use this information to improve their advertising campaign for tourism overall, and obtain a better understanding of how to market the attractions to certain groups of people. We believe that our recommendations will be useful to the Merton Tourism Group and to the Merton Council in general.

Recommendations for the project came from case studies, which were used to gather information about cities and other boroughs comparable to Merton, as well as from interviews with various borough officials, and surveys about the attractions and transportation in Merton. Tourism development strategies for these areas were researched in order to gain a better understanding of how areas that are not well known for their tourist attractions have promoted tourism and actually increased their tourist population. Interviewing members of the Merton Tourism group and people in charge of the attractions in Merton was also useful in gaining a more in depth understanding of ways to implement tourism strategies. Information about what attractions are of interest to residents and visitors of the community and determination of the best advertising methods was gained by using surveys focused on places people had visited and where they would be interested in visiting. The surveys also helped us gather information about transportation to and between the attractions. Using these methods, we gained a better understanding of ways tourism can be promoted in areas where tourism is not prominent.

Every student of Worcester Polytechnic Institute (WPI), in preparation for graduation, must complete an Interactive Qualifying Project (IQP) on campus or at one of

WPI's project sites. The IQP ties together various aspects of society and technology such as marketing and transportation. Recommendations and suggestions about better ways of advertising and ways to improve transportation to and between the attractions will prove useful for the Merton Tourism Group.

2.0 BACKGROUND AND LITERATURE REVIEW

2.1 Merton

2.1.1 History

The London Borough of Merton was first mentioned by name in the year 967 A.D. During the Middle Ages it was known for its large Augustinian priory, which was founded in 1114. The site is still a place of interest today. Famous men attended the priory, such as Thomas Becket, Archbishop of Canterbury, and Walter de Merton, the Chief Justice of England and founder of Merton College, Oxford (Weinreb 526-7).

Merton is one of 32 boroughs in London. It was an urban district until 1965, when it was merged with the former boroughs of Wimbledon and Mitcham and another urban district, Morden. The Borough consists of the villages of Wimbledon, Mitcham, Morden, Merton, Colliers Wood and Raynes Park. It is located south of the Thames River, in Surrey, and is surrounded by Wandsworth and Lambeth to the north, Sutton to the south, Croydon to the east, and Kingston-upon Thames to the west. It is mainly a residential borough; however, the economy is growing and Merton is becoming home to more and more businesses. The Borough is mainly known for its manufacturing in fabrics, toys and paints, and was once well known for its mills, especially its snuff industry ("Merton" 733).

2.1.2 Economy

Merton is home to 7,500 businesses and provides approximately 50,000 people with jobs (The London Borough of Merton). A recent study has shown that while other

boroughs have been losing businesses, Merton has been steadily attracting new businesses, and therefore growing (The London Borough of Merton).

2.1.3 Demographics

Merton currently has a population of 161,800. 16.3% of Merton's population is ethnic minorities, mainly Indian and Black Caribbean (Merton Council). This fraction is predicted to increase to 23% by 2011, with Black African, Indian, and other Asian groups contributing the most. It is predicted that these populations will increase because there is a large number of young minorities, compared to the population of young white people within the Borough. There are certain sections within Merton where ethnic minorities tend to have a high population. These sections are in Graveney where 45% of the people who live there are minorities, Figges Marsh (28%), Longthornton (25%), Colliers Wood (24%), and Lavender (22%) (Merton Council). It is important to know what types of ethnic minorities are prevalent in Merton because certain attractions may be more interesting to people of different backgrounds and cultures. Also, ethnic restaurants and places of worship may attract residents and visitors with particular backgrounds.

2.1.4 Transportation

Merton is located nine miles from Heathrow Airport and sixteen miles from Gatwick Airport, allowing easy access to the Borough from two of London's major airports. There are many different ways of getting around both within the Borough and between it and others. Trains, one method of travelling to Merton, make stops at different locations throughout the Borough. The Tramlink, a light railway, allows for easy travelling between Croydon, Mitcham, and Wimbledon, thus spanning the Borough of Merton. The tram runs frequently and tends to be easier for travellers than taking the bus

or driving. The Tramlink was essential to implement in the Borough because the Underground stations for Wimbledon and Morden are on two different lines, the District and Northern lines, and would take a long time to travel between since it is not a direct route. Buses are another main way of travelling around the Borough. Bus routes allow travellers to access many different areas within the Borough and neighbouring communities. As for more environment friendly methods of transportation, a self-guided walking tour is currently available along the Wandle Trail. A booklet with the route to follow as well as historical information about the Borough is published by the Wandle Industrial Museum and can be purchased at places such as Merton Abbey Mills, and Morden Hall Park. Also, cycle paths have been established throughout Merton and are part of the London Cycle Network. Accessible transportation systems will help to increase tourism within the Borough by making it easier for visitors to get to the different destinations.

2.1.5 Accommodations

Merton has accommodations to fit the needs of all types of visitors, but there are a limited number of them. There are hotels, bed and breakfasts, inns, guesthouses, tourist flats, and self-catering houses. Hotels and motels can range from £40 to £60 all the way up to an expensive four star hotel, the Cannizaro House, near Wimbledon that costs from £217 to £314 per night. Bed and breakfasts, inns, and guesthouses often have rates as low as £17 to £19 (The London Borough of Merton).

For lengthier stays, it may be more beneficial for visitors to stay in tourist flats or self-catering homes. These are particularly appealing during the Wimbledon Tennis Championships. Tourist flats are apartments located near Wimbledon that can be rented

two weeks at a time. These are fully furnished, and priced at £180-£390 per week. There are also self-catering homes that can be rented by the week (The London Borough of Merton). These homes, located in Wimbledon, are also fully furnished, and can be a good choice for those travelling with a large family or group. Some accommodations are located right in the heart of busy areas, where as others are set back in more residential settings (The London Borough of Merton).

2.1.6 Attractions

The London Borough of Merton has attractions of potential interest to both members of the community and visitors. These attractions include museums, a historic building, parks, shopping, and sporting events.

Merton's biggest attraction is the Wimbledon area where the tennis championships are held each summer. Wimbledon is also home to the Wimbledon Lawn Tennis Museum which contains Café Centre Court, the Museum Shop, a new art gallery for tennis related art, and features a view of Centre Court where the championships are held.

Another attraction is Morden Hall Park, a National Trust or nature reserve. Morden Hall Park is made up of meadowlands and historic buildings and monuments. Sites in the park include the original waterwheel that was used for grinding snuff until 1922, the Snuff Mill Environmental Centre, the Riverside Café and National Trust Shop, and the Garden Centre. There are also the Craft Workshops, which are old estate houses used for furniture restoration, canning, making stained glass windows, and woodturning.

Merton Abbey Mills contains shops, heritage museums, a theatre, and restaurants. The Wheelhouse contains a fully restored, working waterwheel used to power a pottery

wheel. Pottery is sold there along with items in connection with William Morris, a design artist in the fields of textiles and wallpapers and a well-known author of his time. The Chapter House is also located in Merton Abbey Mills and contains remains of the medieval Merton Priory. During the weekend it is a bustling market of arts and crafts, food, clothing, and other gifts. Other attractions of potential interest include the Wandle Industrial Museum, Buddhapadipa Temple, and Merton Heritage Centre in Mitcham to name a few. A complete listing of attractions can be found in Appendix E.

2.2 Tourism Strategies & Development

2.2.1 Destination Marketing of Tourism using the Internet

Travel has become the most important business on the Internet in terms of the volume of e-commerce it generates (Beeton 419-426). Tourism has been suggested as the perfect product for online sales and distribution because of how it can be presented through the Internet (Beeton 419-426). An aspect of tourism that uses the potential of the Internet well is a Destination Marketing Organisation (DMO).

Destination Marketing Organisations are primarily marketing organisations and providers of visitor services (Gretzel 146-156). An example of a DMO at the local level is a visitor bureau. These organisations play an important role in marketing their communities, and attracting visitors to their region. Now with the Internet, each visitor bureau has a large advantage in attracting visitors through web sites and other advertising. The Internet gives the DMOs the ability to reach motivated customers with information-

rich messages at a low cost; however, determining specific target markets is still a major challenge for most bureaus (Gretzel 146-156).

A significant trend is the accelerating speed of technological development in the Internet. DMOs face numerous barriers when trying to integrate online advertising strategies into their traditional advertising campaigns (Gretzel 146-156). Understanding the online consumer and the essence of a good web site are essential for successful online tourism advertising.

2.2.2 Difficult Areas

According to Buckley and Witt, as stated in Hope and Klemm, a “difficult area” is defined as: “an area which has a small tourism base in terms of receipts; an area which may be regarded as unsuitable for tourist development because of a poor image, unfavourable social or economic factors, e.g. declining industry; and an area in need of infrastructural improvement.”(629-635). Some of these factors are exhibited in the Borough of Merton. For example, at this point in time Merton does not have many tourists to patronise the attractions. Also, certain areas of Merton are not well maintained and need to be cleaned up and restored. This concept provides a useful angle for assessing the issue of tourism in Merton. In the article written by Hope and Klemm the case of Bradford, UK is investigated further.

For example, Bradford is an industrial city of 469,000 located in the North of England, with a commercial centre in textiles. In the 1980s the city decided to develop itself as a tourist attraction. Bradford’s history in milling and industry as well as its ethnically diverse community was able to aid in tourism development (Hope 629-635; Bramwell 201-221).

Bradford is very accessible by rail and even has its own airport just outside the city centre. In 1984 this airport was upgraded and its runway was lengthened to allow for more travellers and larger airlines (Hope 629-635). Their experience illustrates the important role of access by visitors to the destination.

Bradford also attempted to promote its attractiveness by developing The Bradford Tourism Partnership. It includes the following groups:

- City Council,
- Local Hotel Association,
- Local Transport Providers,
- City Centre retailers,
- Representatives from local attractions, and
- Major local employers (Hope 629-635; Bramwell 201-221).

This group held meetings in 2001 to decide on more strategies and targets for tourism development and to provide finances for the plan. Their first act was to create a brochure to start promoting the idea of “short-breaks” such as weekend trips. They also lobbied for money for a tourism pole (which is discussed later). The target for the new tourism proposal was to provide 65 new jobs, increase the visiting population by 200,000, increase overnight stays by 20%, add 10 new film products, and 4 new events to Bradford.

Once the targets were identified it was then time to begin implementing the newly proposed ideas. They imposed the Slogan “Bradford: A Surprising Place”, and started to focus their efforts on the “short-break holidays” idea. Bradford has two major festivals centring on the Asian community, *Flavours of Asia* and *The Mela*, which both attract many visitors to the town. In 1997 *the Mela* brought 175,000 visitors into the city (Hope 629-635; Bramwell 201-221).

According to Hope and Klemm, Bradford's image in the UK was still poor from a marketing standpoint, so they also had to work on sprucing up the city. This was aided by grants from Bradford Council given to shop owners to clean up storefront areas. Contrary to expectation, this approach did not have much of a prominent effect on the downtown area (Hope 629-635; Bramwell 201-221).

According to Hope, even with the improvements that have taken place, it is hard to realise what real effects have occurred. Even though there has been a good amount of work put into the city for revitalisation, it still often suffers from a poor image within Britain. However, despite the absence of a large conference facility, there has been growth in small conferences taking place in the city (Hope 629-635). According to the Bradford Metropolitan District Council, "Six million national and international visitors come to Bradford every year to enjoy its surprises" (Hope 629-635).

Although there are major differences between Merton and Bradford some of the similarities may make it possible to use some of the ideas and apply them towards Merton.

2.2.3 Tourism Funding Methods

An expert on tourism explains that, "In any business, you have to invest money in promoting and marketing your product, in maintaining marketplace momentum" (O'Halloran 169-172) and tourism is no different. There must be a way to acquire funds for such things as advertising, research, and development. In the case of the state of Colorado, USA, voters turned down a referendum to renew a 0.2% tourism tax leaving a void in tourism funding. The rejection of this referendum led to the Colorado Tourism Leadership Conference. Edward Book, the President of the USA National Tourism

Association and also the opening speaker for the conference gave three basic solutions to tourism problem in Colorado:

- 1) Reinstatement of state funding
- 2) Use only direct tourism revenues
- 3) Public-Private partnership (O'Halloran 169-172)

It may be that in order to optimise funding for the tourism industry, varieties of the three solutions listed above must be combined.

The city of Bradford, UK illustrates how a city can obtain funding. It used the European Regional Development Fund (ERDF) as its main source of funding as well as other grants from the European Union. The ERDF approved major funding schemes for the Bradford Cathedral 2000 Project, the Bradford Summer Festival, and a new IMAX cinema. Through the ERDF they also received a European Union grant of £300,000 for city centre tourism pole. Bradford is the only city ever to receive the tourism pole grant as it is usually reserved for specific tourism sites or attractions. This tourism pole grant is used to develop tourism strategies within a 15-minute walk of the city centre. In Bradford this area includes the National Museum of Photography Film and Television, the Colour Museum and the proposed National Millennium Faith Heritage Centre. This funding comes with stipulations, however. In order to maintain this grant, the targets of tourism development mentioned earlier need to be met within two years (Hope 629-635).

Funding for tourism becomes dependent on an organisation's strategy and how it handles its resources. If an organisation is going to market its product, in this case attractions, properly then it will need to acquire some sort of funding.

2.3 Special-Interest Tourism

Special-interest tourism describes travel that is done to pursue a specific interest (Weiler 5). Certain areas of the world are known for specific types of attractions and they entice tourists to visit those areas because of these special attractions. There are four main aspects of special interest tourism that will be discussed; 1) educational, 2) arts and heritage, 3) nature-based, and 4) sports. All of these areas could be of potential interest to the Merton Tourism Group.

2.3.1 Educational Tourism

Educational tourism includes tourists who travel to a specific destination because they have a strong interest in learning. One of the biggest aspects of educational tourism is students who study in foreign countries (Weiler 15). Students who participate in foreign exchange programs will not only learn from their host institution, but also will most likely visit attractions, which will educate them further, such as historical buildings and museums. Educational tourism could pertain to Merton because of the college and number of language schools that are located within the Borough and also to the students who come to work on projects, such as WPI students.

2.3.2 Arts and Heritage Tourism

The arts, heritage, and culture are another large aspect of special-interest tourism. Attractions, for travellers interested in arts, heritage or culture, would include museums, art galleries, heritage sites, historic buildings, archaeological monuments and sites, and art festivals (Weiler 47). British heritage tourism has increased by the development of on-site history museums at significant archaeological and industrial areas (Weiler 51).

The Borough of Merton has the Southside House, a historical home, remains of the Merton Priory, along with a Heritage Centre where you can gather historical information about the Borough, and even trace your roots at the Family Records Centre (The London Borough of Merton).

Tourism based on art, such as galleries, exhibitions, and performing arts is popular. Wall and Knapper say that special art exhibitions are a large visitor draw and may generate substantial economic benefits for the host city (Weiler 59). Art exhibitions not only attract people within the area where it is being held, but from all over the country, and sometimes world, depending on how big and well known the exhibitions are. High quality performing arts events and arts festivals are also a large draw with a great economic benefit. “Visitor surveys consistently indicate that tourists at arts festivals tend to be ‘up-scale’ and ‘represent a large, well-educated and high-income market segment – one which should be highly attractive to the travel and tourism industry’” (Weiler 61). It would be attractive because if there is an influx of wealthy people in the community they will tend to spend money at places other than the art festival, which will benefit the whole community economically. Merton has four main theatres within the Borough: The Polka Theatre, Wimbledon Theatre, Wimbledon Studio Theatre, and the Colour House Theatre. The Borough is also home to many museums, which could be of potential interest to tourists who are seeking such attractions.

2.3.3 Nature-Based Tourism

As described by Weiler, Lucas defines nature-based tourism as “tourism, which is based on the enjoyment of natural areas and the observation of nature” (108). In other words, people who are interested in nature-based tourism travel to destinations in order to

see natural habitats, and enjoy the beauty of nature. It is also very difficult to maintain such areas, however; when they are maintained properly the benefits can be impressive because they can pay for preservation of the area and bring in money to the surrounding community. Activities that draw tourists of this kind include trekking, hiking, bird watching, nature photography, camping, mountain climbing, and river rafting.

There are many issues to consider when it comes to nature-based tourism. One is the social carrying capacity (Weiler 111). Many tourists of this kind find overcrowding to be a major problem, so it is necessary to keep the tourist volume low in these areas. Another issue is environmental carrying capacity, which is realising that almost every area has the capacity to support limited nature-based tourism. There is a growing interest in evaluating the prospects of this type of tourism in many countries. Economic impacts must also be considered. Some of these areas are very expensive to maintain, but many times these are the attractions that people are more willing to pay for, such as national parks (Weiler 111-113).

Nature-based tourism also has several problems that must be taken into consideration. The largest problem is environmental impact. Many people assume that nature-based tourism is environmentally friendly, but this may not be the case. Tourists can have a very negative impact on areas. Roads built and tracks left will cause loss in habitat and drainage changes, while allowing human access to some areas will cause disturbance to wildlife and trail erosion (Weiler 114-117).

This information could be very important to Merton because they have several nature reserves. “As owners of a large acreage of green space, the Council is in a position

to manage land in ways sympathetic to the needs of wildlife and still fulfil its obligation for providing sport pitches, ornamental gardens, and other public facilities” (The London Borough of Merton). The Borough has thirteen nature reserves, plus seven more areas they would like to make nature reserves within the next year (The London Borough of Merton). Nature-based tourism could help to attract more visitors to the Borough’s open and green spaces, but these other matters need to be kept in mind.

2.3.4 Sports Tourism

Due to the presence of the Wimbledon tennis tournament in Merton we considered the effects of sports on tourism locations. Tourism is not often investigated from the angle of sports recreation although sports are rapidly becoming more and more a part of our society (Hingham 175-185). When tourism and sports facilities share means of transportation the combination can increase the chances that they will have an effect on each other. It is not unusual for draws to a particular area from sporting events to be seasonal. The times during the year when sporting events are not at their peak and tourism declines are known as “shoulder seasons” (Hingham 175-185). These times allow for and encourage exploration towards creating a year round destination.

According to Hingham and Hinch there are seven avenues for development of sports, which include:

1. the development of existing sports
2. the introduction of new competitions
3. the introduction of new competition rules
4. the introduction of new sports rules
5. harnessing new technologies
6. sport consumption and presentation and,
7. the development of new sports.

One of the largest factors in sports development is the global aspect of worldwide television coverage. Television coverage brings competition into fans' living rooms and increases the chances of participation. Hingham and Hinch studied the Rugby Super 12 Competition in New Zealand. This competition takes place during what is considered the "shoulder season" in New Zealand. Not only is the competition focused during the off-season, it is also viewed as more than just a sporting event. It is advertised as entertainment with music and attractions, and the games are hosted in already established tourist areas. They also make use of the stadiums and playing fields for other events. All of these factors contribute to tourist activity and increase the number of people that make use of the surrounding hospitality. These factors have been very successful in that they have drawn many women as well as first time rugby spectators. Other events surrounding the competition have drawn tourists to spend the whole weekend in the area. Perhaps some of these ideas may prove useful for Merton and the marketing of tourist attractions around Wimbledon and even the rest of the Borough (Hingham 175-185).

2.4 Case Study – Worcester, Massachusetts

A case study was conducted on Worcester, Massachusetts because Worcester has some similarities to Merton. This case study contains important background information on ways that a city with little tourism increased the amount of visitors to the area, which should be beneficial to the Merton Tourism Group. The history of Worcester itself was important to research to gain a better understanding of its industrial roots and what is now being done to revitalise certain neighbourhoods and the overall image of the area. This information is important to Merton because it has some important similarities to

Worcester. These places both have interesting attractions that are not well known and also have completed and are in the process of completing revitalisation projects to improve their image.

2.4.1 History of Worcester

Permanently settled in 1713, Worcester, Massachusetts was incorporated as a city in 1848. At first, it had only one street that was paved, about 17,000 residents, and one bathtub among the residents (Southwick 3). There were many factors that would soon help its population surge such as the opening of the Blackstone Canal and most importantly the introduction of the railroads, including the Boston and Worcester Railroad and the Providence and Worcester Railroad, completed by the 1850s.

Worcester, which would become an important, culturally diverse city in New England, was home to only two ethnic groups at its beginning. One ethnic group comprised of those coming from England and Scotland, and the other was the Irish, who immigrated as a result of the Irish potato famine during the 1840s (Southwick 5). At the same time, Worcester was seeing a rise of a new group, the “mechanics” which were made up of the architects, inventors, machinists, draftsmen and entrepreneurs who would make Worcester a significant part of the Industrial Revolution (Southwick 13-14). As with most New England cities, this industrial presence would take Worcester into the 20th century, and provide for most of its economic growth.

2.4.2 Worcester Today and Beyond

Worcester today is a far cry from its industrial past. Many of the large industries such as the Worcester Corset Company, Pullman Standard, and Worcester Shredded Wheat are no longer in existence. There are still many local manufacturing firms in the

area that have bucked the trend such as the Morgan Construction Company, Wyman-Gordon, and the Norton Company, which still all have a worldwide industrial presence (Southwick 76). Nowadays, the major source of jobs for Worcester is in the service sector, particularly medical services such as the University of Massachusetts Medical School and Memorial Hospitals. The city is now a complex mixture of manufacturing, retailing, service industries, and education.

Most city planners do not have an answer to what the future holds for Worcester. With biotechnology and the computer industry slowly becoming more significant, they surely do not see the Worcester of the past, such as, downtown businesses and industry, returning (Southwick 94).

2.4.3 Ethnic Groups in Worcester

When the city of Worcester was incorporated, the English, Scottish, and the Irish were the three ethnic groups that made up Worcester. As the 20th century dawned, groups such as the Swedes, French, and Poles started staking their claim to different neighbourhoods in Worcester. Today, Worcester is a significantly different place, as it is home to over thirty different ethnic groups including Puerto Ricans, Mexicans, Colombians, Jamaicans, Cubans, Chinese, and Laotians (Southwick 82).

2.4.4 Tourism in Worcester

Being a cultural hub of New England, Worcester has done plenty in its history to attract new visitors to the city. It has always been a cultural centre, with the well-known concert venues such as Mechanics Hall and the Centrum Centre, and several amateur-performing groups (Southwick 93). There is also the Worcester Art Museum, the Worcester Historical Museum, and other cultural institutions.

Home to eleven colleges and universities makes Worcester second only to the city of Boston, Massachusetts in terms of educational power in New England. There is also the Ecotarium, formerly the New England Science Centre, which has become a leader in the study of Earth's mineral, plant, and animal life. The American Antiquarian Society remains one of the prime centres in the world for the study of North American historical research and also the Higgins Armoury, which is devoted to displays of ancient military paraphernalia (Southwick 93).

Worcester is a city that has done a remarkable job in bridging the gap between the past and the future. Elm Park is the United States' oldest city park, and Worcester is considered one of the safest cities in the country for a city of its size (pop. 168,000), being awarded the All-America City honour in 2000 (Worcester).

2.5 Case Study – Lowell, Massachusetts

The second case study performed was on the city of Lowell, Massachusetts. Lowell once served an important role in New England's history during the Industrial Revolution as a centre of textile manufacturing. This historical background assisted in studying ways Merton can use its own industrial past to help market its tourism attractions. Lowell was selected as an All-American city in 1999 for its improvements on their outside image. The strategies that Lowell implemented to improve tourism should prove useful for the Merton Tourism Group.

2.5.1 History of Lowell's Industrial Growth

Lowell, Massachusetts was America's first large scale planned industrial community. After its establishment as a town in 1826, Lowell was celebrated for its innovative textiles and its workforce of young New England farmwomen (National Park Service 15). Lowell was named after Francis Cabot Lowell because it was his vision to see Lowell as a great textile city, such as, his native Manchester, England. In 1821, the Boston Manufacturing Company, otherwise known as the Boston Associates, took Lowell's vision a step further and was responsible for the construction of the first mills and laid the framework for what became Lowell, Massachusetts. Its mills helped transform American life with high-volume mechanised manufacturing, the rise of the corporation, and the growth of an urban working class. Most visitors were impressed by the sheer scale of mid-19th century Lowell, and its massive six-story mills that lined the Merrimack River (National 15). But besides the mills, the complex network of canals that ran through the city caught the eyes of visitors. By 1850, the six miles of canals operated 40 million buildings, powering 320,000 spindles and almost 10,000 looms giving employment to more than 10,000 workers (National 15). All of this made Lowell the second largest city in Massachusetts.

Even though Lowell's textile industry continued to grow, it lost its dominant position in New England due to a combination of geographical and technological factors (National 65). Steam power, rather than traditional waterpower came into general use and since Lowell was not a coastal community it did not have the advantage of coastal shipping. Even though it was losing ground in the textile industry, Lowell still

experienced significant growth due to the influx of such immigrant groups such as French-Canadians, Polish, Portuguese, Russians, and Greeks (National 79)

2.5.2 Decline in the Textile Industry

World War I gave a short-lived boost to Lowell's textile and munitions industries as both received large contracts from the military (National 82). As more jobs were created, a false sense of security came with it, as most did not see that the economy would soon come to a halt. Mill owners knew by the 1890's that their mills were ageing and were not up to the technological advances that were surrounding them. As early as World War I the large Lowell mills began to fail or leave town (National 82). The breaking point was the Great Depression of the 1930's. Many mills stood empty and others had been demolished. World War II brought back the economy for a short while as military contracts once again saved the industries, but by the end of the war it was clear that the textile industry would not lead Lowell back to prosperity (National 89). Mills and boarding houses soon fell victim to the urban renewal programs of the 1960's, but nothing had replaced the employment the mills once provided. For many residents, the mills served as a reminder of all the hard work once put in, with little reward.

2.5.3 Revitalising the community

By the 1960's Lowell's glory days were a thing of the past. The city was at its worst economically and most of the younger population was leaving the city, searching for better fortunes. Many residents were ready to start all over, and some were ready to go as far as filling in the city's most distinctive landmarks, its canals, in order to create more downtown real estate (National, 85).

All was not lost, however. A group of Lowell citizens devised a strategy to revitalise the community and stimulate the economy. They knew that Lowell had a very important cultural and industrial image, so they laid out a plan to redevelop the city based on those factors (National 90). City Educator Patrick Mogan also insisted that any revitalisation of the city should be based on its industrial and ethnic heritage (National 85). Through the efforts of Mogan and others the city undertook its rehabilitation. In 1972, the city council endorsed the idea of the Human Services Corporation and other community organisations to work with the Lowell Plan, the Lowell Development and Finance Corporation, and business and banking groups in a partnership to guide the revival of the city (National, 90). Out of this came the Lowell Heritage State Park in 1974. Also, due to the lobbying of Congressman Paul Tsongas, the United States Congress established Lowell National Historical Park and the Lowell Historic Preservation Commission in 1978 (National 90). The first steps were little ones, starting with the renovation of small downtown buildings, leading into a movement that benefited from a public appreciation for Lowell's industrial history.

2.5.4 Lowell Today

The early 1980's were years of prosperity for Lowell and most of New England with a new economy built around education, technology and cultural diversity. Visitors were once again coming to Lowell, which had become a model of historic preservation and urban revival (National 91). By the late 1980s the economy cooled down, and once again the cycle of up and down times had inundated Lowell. Most observers however see this cycle in a positive light and believe that a new mix of technology and culture will position the city well for the future.

Visitors have many choices now when they visit Lowell. Tours of the national park, exhibits, concerts, festivals, the canals, and a stroll along the old, restored streets can all be enjoyed (National 91). It has become a prime example of using public-private partnerships to bring new life and visitors to their community (National 87).

2.6 Merton Marketing Action Plan

Ms. Susan Briggs, an Independent Marketing Consultant, developed the Merton Marketing Action Plan for the London Borough of Merton in November 2001. This marketing plan was a result of various meetings and also a marketing workshop with members of the tourism industry.

One of the problems with marketing tourism in Merton is that even people within the Borough, but especially those outside, do not know what areas define the Borough of Merton. Most people have heard of Wimbledon, a section of Merton, so that will be helpful in promoting tourism. Wimbledon is associated with tennis, but it is also known for its green areas, its history, and shopping. Although people are familiar with Wimbledon, it is necessary to know that Merton is not “just” Wimbledon, and includes other areas, such as, Mitcham and Morden (Briggs). Ms. Briggs suggested that Wimbledon be promoted rather than Merton although it will include areas within all of Merton (Briggs).

The Marketing Action Plan outlines why people come to Merton. Some of the reasons are to eat, drink, shop and visit green areas such as Wimbledon and Mitcham Commons, and also to go to the theatre. People come to the Borough to visit friends and

family living in Merton, and also to learn or practise English as a foreign language at one of the language schools located here (Briggs).

The main target markets of tourism were identified as Merton residents, “worker lurkers”, or people who stay in the area after work to socialise, and people visiting friends and relatives in the Borough, also known as the VFR market. For this project the focus was on the current Merton residents, specifically those who are living in the Borough temporarily and their visiting friends and family. The VFR group is very important because although Merton has accommodations for visitors they are limited, and this group will most likely stay with the people they are visiting. Another reason this market is being focused on is that the visitors may not have to spend money on accommodations, so they will have more disposable income to spend elsewhere. This sector tends to be a larger group because it includes extended family, and not just couples. Merton also has a large population of expatriates from countries such as, Japan, Korea, Germany, and the United States. This group of VFR’s has the potential to promote tourism in their home countries without Merton having to directly advertise there, since it would be expensive to try and reach the foreign markets (Briggs).

Ms. Briggs made several suggestions on ways to better market the Borough of Merton. The first item she mentioned was implementing a tourism information centre and a tourism officer. With a full time tourism officer in place there would be someone in charge of managing tourism in the Borough. At this time, it is not possible to implement a tourism officer due to lack of funds. Also, it is suggested that a more formal marketing consortium be established. This would start to form through the members involved with the Merton Tourism Group and would help to tie together various tourism

interests throughout the Borough. The consortium would involve membership fees, contributions from the Merton Council, and possibly independent sponsors. The consortium effect has provided useful in other areas of the United Kingdom (Briggs).

A better leaflet is needed to promote the attractions in Merton. “Advantage Wimbledon”, the current leaflet for the attractions in Merton needs to be improved with a better design and distribution. Leaflet distribution methods is lacking within and outside of the Borough and more display racks need to be set up for them. Improved signage is also necessary to implement within the Borough of Merton as many of the attractions do not have sufficient signage to direct visitors properly.

Ms. Sue Briggs’ recommendations were very helpful in examining ways to better promote the attractions in Merton. Her experiences with tourism in other areas and the fact that she is a Merton resident provide many relevant suggestions for the Merton Tourism Group to implement.

3.0 METHODOLOGY

The main goal of this project was to determine ways to promote tourism in Merton in order to reach various target market sectors such as the current residents of Merton and their visiting friends and relatives. Another important aspect of this project was to investigate possible methods of transportation to tourist sites as well as to look into providing and promoting linked trips between existing attractions. In doing so, the current public transportation methods were investigated, along with other options that we could recommend. The first step of this project was to understand how tourism is marketed in general and more importantly, how tourism is marketed towards certain groups of people. We then completed a comparative study of how similar United States cities attract visitors to determine if this information would be relevant to Merton in hopes of adopting or adapting these policies. The same methods were then applied to other boroughs of London to gather similar information. The next step was to investigate the proximity of the attractions to each other in order to determine the feasibility of linking the attractions through various tours and the methods of transportation that would provide access between the attractions. Finally we completed an evaluation of public transportation in the Borough to determine not only whether there would be appropriate links between the attractions but also to see what is currently being done by Merton to alleviate its transportation problems.

3.1 Objectives

Four methodological approaches were applied to the project: 1) case studies, 2) interviews, 3) surveys and 4) visits to the attractions. Our initial objective was to fully understand how cities and towns that do not have large and/or well-known tourist attractions are able to establish themselves as a tourist destination. We also investigated how to help develop marketing strategies for these places, which can attract visitors such as friends and families of current residents. The knowledge that we gained from the case study in Worcester, Massachusetts helped to better understand how this marketing could be done. A case study, conducted in Lowell, Massachusetts, gave us additional insight into a town whose primary function was once industrial manufacturing and whose history is similar to that of Merton. These case studies can be found in Sections 2.4 and 2.5 of the Background and Literature Review. Also, studies of the London Boroughs of Croydon and Kingston were used to study their use of promotion, marketing, and transportation.

The interview conducted in Lowell, Massachusetts enabled us to understand how tourism can be marketed to visiting friends and families, as there is no substantial influx of tourists in Lowell due to the absence of well-known tourist attractions. It also provided information about various alternative transportation methods such as trolleys and buses, and how they are used in places where transportation problems exist. Interviewing various officials in Merton played a large role in determining ways to successfully promote Merton and to improve methods of public transportation. A briefing with Susan Briggs, an independent tourism marketing consultant, allowed for an understanding of what Merton has already done for tourism and where they plan to go

with promoting tourism in the future. A survey was used to obtain a better understanding of tourism trends in the Borough of Merton. The survey assessed the attractions that people are visiting, why people are in Merton, and how they got there. The data allowed for analysing how visitors and current residents perceive Merton's tourist attractions and its methods of transportation. Finally, visits to the attractions themselves were used to form our own opinions about the places and learn about the various transportation options available to each attraction.

3.2 Case Studies

We used case studies to understand tourism practices in two American cities, Worcester and Lowell, Massachusetts and in two London Boroughs, Croydon and Kingston. By determining ways to market attractions and provide adequate transportation to and between the attractions, these case studies gave a better insight into how the Borough of Merton could improve tourism.

3.2.1 Case Study – London Royal Borough of Kingston

The case study of the Royal Borough of Kingston provided information on the types of attractions that the Borough has to offer and on the transportation within the Borough. Car, bus and train can reach Kingston, and once visitors have arrived, car and bus are their best ways to get around. Walking tours are offered by professional tour guides through historic districts. Kingston is known mainly for its arts and heritage attractions, such as the Coronation Stone and the 12th Century Clattern Bridge. A monthly publication, "What's On", produced by the Heritage Arts and Tourism Unit,

gives a listing of the activities that are happening in the Borough. A description of the case study can be found in Appendix B.

3.2.2 Case Study – London Borough of Croydon

The case study of Croydon provided information on the transportation to and between places, on the types of tourism prominent in the Borough, and on how tourism is marketed. The Borough of Croydon has a Tourist Information Centre, which is accredited by the London Tourist Board. The centre provides information about the history of the Borough, attractions that are located there and also information about nearby areas. Modes of transportation used for getting around Croydon include buses, cars, cycles, and the Tramlink. Heritage tourism is most prominent within the Borough with attractions such as, Addington Place and Croydon Palace. Details of the case study can be found in Appendix C.

3.3 Interviews

For this project, we conducted interviews to develop an understanding of tourism in places similar to Merton and of the strategies that are used to market attractions towards friends and families of residents. Current residents and their friends and families consist of the majority of tourists in the Borough of Merton. An interview with a member of the Lowell National Historical Park aided in the understanding of tourism issues such as funding, focuses of tourism, and transportation methods. While in London, we conducted many other interviews to learn about similar tourism aspects. An interview, which turned into a briefing, with Susan Briggs, an independent tourism marketing

consultant that Merton currently employs was extremely informative. She gave an insight into whom and what Merton is currently focusing their tourism marketing on and what the Borough plans for the future. In order to see if there are certain groups of visitors that come to the attractions we held interviews with members of the Merton Tourism Group who are in charge of Merton's various attractions such as theatres and museums. We also interviewed officials in the various Borough offices such as heritage, transportation, ethnic minority, and environmental services to get a better understanding of what these areas might contribute to tourism in the Borough. Other interviews were conducted with a member of the Wimbledon Visitor Centre, the senior transport planner for Merton, a member in charge of the Merton Tourism Group, and also people involved with tourism in the Boroughs of Croydon and Kingston.

3.3.1 Interview – Croydon Marketing and Development

It was important to gather information on the surrounding boroughs to understand how tourism is marketed in other places in Southwest London. Being similar in size and demographics, Croydon is one of the boroughs that was recommended for us to research what they have done in the areas of tourism and transportation. To do so, we conducted an email interview with Linda Dyos, who is the Culture, Film, and Tourism Manager for the Croydon Marketing Development group. The group's main focus is to promote and develop the Borough of Croydon throughout London and the rest of England. We used the interview to understand the different tourism marketing strategies that are in place and transportation options Croydon currently has. A list of interview questions and a summary of the interview can be found in Appendix D.

3.3.2 Interview – Lowell, Massachusetts

Interviews were useful in helping us understand how cities that are not generally viewed as having tourist attractions can be marketed to the public and how they can be targeted to various groups of people. We focused on the Lowell National Historical Park in Lowell, Massachusetts as they have been the main organisation behind the revitalisation of Lowell into an All-American city. The interview focused on the revitalisation of the city, the funding needed to complete it, and the tourism marketing strategies that Lowell has used to attract visitors to its downtown area. The interview also provided information about how Lowell has dealt with transportation issues, especially relating to the many canals that cut across the city and the congested downtown area. A list of interview questions along with the summary of the interview can be found in Appendix E.

3.3.3 Interview – Merton Tourism Group

An interview with Ms. Sue Tanton, a leading member of the Merton Tourism Group, was a great assistance in a number of ways. The interview was used to determine the tourism strategies which are currently being used in Merton and how they are working. It was imperative to know what strategies are in place, what strategies are working, and what ones are not working in order to conduct a useful study.

Ms. Tanton gave us a leaflet, entitled “Advantage Wimbledon”, which has the prominent attractions listed to aid in what places should be focused on. The list of attractions includes:

1. Buddhapadipa Temple, Wimbledon
2. Centre Court Shopping Centre, Wimbledon
3. Colour House Theatre, Colliers Wood

4. Deen City Farm, Colliers Wood
5. Merton Abbey Mills, Colliers Wood
6. Merton Heritage Centre, Mitcham
7. Mitcham Commons, Mitcham
8. Morden Hall Park, Morden
9. Polka Theatre for Children, Wimbledon
10. Southside House, Wimbledon
11. Wandle Industrial Museum, Mitcham
12. Wimbledon Common, Wimbledon
13. Wimbledon Greyhound Stadium, Wimbledon
14. Wimbledon Lawn Tennis Museum, Wimbledon
15. Wimbledon Society Museum of Local History, Wimbledon
16. Wimbledon Studio Theatre, Wimbledon
17. Wimbledon Theatre, Wimbledon
18. Wimbledon Windmill Museum, Wimbledon

The Merton Tourism Group would like to receive our recommendations to better implement tourism and transportation strategies, and to be able to reach certain groups of people with appropriate marketing strategies. The questions asked of Ms. Tanton along with a summary of the interview can be found in Appendix F.

3.3.4 Briefing – Independent Tourism Marketing Consultant

The London Borough of Merton hired the services of an independent tourism marketing consultant, Ms. Susan Briggs, whose clients include the English Tourism Council, the British Tourist Authority and the London Tourist Board. She was brought in to help Merton develop a marketing action plan for tourism. The interview with Ms. Briggs gave insight into her recommendations for Merton's action plan, and also into ways to reach certain ethnic groups in the area. Her ideas were very useful in providing recommendations for the Borough of Merton and it will be necessary for the Borough to implement some of her ideas, used for other clients, to improve its own tourism market. A summary of the briefing can be found in Appendix G.

3.3.5 Interview – Merton Visitor Information Centre

Located in the village of Wimbledon, the Wimbledon Public Library houses the Visitor Information Centre that serves the entire Borough of Merton. Interviewing Ms. Pam Rew, who is currently in charge of the centre, provided useful information regarding advertising of the visitor centre, the attractions in Merton that people are most interested in, and who is currently taking advantage of the visitor centre. A detailed summary of the interview along with the questions can be found in Appendix H.

3.3.6 Interview – Merton Heritage Centre

A type of special interest tourism, arts and heritage tourism, was discussed in the Background and Literature Review chapter of the project. Arts and heritage tourism includes attractions such as museums, art galleries, and heritage centres. Merton is home to places such as, the Merton Heritage Centre, Wimbledon Lawn Tennis Museum, and the Wimbledon Windmill Museum, which can all be considered part of this type of tourism. An interview with Sarah Gould, the Library and Service Manager for Heritage and Local Studies, was beneficial in understanding the importance of arts and heritage tourism in the Borough of Merton as well as giving us an idea of the role of the Merton Heritage Centre among the attractions in Merton. A list of interview questions and a summary of the interview questions can be found in Appendix I.

3.3.7 Interview – Merton Senior Transport Planner

Transportation is an important part of the project that the Merton Tourism Group has asked us to study. First, we wanted to explore the idea of linking attractions and to determine if any new ideas for transportation have been undertaken in the past in regards

to linking attractions. Also, the group has asked us to look at the different public transportation options that are available to the Borough of Merton and possible implementation of cycles and walking tours. We conducted an interview with Chris Chowns, the senior transport planner for Merton, to better understand what has been done in the past regarding transportation to and between the attractions, whether Merton has any ideas for linking the attractions, and whether cycle hiring and tour buses would be feasible options. A detailed summary of the interview with Chris Chowns, along with the interview questions can be found in Appendix J.

3.3.8 Interview – Merton Leisure Services

People who are interested in nature-based tourism travel to destinations in order to see natural habitats, and enjoy the beauty of nature. Merton has plenty of open-spaces of potential interest to visitors, such as Wimbledon Commons, Morden Hall Park, and many other smaller parks. Currently the Merton Open Space Study is underway to investigate better options for use of these open spaces which would benefit both residents and visitors to the Borough. Chris Mountford, a member of the Merton Leisure Services, was interviewed to see what groups of visitors come to the parks, to discuss the upkeep and current state of the parks, and also what the Borough does to make the parks more appealing to the residents and other visitors. A list of interview questions and details of the interview can be found in Appendix K.

3.3.9 Interview – Wimbledon Lawn Tennis Museum

An interview with Alex Keane, a marketing executive, for the Wimbledon Lawn Tennis Museum gave valuable insight into how many people visit the museum, the percentage of ethnic groups that visit, transportation to the museum, and advertising

methods. A list of interview questions and a summary of the interview can be found in Appendix L.

3.3.10 Interview – Southside House

One of the more historical places of interest in the Borough of Merton, the Southside House has a different group of visitors, mainly group tours that are on excursions designed to view historical houses. To get a better understanding of the visitors that come to the Southside House and how the house is marketed, we interviewed Desmond Sanford who is a resident and employee of the Southside House. A list of the questions that were used in the interview and a summary can be found in Appendix M.

3.3.11 Interview – Deen City Farm

Deen City farm is a popular attraction for children and their parents both from within the Borough and the surrounding area. To learn more about the visitors that come to the farm, how they get there, and how promotion is handled we interviewed the Project Director, Jackie Charlton via e-mail. A list of the questions used in the interview and a summary can be found in Appendix N.

3.3.12 Interview – Polka Theatre

An interview was conducted with Mr. Rasheed Rahman, the Marketing Manager for the Polka Theatre in Wimbledon. The Polka Theatre is a theatre specifically for children and is the only one of its kind in the country. Mr. Rahman took us on a tour of the theatre and discussed what it has to offer for performances and workshops. During the interview we discussed how many visitors the theatre gets in a year and where they come from, ways the theatre advertises, and methods of feedback they receive. We also

discussed funding and a web-based project that they offer. A list of the questions that were used in the interview and a summary can be found in Appendix O.

3.4 Surveys

The project team created and administered surveys in order to gain a better understanding of tourism trends in the Borough of Merton. These surveys were administered at the Wimbledon Lawn Tennis Museum, Merton Abbey Mills and Wimbledon School of English. Before being administered both our advisors and our liaisons approved these surveys. A copy of the survey can be found in Appendix P.

We collected a total of seventy-four responses to our survey among the three locations. In all cases except Merton Abbey Mills the survey was filled out directly by the respondent. At Merton Abbey Mills the questions were read to the respondent and we filled in the information because most of the people we talked to were either eating or carrying packages. We surveyed over a total of four days with two at the museum and one at each Merton Abbey Mills and the Wimbledon School of English. We then spent three days entering and analysing the data.

The information gained at the Wimbledon Lawn Tennis Museum showed that most of the visitors are from outside the area and used the Tube to access the museum. Overall they had not been to many other attractions in the area nor were they interested in visiting any.

Due to our low response rate at Merton Abbey Mills we did not gain enough data to be able to draw significant conclusions. We did use the responses telling where people looked for attraction information combined with the responses to this question from the

other two locations to determine that people most often use the internet, friends, and brochures as their main sources of information.

Our final survey location, and the one we feel was most important, was the Wimbledon School of English. We believe that the surveys collected here would be representative of surveys we would find at other language schools in the Borough due to their close proximity to each other. Our team feels that language schools are an important area to explore in tourism promotion as their students are an ever changing group with each one becoming a temporary resident for up to a year or more. Data collected here showed student transportation habits as well as which attractions they had already visited and those they would be interested in visiting. It also gave information as to the nationalities of the students studying at the school.

As a prelude to our study of tourism in Merton we administered a survey in the United States. This survey was administered to the faculty and staff of WPI via e-mail. We asked that they respond by telling us what attractions they would take visiting friends and/or family to in the area. In doing this we learned what types of attractions residents of the Worcester, Massachusetts area would recommend to visiting friends and family. An analysis of the data has shown that most of the survey respondents mentioned the cultural exhibits around the immediate Worcester area, rather than longer trips to such locations as Boston, Massachusetts and the Cape Cod, Massachusetts region. Places of interest, such as the American Antiquarian Society, Worcester Art Museum, Tower Hill Botanical Gardens, and Sturbridge Village were among the most popular attractions that WPI faculty and staff recommended. Due to the open ended style of the survey our project team found the results hard to analyse in any quantitative manner. Closed-ended

questions were used in our survey in London to alleviate this problem. A copy of the e-mail that was sent can be found in Appendix Q.

3.5 Visits to Attractions

For our project, visiting the attractions proved to be beneficial in helping us produce recommendations for each attraction in terms of signage, cleanup, and accessibility. As American students, we came to Merton with an unbiased view of the attractions here, not knowing if they were easy to get to, if they were attractive to visitors, etc. Our visits showed us that certain attractions are very inconvenient to get to while others are much more accessible. Merton's most well known attraction, the Wimbledon Lawn Tennis Museum, is a fifteen-minute walk from the nearest Tube Station and is without a close and convenient bus stop. Also, some attractions such as the Polka Theatre are not publicised as well as they should be. It is the only theatre in all of England that provides entertainment strictly for children, yet it is not very well known outside of Merton and the surrounding areas. Our visits to the places of interest helped us determine site-specific recommendations about marketing, transportation, and appearance.

3.6 Application of Methodology

Through our methodology we were able to assess the current state of the Borough both in terms of transportation and visitor habits. Case studies enabled us to compare Merton's current practices to those of other area boroughs. Interviews allowed us to speak with people of authority in the Borough about current development as well as

different leaders of attractions about visitor trends and transportation options. Finally we were able to obtain information on visitor trends through surveying visitors themselves. In doing this we focused on temporary residents studying at area language schools. These three sources gave us enough knowledge both of the Borough and the surrounding boroughs to make recommendations that will aid in promoting tourism in Merton.

4.0 RESULTS AND ANALYSIS

4.1 Attractions

Our visits to the attractions in the Borough of Merton were useful in gathering information to aid in our recommendations for improving tourism. By visiting the attractions firsthand, we were able to form our own opinions and learn, by trial and error sometimes, the best way to get to the attractions.

4.1.1 Buddhapadipa Temple

Built in 1980, the Buddhapadipa Temple is a Thai temple in Wimbledon. When we entered the grounds, the first building we saw was not the actual temple, but the building where the monks reside, which looks similar to many other buildings in the area. As we walked around the corner, we found ourselves entering a green area with steps leading up to the temple. The temple sits atop a hill and overlooks a pond and gardens. The architecture is traditionally Thai. It is a white building with a steeply slanted red roof and very detailed gold trim. Entry to the temple required removing our shoes. Upon entry, we saw beautiful, ornate Buddhist statues directly in front of us. The walls were covered from top to bottom with an elaborate mural. A closer look at the mural allowed us to see the creativity and modern thinking of the artist. It contains traditional Buddhist symbols, along with more modern items such as Big Ben. Also, we saw in one area a missile was used as a weapon instead of a more traditional spear. It was truly a beautiful building both inside and out.

The temple has free admission and is open to the public Monday through Friday, 9:00am to 5:00pm, and Saturday and Sunday 1:00pm to 5:00pm. Mr. John Hawks drove

us to the temple, so we did not have to find the location on our own. We noticed that there was little signage for the temple and it could easily be missed if a visitor was not careful. Visitors would want to take the 93 bus, alight near the Wimbledon Common, and then they would have a five to ten minute walk to the temple.

4.1.2 Centre Court Shopping Centre

We visited the Centre Court Shopping Centre on a few different occasions arriving by bus and via Tube or Tramlink to the Wimbledon Station. This area was similar to a shopping mall in the United States, with two floors of shops and a food court. It appeared that mostly people living in the Borough were shopping there. It did not really appear to be a tourist attraction, but instead a place where a short term resident may go to buy clothes and everyday items. Centre Court Shopping Centre is close to both Wimbledon Theatre and Wimbledon Studio Theatre and is easily accessible by bus, Tube, and Tramlink.

4.1.3 Deen City Farm

Deen City Farm is a fairly small fully functioning farm, along with a petting zoo. It also offers riding lessons and pony rides. The farm is home to a variety of different animals, some in cages and others just roaming the grounds. We noticed that it was an especially popular attraction to bring young children to, as it appeared they were often mesmerised by the animals. We arrived at the farm by taking the Tube to the Colliers Wood Station where we then walked along the River Wandle and past Merton Abbey Mills. On the walk we noticed that the area was littered both in and along the water. We noticed a lack of signage from the Colliers Wood Tube Station and Merton Abbey Mills but since we had already been by the farm when walking through Morden Hall Park we

knew where we were going. Once we arrived at Deen City Farm the experience was an enjoyable one. The farm is open Tuesday through Sunday 9:30am to 5:30pm and admission is free.

4.1.4 Merton Abbey Mills

We arrived at Merton Abbey Mills (MAM) by taking the Tube to the Colliers Wood Station and then walking along the River Wandle. As already stated in reviewing Deen City Farm both the water and banks of the River Wandle were quite littered. There was a lack of legible signage as much of it was covered in graffiti or hidden by shrubbery. During the week MAM seemed quiet and empty. Even though it has shops and eating establishments open all week long, they did not seem to draw much midweek business. The weekend on the other hand was very different. Each weekend MAM transforms itself into a large, bustling craft market where you can find anything from fruits and vegetables to books, furniture and various gift items. This would be a great place for residents and visitors of the Borough as well as their family and friends to enjoy.

4.1.5 Merton Heritage Centre

We arrived at Merton Heritage Centre by taking the Tramlink to the Mitcham Station and walking along the cricket green. The Heritage Centre was hard to find. As we neared the centre the signage became clearer in pointing us in the right direction. After finding the building we wandered completely around the exterior because there were no signs directing us into the Heritage Centre. We eventually decided to try a door and discovered it was the correct one. Once inside, we found an interesting exhibit on health. Items on display included photographs of the early Red Cross, various medical equipment, and medical books. The Heritage Centre offers four main exhibits a year,

along with three month-long exhibits. The fact that the exhibit changes frequently is a great asset and may make it more appealing to a wider range of visitors. The Merton Heritage Centre has free admission and is open Tuesday, Wednesday, and Thursday from 10:00am to 4:00pm and Sunday from 1:00pm to 4:00pm.

4.1.6 Morden Hall Park

To get to Morden Hall Park we walked from our office at the Merton Civic Centre. We had no trouble finding the park although we did have trouble crossing the A24, a major roadway, as the sign for the park's entrance was not located near a crossing. Once inside we visited the shop and café and then headed off to walk through the park towards Merton Abbey Mills. The park is free to the public and contained many walkways, some of which followed the River Wandle. This park did not contain many open areas and we mainly had to stay on the paths. One of the prevalent things we noticed was in many places the walkways were completely flooded and almost impossible to pass through, especially along the section where the Tramlink crossed. There was also much graffiti and trash in the area of the Tramlink.

4.1.7 Polka Theatre

We arrived at the Polka Theatre in Wimbledon via the 93 bus, which stops almost directly across from the theatre. It is also a short walk from the Wimbledon Tube Station (District Line) and the South Wimbledon Tube Station (Northern Line). The Polka Theatre, now in its 21st year, is comprised of the Main Auditorium, the Adventure Theatre, and a workshop. The Main Auditorium seats 300 people and is where the main productions are held twice daily except Mondays. Children must be age four or above to be allowed in this part of the theatre. The Adventure Theatre does smaller productions

for all ages and seats approximately 90 on the floor. A workshop is also located within the theatre where workshops are offered for children in drama, storytelling, puppetry, music, and crafts. A workshop for aspiring playwrights is also offered through the Polka Theatre, and sometimes plays written with the help of the workshops are used as one of the main productions at a later date. Behind the theatre is a building where all of the props and sets are made since the theatre only does in-house shows. Everything about the theatre is focused on children so it is a really fun place, with plenty to do to amuse children of any age. Prices for the shows range from £4 to £9.50 and there are also family rates from £28 to £34.

4.1.8 Southside House

We walked to the Southside House from the Wimbledon Tube Station, and after talking to Mr. Desmond Sanford at the house, found that we could have taken the 93 bus, which would have brought us much closer. Along the way, there was no signage at all for the house. There was only a small sign outside of the house, so it could easily have been missed. Southside House, built in 1687, is very beautiful and well maintained as are the grounds surrounding it. The house contains a unique collection of art and historical objects. Many of the furnishings are originals and it was interesting to walk around and imagine that people actually still live in the house because everything was so old. Tours of Southside House are available on Wednesday, Saturday, and Sunday afternoons for £5.

4.1.9 Wandle Industrial Museum

We arrived at the Wandle Industrial Museum by way of the Tramlink to Mitcham Station. The museum is located across from the cricket green and is difficult to find. We were quite surprised at the size of the building, as it consisted of only one very small

room. It seemed to be located in the wrong place for its content, as it was not even on the River Wandle. The museum contained information about William Morris, Admiral Nelson, the Merton Priory, and mainly focused on the history of the snuff mills. It was very specific being centred on the history of snuff in the Borough and may not appeal to all types of visitors. The museum has plans to move to Ravensbury Mill in the future, which contains some old machinery from the snuff mills. The museum is open Wednesdays from 1:00pm to 4:00pm along with the first Sunday of each month and admission is 50 pence.

4.1.10 Wimbledon Common

We arrived at Wimbledon Common by taking the Tube to Wimbledon Station and walking to the Common. We later found out, however, that it is much easier to take the 93 bus which brings you much closer. It is a beautiful open space, free to the public, with plenty of room to run around and benches to relax on. We also found that there were very few trash receptacles located throughout the common.

4.1.11 Wimbledon Lawn Tennis Museum

During our first attempt to get to the Wimbledon Lawn Tennis Museum, we took the Tube to the Wimbledon Park Station and found ourselves in Wimbledon Park hugging trees to avoid mud puddles. We realised that this could not be the best way to go since it took an extremely long time to reach the museum. When we arrived we asked what the best way to get to the museum was and the next time we took the Tube to Southfields Station and then walked fifteen minutes to the museum. Once there, we found the museum was just what we expected of the All England Lawn Tennis Club. It is a great tribute to Wimbledon tennis history, containing interesting memorabilia, artwork,

and details about different tennis stars. The museum only recently began a guided tour by a museum employee. The tour shows centre court where the championships are held, as well as the side courts and press box. The new tour offers a great chance to see the courts up close and we found it to be very appealing and wished we had more time to take the tour ourselves. The museum is open daily from 10:30am to 5:00pm. Admission charges are free for children under five years old, £3.50 (museum only) or £10.75 (includes museum and tour) for children under sixteen, £4.50 or £11.75 for concessions, and £5.50 or £12.75 for adults.

4.1.12 Wimbledon Theatre

To get to Wimbledon Theatre we took the 93 bus from our office at the Merton Civic Centre, but it is also easily accessible by both Tube and Tramlink. Prior to the performance we ate at a Thai restaurant less than a block away and we were the only patrons in the entire restaurant. This was quite surprising to us considering it was very close to the theatre and it was opening night for a new play. Once we arrived, Robin Cooper, the manager of the theatre, gave us a tour. The theatre is a beautiful venue that seems to attract a good crowd of both young and old. We attended a Monday opening night for “Return to the Forbidden Planet” and there were approximately 600 people in attendance. The shows that are brought in by the theatre are travelling shows of different varieties and appeal to different age groups. Some other performances offered this year include “Guys and Dolls”, “Ronald McDonald’s Adventures in Space”, “Annie, and Reservoir Dogs”. There are new performances on a weekly basis. The venue is easily accessible and would be a good night out for anyone in the area at a relatively low cost.

Tickets range from £8 to £12 for upper circle, £12 to £15 for dress circle, and £14 to £21 for stalls.

4.2 Case Studies

We used the case studies of the boroughs of Kingston and Croydon, along with the American cities of Worcester and Lowell, Massachusetts to provide us with a better insight into how comparable cities market their attractions and their methods of transportation. When looking at Worcester, Massachusetts, we focused on the attractions in the area and how they are marketed to the public. Worcester has many notable tourist attractions but they do not bring in many people from outside the Worcester metropolitan area. Our case study into Lowell, Massachusetts was used to see what a city that has an important industrial past has done to market its past. Ms. Sue Tanton requested that we research the Boroughs of Kingston and Croydon, as they are neighbouring boroughs to Merton. Kingston is the home to many significant historical places of interest and Croydon has recently upgraded its transportation network. Both attractions with historical significance and improved transportation are areas that the Merton Tourist Group has asked us to look into and therefore the case studies proved helpful in our recommendations.

4.2.1 Worcester, Massachusetts

Part of our background research contained a case study on Worcester, Massachusetts in the United States. Worcester is an example of a city that has noteworthy tourist attractions that are not well known to people who live outside the city.

In the past, it was known mainly as an industrial city and was not much of a tourist attraction. Worcester has become a cultural hub of the central New England area, as it is home to well known concert venues such as Mechanics Hall and the Worcester Centrum Centre. It is also home to other cultural institutions such as the Worcester Art Museum and the Worcester Historical Museum.

For Merton, the study of Worcester, Massachusetts can be of use as it is a city that has some significant tourist attractions, but is not well known outside its metropolitan area. Visitors to relatively close and well-known cities such as Boston, MA would not be likely to visit Worcester as everything a tourist would want is in Boston. Worcester has determined its major places of interest and is now able to market them to a wider range of visitors. Worcester is also home to eleven colleges, and in turn, thousands of temporary residents that may be interested in seeing the attractions. Merton is in a similar position, as it is a borough of London, and also home to temporary residents in its six language schools, including Merton College.

4.2.2 Lowell, Massachusetts

As another part of our background research, a case study was performed on Lowell, Massachusetts in the United States. Lowell is an example of how a city can use its historical past to benefit not only the tourism industry, but also the city itself for its own residents. In the late 1960s, the city was going through tough times as America moved farther away from the textile industry that once made Lowell strong. Lowell has a very important cultural and industrial image and history, so residents and legislators laid out a plan to redevelop the city based on these factors. In 1972, the City Council endorsed the idea of the Human Services Corporation and other community organisations

to work with the Lowell Plan, the Lowell Development and Finance Corporation, and business and banking groups in a partnership to guide the revival of the city. Out of this partnership came the Lowell Heritage State Park in 1974. Also, the United States Congress established Lowell National Historical Park and the Lowell Historic Preservation Commission in 1978.

Lowell has also benefited from its extensive network of canals that cut through the city. The canals were used to drive the machinery in the textile mills and some of that machinery is still shown today in various exhibits. Also, a walking tour has been devised that will take visitors on a tour of the old textile mills and will also go over and around the canals. The canals also add a sense of historic beauty to the city as they have been cleaned up and are surrounded by historic lanterns at night. These first steps have been small, starting with the renovation of downtown buildings and leading into a movement that benefited from a public appreciation for Lowell's industrial history. Lowell has become a model of how public and private partnerships can benefit a city. The city of Lowell recognised that it had an important historical past in the industries and knew it could develop tourism based upon it. This is important for Merton because it has an important industrial past with the snuff mills and textile industry. Using this case study, the Merton Tourism Group can look at different ways funding could be achieved through public and private partnerships and see ways to get the local community interested in what the Borough has to offer. The group can also use the case study to see the potential of walking tours throughout the Borough using remnants of its historical past, such as Lowell has done with its textile mills and canals.

4.2.3 Royal Borough of Kingston

The case study completed on the Royal Borough of Kingston showed us the different methods of transportation available both to and within the Borough. There are cars and, bus and train services into Kingston, and once visitors have arrived, cars and bus services are the best options. Professional tour guides are available to escort visitors through historic districts via walking tours. The tours begin at Church Gates in the Market Place and are offered at 2:30pm on Sundays from Easter to September and 2:30pm on the first Sunday of the month during the winter. Tours can also be arranged at other times and can be tailored to specific themes if desired. Kingston is also popular for its arts and heritage attractions, such as the Coronation Stone, the sight of the crowning of seven Saxon Kings, and the 12th Century Clattern Bridge. Kingston also produces a monthly publication, which is also on the Internet, called “What’s On”, through the Heritage Arts and Tourism Unit, which gives a listing of the activities that are happening in the Borough.

The Royal Borough of Kingston is another example of how a historical past can directly have an influence on tourism prospects for Merton. Kingston is similar to Merton, as they both have a significant arts and culture population. This can be seen in the number of theatres within the Borough and the weekend market and events at Merton Abbey Mills. As for transportation, the Merton Tourism Group wanted us to look into the feasibility of walking tours and how they can be used. Kingston was researched because the Borough offers professionally guided walking tours for visitors and residents.

4.2.4 Borough of Croydon

The Borough of Croydon, to the Southwest of Merton, was also considered. The Borough runs a Tourist Information Centre, which is accredited by the London Tourist Board. The centre provides information about the history of the Borough, attractions that are located there, and information about nearby areas. Modes of transportation used within Croydon include buses, cycles, and the Tramlink. Heritage tourism is also prominent within the Borough and includes attractions such as Addington Place and Croydon Palace.

Looking at Croydon gave us a very important viewpoint into transportation and also the benefits of having a Tourist Information Centre to thoroughly describe all the available options for the Borough. Understanding the transportation in Croydon is important for Merton because it will allow them to see what neighbouring boroughs are doing for transportation. A more in depth study of the Croydon Tourist Information Centre may help the Borough of Merton determine possible ways to develop their own tourist information centre.

4.3 Interviews

By interviewing tourism officials in Merton and other boroughs, as well as in United States cities, we were able to gain ideas for promoting tourism in Merton. One of the major findings we encountered through the interviews was a lack of funding for tourism in general. Most of the people we interviewed mentioned an idea they had for advertising, or improved transportation, but it was not feasible with the current level of

funding. The attractions themselves do not have the money that is necessary for advertising, and the Borough of Merton does not have enough funds to spend on tourism in general. This is a major problem in all areas, because many of the improvements they would like to make cannot be done until they receive more funds.

4.3.1 Linda Dyos, Croydon Marketing and Development

Linda Dyos, Croydon's Culture, Film, and Tourism Manager provided us with information on tourism marketing and promotion in the London Borough of Croydon. She said that Croydon has an office, Croydon Marketing and Development, which works to promote the Borough through a partnership with the public and private community for the benefit of the residents. It also is working to improve Croydon's perception as a retail centre both nationally and internationally.

Ms. Dyos said that Croydon, like Merton commissioned an outside source to develop a tourism strategy for the Borough. The Croydon Council then developed a Cultural Tourism Strategy and a local cultural strategy to further help the Borough in reaching its goals for tourism. One of the results of these strategies is the visitors' guide that the Croydon Marketing and Development group produces yearly. It is distributed to the media and to all Tourist Information Centres throughout the country, hotels, and even Gatwick Airport.

This interview is another example of how public and private partnerships can come together to further enhance the community for not only tourism but also those who live and work there as well. Merton can further examine the strategies that Croydon has developed to see how it can build relationships with the public and private community to better develop Merton and its tourism industry.

4.3.2 Audrey Ambrosino, Lowell, Massachusetts

The interview with Audrey Ambrosino from the Lowell National Historical Park provided us with information about how Lowell, Massachusetts used its industrial past to promote tourism, as it played a significant role in the American Industrial Revolution. Lowell was given government funding to make it a National Historical Park, which would secure appropriations for the revitalisation of the city.

Lowell, like Merton and other older cities, has problems with transportation and congestion but Lowell also has to cope with a vast network of canals that run through the city. Rather than view them as a hindrance to the city, Lowell and its National Park sponsor a one-mile walking tour around the canals, taking visitors to different attractions and the visitor centre. Trolleys and buses are also used throughout the city and residents and visitors are encouraged to use them to lessen the amount of cars on the roads.

As for tourism development, the Lowell Plan, a non-profit organisation, developed the tourism campaign, “There is a lot to like about Lowell”. This regional advertisement campaign was launched to overcome the stereotypes of the city, for example, that it was a place of crime and had a shabby downtown area, and to also show its residents and visitors the improvements that have been made to the city. This campaign had a significant impact on the city and was able to bring more visitors to the area over the past five years.

The most important pieces of information that we learned from Ms. Ambrosino that would be helpful to apply to Merton was about revitalising the city and building on its industrial past. Money was well spent cleaning up graffiti and picking up litter throughout Lowell and tourism became more prominent once the clean up began. The

residents and political heads of Lowell realised that although they had some interesting attractions, visitors would not be lured into coming to the area until it was improved visually and had an improved reputation. The “There is a lot to like about Lowell” campaign was extremely helpful in boosting the reputation of the city. Also, heritage tourism has increased due to the arts and history attractions such as the Lowell Historical National Park and the Boott Textile Mill Museum that Lowell has to offer. From this interview we felt that it was important for Merton to promote its industrial history of snuff mills and local history.

4.3.3 Sue Tanton, Merton Tourism Group

Ms. Sue Tanton helped provide a basis to begin our project and why WPI students were chosen to work on it. She also provided us with the leaflet entitled “Advantage Wimbledon”, which is the current leaflet advertising Merton. It provides visitors with a list of the attractions along with a detailed map of the borough that shows the attractions and the transportation. She also provided us with prior research done by Ms. Susan Briggs about promoting tourism in the Borough. This interview was helpful in providing a starting point for the rest of our research in Merton as it introduced us to the various attractions in the borough and showed how tourists currently get around to the attractions.

4.3.4 Susan Briggs, Independent Tourism Marketing Consultant

In the briefing with Ms. Susan Briggs, the independent tourism marketing consultant, she discussed her ideas that she had about ways to improve tourism in Merton and what she would like us to focus on. She explained that it was important to focus on the residents, especially temporary residents living in the Borough for six months to a year, and their visiting friends and relatives. The residents and their friends and families

are important because they are already in Merton and would not be required to take the extra effort and come to Merton. Ms. Briggs speculates that these people are more likely to have a high disposable income and are also more likely to explore the Borough than permanent residents.

These temporary residents will most likely be expatriates from different countries around the world. Ms. Briggs suggested a good way of marketing to these temporary residents and their friends and families would be targeting advertising to different nationalities. In order to do this it would be necessary to obtain lists of the different nationalities and organisations associated with them.

Ms. Briggs had some excellent suggestions such as contacting embassies, attending cultural events, and visiting language schools for ways to appeal to specific nationalities living in the Borough. Based on these suggestions we decided to look into the possibility of marketing tourism through the six language schools in the Borough. We feel that these students have potential as a target group because they are always coming and going within the Borough and may have interest in learning more about the area they are staying in. They also could possibly take information on the different attractions home to their host families, therefore spreading the word to current permanent residents.

4.3.5 Pam Rew, Merton Visitor Information Centre

Merton's Visitor Information Centre is located inside the Wimbledon Library, which is a two-minute walk from the Wimbledon Tube Station. When asked about advertising, Ms. Pam Rew mentioned that there is some signage for the visitor centre in the Wimbledon Tube Station, and right outside of the Wimbledon Library, but for the most part, people tend to find the visitor centre by accident. She believes that it is mainly

residents of the Borough and students at the English language schools who use the information centre to get information about planning activities for the day.

The current location for the visitors' centre inside the Wimbledon Library makes it difficult for residents and tourists to find it, as most would not think of the library as a place to find tourist information. We also learned from this interview that it would be extremely beneficial to have improved signage for the visitors centre so more people know its location. A possible location change for the Visitor Centre to the Centre Court Shopping Centre or other easily accessible location may be beneficial.

4.3.6 Sarah Gould, Merton Heritage Centre

The Merton Heritage Centre is currently located in Mitcham and is accessible via the Tramlink light rail service. Sarah Gould, who is in charge of the Merton Heritage Centre, provided us with some very useful information about heritage tourism in the Borough and specific information about the Merton Heritage Centre. Heritage tourism is important in Merton as it deals with the historical and industrial past. The exhibits at the heritage centre change frequently with one month having exhibits on health while the next exhibit may contain information about mills. Advertising for the exhibits goes into a quarterly newsletter, the council website, the Borough Map and Guide, the Museums in Merton leaflet, and the dot-matrix style board outside of Wimbledon Tube Station, along with marketing through visitor centres in other boroughs.

The Merton Heritage Centre also sponsors coach tours of the area two times a year. The tours have different themes, one tour of the various museums and the other of architecture throughout Merton. They are both very popular and usually sell out a coach bus in less than twenty-four hours. These tours provide people with a look at what the

Borough has to offer for heritage tourism. The museum tour includes, depending on the year, four of the following: Wandle Industrial Museum, the Merton Heritage Centre, the Wimbledon Windmill Museum, the Wimbledon Society Museum, the Wimbledon Lawn Tennis Museum, and the Southside House. The architecture tour is different from year to year, and may include exploration of Morden Hall House, the Cannons, Buddhapadipa Temple, Odeon Cinema, and various council buildings and local churches.

The popularity of the coach tours suggest that people are interested in the heritage attractions Merton has to offer and coach tours would be a good way for people to see the attractions that they may not have been to before, or even heard of. The Heritage Centre charges £5.50 for adults and £5 for concessions for the tour. It does not have the funding to offer these tours frequently as money for the coach buses needs to be paid in advance. The tours make just a little over the cost of the bus, so it does not bring in additional money for the centre. These tours are quite popular when they are offered.

4.3.7 Chris Chowns, Merton Senior Transport Planner

Chris Chowns informed us that buses are the major mode of public transportation within the Borough, but unfortunately Merton does not control the routes. The Transport for London Office has control of the routes. New bus routes are going to be added in the near future, which will provide more stops around Wimbledon Lawn Tennis Museum and Merton Abbey Mills based on the recommendations of Merton's Transport Office. This will help to improve transportation to some of the attractions in the Borough.

In regards to cycling, Mr. Chowns said that it was a great way of travelling around the Borough because cycle routes are currently in place and plans to implement more are underway. He also said that linking attractions by a bus tour would not likely be

feasible due to the great cost it would incur. After hearing the positive views on cycling we researched more in depth the possibilities of cycle hires and walking tours within the Borough as a more popular way of travelling around the area and between the attractions.

4.3.8 Chris Mountford, Merton Leisure Services

The Merton Council owns and is responsible for thirty-nine parks located throughout the Borough while the three largest parks Morden Hall Park, Mitcham Common, and Wimbledon Common are privately owned. This means that the Public Works Department is responsible for the upkeep of the council-owned parks and the others are privately maintained. Chris Mountford said that parks in the area are used mostly by residents who have only a short walk to their neighbourhood park. We also learned that while the number of open spaces in other areas of London has decreased, Merton has increased its number of parks by seven, going from thirty-two to thirty-nine over the last fifteen years.

In doing this interview we had hoped to find out information about the larger parks such as Morden Hall Park, but we were unable to get the information due to the fact that they are privately owned and not under the ownership of the Borough of Merton. Because of this, Mr. Mountford did not have their information on items such as upkeep and maintenance. We did however find it helpful to know that open space is an important part of this Borough and residents would therefore be likely to visit and enjoy the open spaces within the Borough.

4.3.9 Alex Keane, Wimbledon Lawn Tennis Museum

The interview with Alex Keane provided us with information about where visitors come from, advertising methods, and transportation to the museum. He said that 25% of

the visitors to the museum are from the United States, 23% are from the United Kingdom, and 15% from Japan. This information may be helpful in a future project researching advertising to specific nationalities for Susan Briggs.

Leaflets are the major source of advertisement for the museum. During the summer months, especially when the tennis championships are underway, advertising in the Tube is used. This however, is very expensive and cannot be done year round, even though it does help to increase the number of visitors. This is another case where lack of funding is creating a problem for advertisement for the attractions.

Transportation to the museum is another problem because the closest Tube station, Southfields, is a fifteen-minute walk and the Wimbledon Tube Station is a twenty-five minute walk. This may be a problem to some visitors, especially those who are disabled, if they do not know how far a walk they have ahead before they begin walking the route. Buses run from the Tube stations to the All-England Lawn Tennis Club, the location of the Wimbledon Lawn Tennis Museum, during the tennis championships in the summer, but not year round. Chris Chowns informed us, that in the near future buses would be implemented along the route to the museum, which will help to alleviate the transportation problems.

4.3.10 Desmond Sanford, Southside House

The interview with Desmond Sanford from the Southside House gave us an insight into the advertisements and marketing used by the house, the best mode of transportation to get there, and what he would like to see done for tourism in Merton. The Southside House does not advertise very much at all. The main forms of their advertising are done through the “Advantage Wimbledon” leaflet, and more importantly,

word of mouth. Mr. Sanford felt that they did not need more advertising than what is currently in use because admission from the current number of visitors covers the expenses necessary to maintain the house.

Southside House offers a tour, which lasts approximately an hour and a half and costs £5. Many of the guides actually live in the house, so are very knowledgeable about it and are able to share personal anecdotes with the visitors. Tours are offered Wednesday, Saturday, and Sunday for six months out of the year.

Visitors mainly come from London (50%), then the rest of the country (45%), and the remaining 5% are international visitors. The Southside House receives approximately 1,000 visitors a year. These visitors are mainly from special-interest groups who take tour buses from other areas of the country to visit a few of greater London's historic houses, including Southside House. The main form of visitor feedback is from what Mr. Sanford and the other guides hear from people on the street. People will just walk up to him and tell him how much they enjoyed their time at the house. Another, but less personal form of visitor feedback is the guestbook.

Mr. Sanford also discussed with us his thoughts on tourism for Merton overall. He was a believer in the idea of a "hop on, hop off" bus, which would take visitors around to the different attractions. He would also like to see improvements made in regards to the bus routes near the attractions.

4.3.11 Jackie Charlton, Deen City Farm

Due to project time constraints we decided to interview Ms. Jackie Charlton, Project Director for the Deen City Farm, via e-mail. In this e-mail she provided us with

information about where visitors come from, how they arrive at the museum, and what kind of advertising is focused on.

Deen City Farm gets between 60,000 to 80,000 visitors a year. These visitors mostly come from within the Borough but many also visit from other surrounding areas. In order to get to the farm, visitors use many different modes of transportation including Tramlink, bus, Underground, car, coach, bicycle, or foot. As far as advertisement the farm focuses on mainly putting leaflets in libraries, community centres, and schools. This is an inexpensive form of advertising for them, which is good because they are considered a charity and do not have the funds to support larger marketing.

4.3.12 Rasheed Rahman, Polka Theatre

The interview conducted with Mr. Rasheed Rahman provided us with important general information about the Polka Theatre. He gave us a tour of the theatre, explained what types of performances are offered, and told us about available workshops. We discussed how many visitors the theatre gets in a year and where the visitors come from. He also told us about the ways the Polka Theatre advertises, methods of feedback, funding, and a web-based project the theatre offers.

Over 100,000 children visit the Polka Theatre per year, the majority with school groups, but also with family. These children mainly come from the immediate area, but also come from elsewhere in the country and also internationally. The Polka Theatre offers more than just theatre shows. It offers five main plays a year which are performed in the Main Auditorium, which seats 300, and numerous smaller performances in the Adventure Theatre, which seats 90. In addition to the performances, the theatre offers workshops for children and aspiring playwrights. They also have a web-based project

sponsored by Oracle called WebPlay, which allows children in London to interact via the Internet with children from Los Angeles, California in the United States. This program also allows children to learn about theatre from the Polka Theatre directly and through their peers.

The Polka Theatre focuses their advertising on Southwest London and Surrey. Advertisements are placed in venues that contain activities for children, and in any place children would be likely to go. The theatre also has a database of schools where they send announcements about upcoming performances. The advertisements for the schools must be sent out far in advance of the show so that teachers can plan it into the curriculum and have enough time to set up the trip. Each show is marketed base on content and age range.

4.4 Surveys

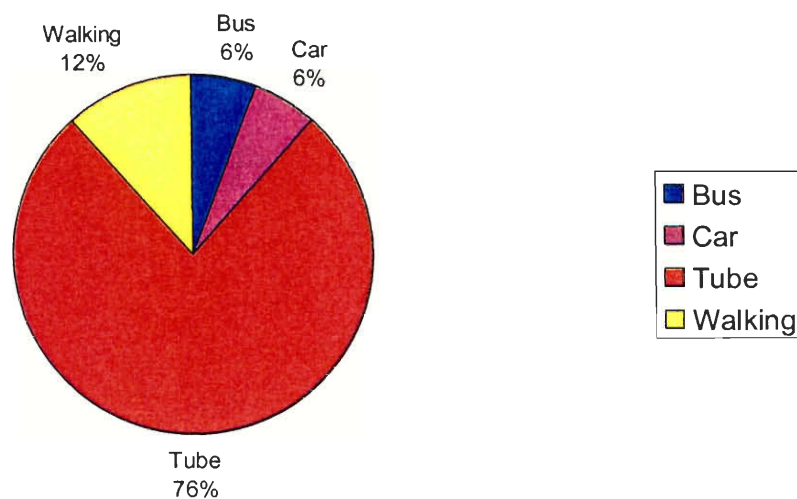
In order to gain information about the people visiting the attractions around the Borough, how they travel between places, and what they have not seen but would be interested in seeing, we used surveys. We administered surveys at three locations: Wimbledon Lawn Tennis Museum, Merton Abbey Mills, and the Wimbledon School of English. We did not get a very good response rate at either Wimbledon Lawn Tennis Museum or Merton Abbey Mills but we still used the information we received to come to some conclusions. The survey data received from the Wimbledon School of English provided useful information. We had planned to survey at a second language school but felt that they would give us the same information gained from the Wimbledon School of English based on the fact that all of the language schools are in a close proximity to each

other and located in Wimbledon. Due to our low response rate at Wimbledon Lawn Tennis Museum and Merton Abbey Mills we concentrated most of our analysis on the Wimbledon School of English.

The first place we administered our survey was at the Wimbledon Lawn Tennis Museum. One of the questions we asked of museum respondents was how they arrived at the museum. Looking at Figure 1 you can see that 76% of visitors arrived at the museum via the Tube, 12% arrived on foot, and a total of 12% either took the bus or arrived by car. It may be that respondents stated they walked to the museum may have taken the Tube as far as possible and then walked after that, since the closest Underground Station is still a fifteen minute walk from the museum.

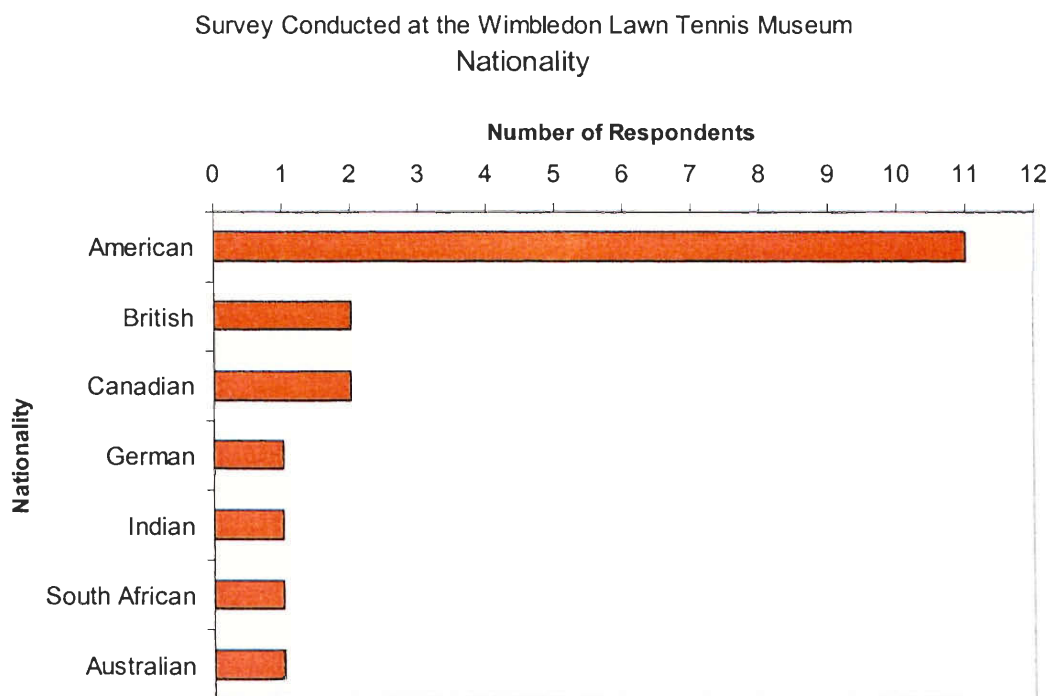
Figure 1. How did you arrive?

Survey Conducted at the Wimbledon Lawn Tennis Museum
How did you arrive at the museum?



The second question analysed was their nationality. Figure 2 shows that the vast majority of respondents were American with eleven of the visitors being from the United States. Only two of the respondents were British and the rest were from various places around the world.

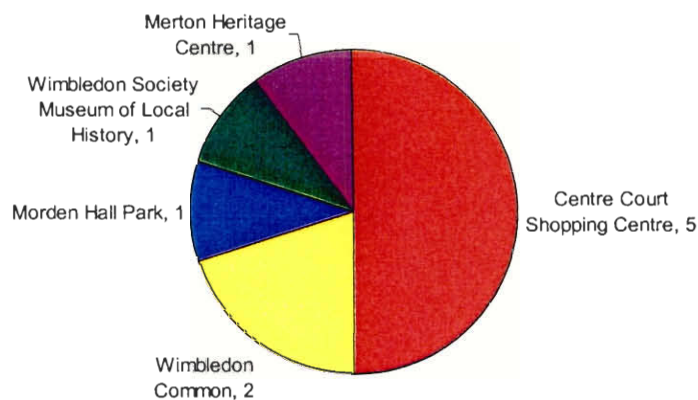
Figure 2. Nationality



After realising where visitors were from we decided to see what other area attractions international visitors had seen. As can be seen from Figure 3 five people had been to Centre Court Shopping Centre, two to Wimbledon Common, and one each to Merton Heritage Centre, Morden Hall Park, and the Wimbledon Society Museum of Local History.

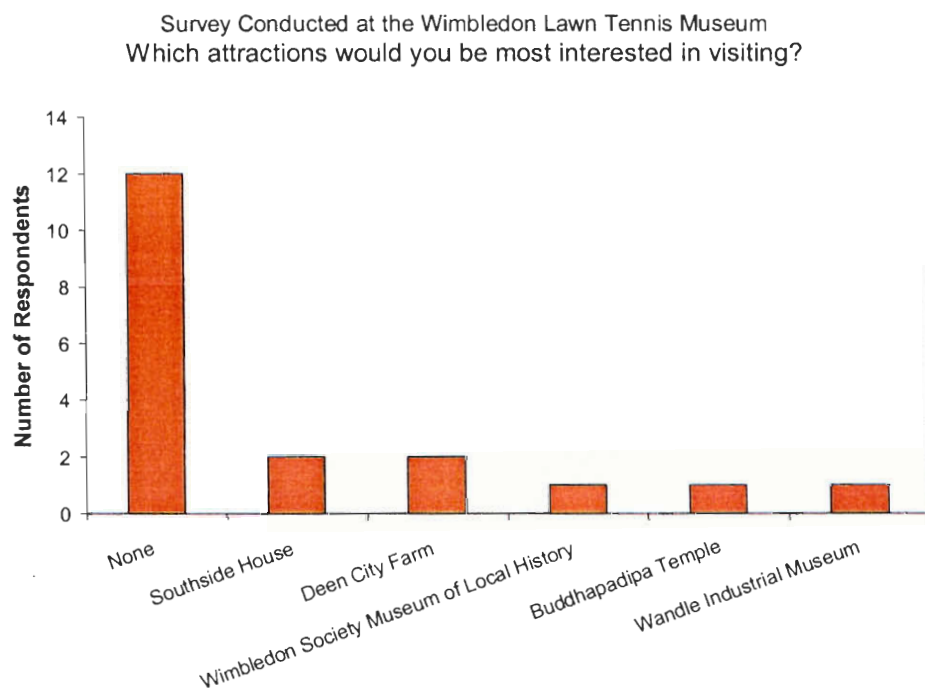
Figure 3. Places International Visitors have Seen

**Survey Conducted at the Wimbledon Lawn Tennis Museum
Places International Visitors have Seen**



The final thing we looked at from the data collected at Wimbledon Lawn Tennis Museum was where the respondents were interested in visiting. Figure 4 shows that the majority of people who visit the museum are not interested in visiting anywhere else in the Borough. They are interested solely in visiting the Lawn Tennis Museum. There were a few visitors, however, that were interested in seeing other places while in the Borough.

Figure 4. Attractions Interested in Visiting



The next group of respondents we analysed was the Wimbledon Language School. We obtained forty-five surveys from this location. We thought that we would obtain similar responses from all of the area language schools as they are all located in the Wimbledon section of Merton. The first thing we looked at was what attractions the students had already been to in the Borough. As you can see from Figure 5 the majority of the students had been to Centre Court Shopping Centre and a large number had been to Wimbledon Common as well. There were also quite a few students who had been to Wimbledon Theatre and Wimbledon Lawn Tennis Museum. There were also various other locations where a few students had visited.

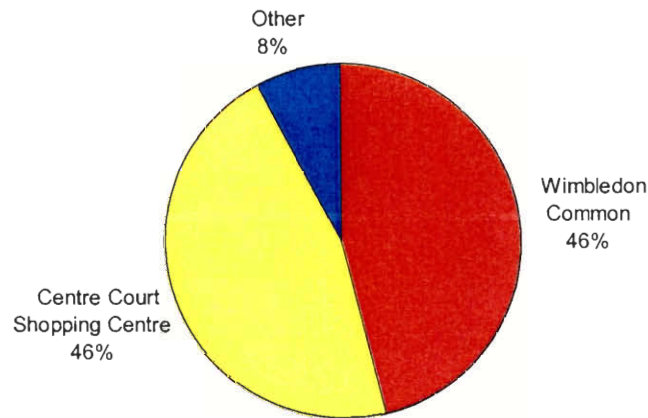
Figure 5. Places Visited



Figure 6 confirms what is shown in Figure 5. The students noted Centre Court Shopping Centre and Wimbledon Common as their favourite locations each gaining 46% of the respondent's choice while only 8% of respondents preferred other locations.

Figure 6. Favourite Attraction

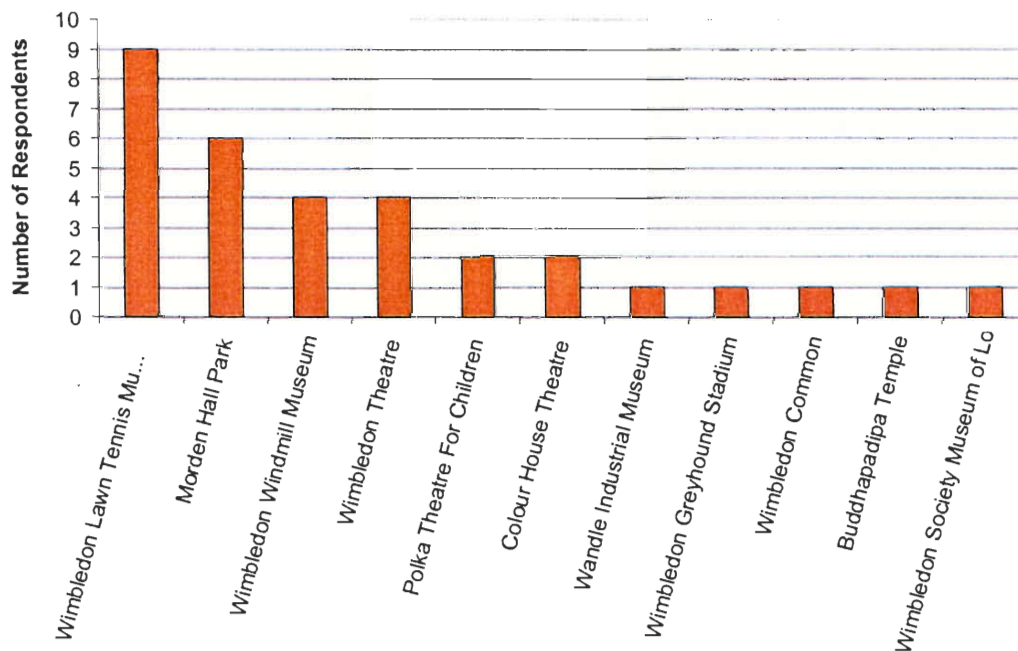
Survey Conducted at the Wimbledon School of English
What was your favourite attraction?



The next thing to look at was where the students were interested in visiting in the Borough. Figure 7 shows that just under a quarter of the students are interested in visiting the Lawn Tennis Museum and this is not taking into consideration the students that have already been there. Following the tennis museum there is also considerable interest in Morden Hall Park. The students seem to have an overall interest in visiting other places in the Borough in general.

Figure 7. Places Interested in Visiting

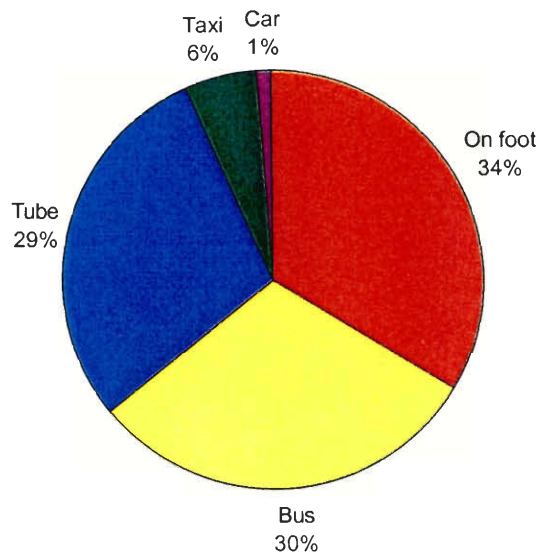
Survey Conducted at the Wimbledon School of English
Where are you most interested in visiting?



Of those students surveyed that had travelled between attractions we asked what means of travel that had used. As can be seen from Figure 8, the main methods of transportation used were walking, bus, and Tube. These figures may be a little skewed by misinterpretation of the question as we believe some people might have included how they got around in general not necessarily just within the Borough, but it does show that the language school students are mainly dependent on public transportation.

Figure 8. Travel Between Attractions

Survey Conducted at the Wimbledon School of English
How do you travel between the attractions?



Next we examined the students' desire to travel between places by cycle as well as their interest in visiting more than one attraction based on a discount. We found that the students were in favour of travelling around the Borough by cycle and that 59% were interested in this option (Figure 9). We also noted that 73% of the students would be encouraged to visit more than one place if given a discount for the trip (Figure 10).

Figure 9. Bicycle Use

Survey Conducted at the Wimbledon School of English
Would you be interested in using bicycles?

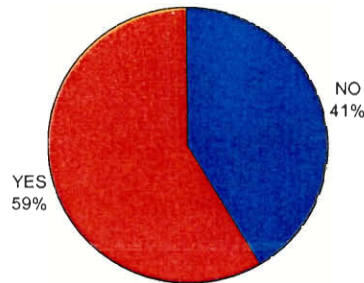
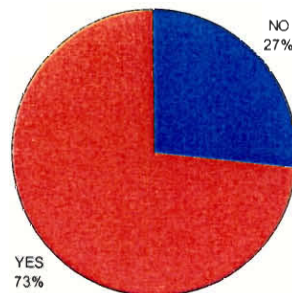


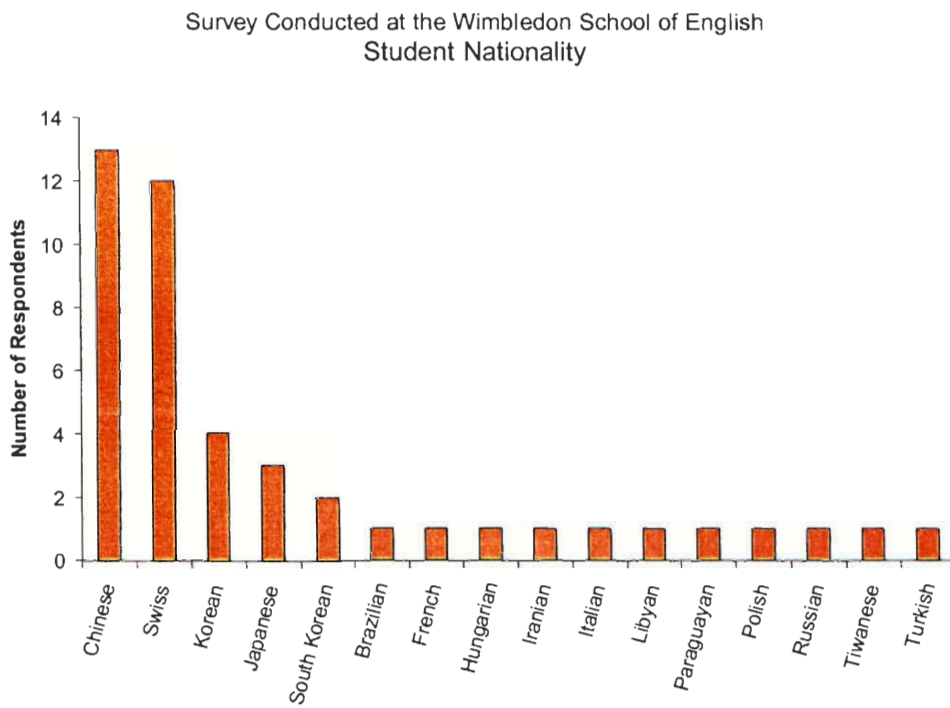
Figure 10. Discount on Attractions

Survey Conducted at the Wimbledon School of English
Would a discount on the attractions be appealing to you?



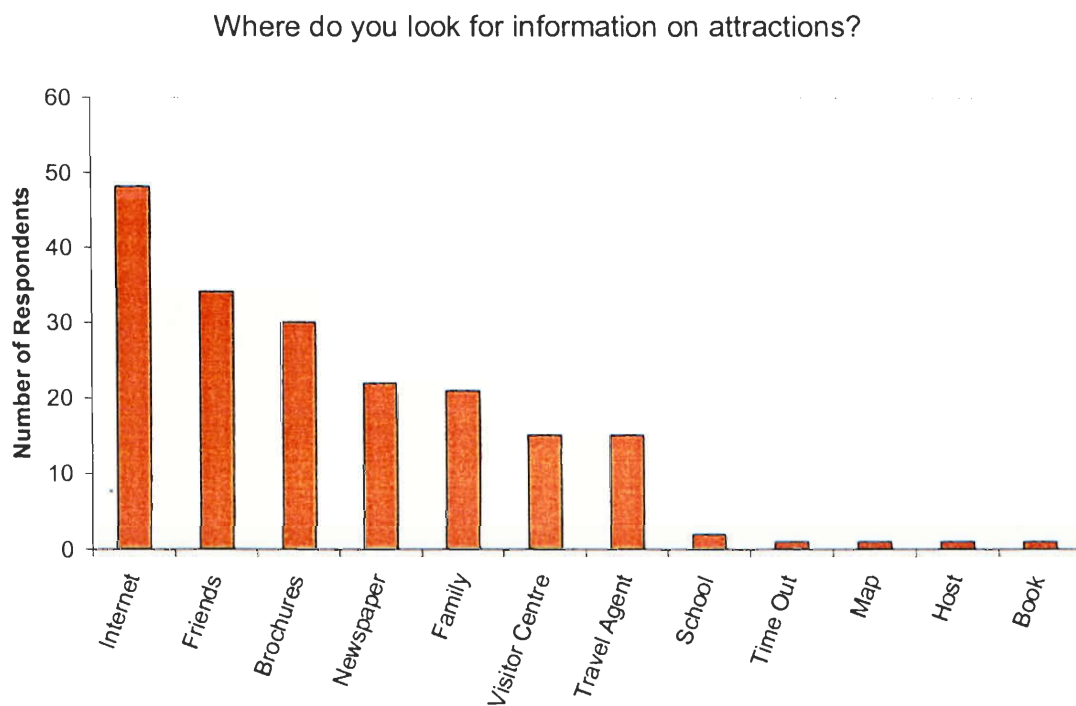
Finally, we looked at a profile of nationalities at the Wimbledon School of English. This can be see in Figure 11. The majority of the students here were of Chinese or Swiss descent and the remainder were of many different nationalities.

Figure 11. Student Nationality



The final aspect of the survey data we analysed was where people get their information on attractions. To do this we looked at the overall data from all of the people we surveyed. This data can be found in Figure 12. We found that the majority of people look for information on the Internet and from friends and brochures. Many people use more than one source to get information, which can be seen in the number of respondents for each source.

Figure 12. Information on Attractions



5.0 RECOMMENDATIONS AND CONCLUSIONS

Our project team has spent the past fourteen weeks conducting case studies, interviews, surveys, and site visits in order to gather information about tourism in general and about current tourism marketing in the London Borough of Merton. The knowledge we gained enabled us to make recommendations to the Merton Tourism Group that would prove useful to them in their goal of improving tourism in the area.

5.1 Examine Attractions in Terms of Appearance and Signage

According to the “Advantage Wimbledon” leaflet, which is distributed around London, Merton has twenty tourist attractions. After visiting the sites, we found that some of them have the potential to be better tourist attractions than they currently are if their appearances are improved and if they are better advertised and marketed. The Merton Tourism Group needs to examine the current attractions and make them more attractive and tourist friendly.

One recommendation to the Merton Tourism Group would be to add more and consistent signage to a number of the attractions. During our visits to various places we noticed that there was not enough signage to direct visitors appropriately, and sometimes no signage at all. Clarification about the direction the sign is pointing in and the distance to the attraction would also be helpful. We recommend that the Borough adds signage, especially around the Tube and Tramlink Stations so that visitors who arrive in the Borough can easily find out about area attractions. In many cities in the United States and in Central London, signage for places of interest has a consistent shape and colour

scheme. It would be greatly beneficial for Merton to find a way to add signage into their future budget as a way to improve tourism and to use a consistent shape and colour for all the signs.

5.1.1 Buddhapadipa Temple

The Buddhapadipa Temple has beautiful Thai artwork and design, not only on the inside, but also in the architecture of the building. This site would be of potential interest to many people, such as those interested in the Heritage Centre tours offered by Sarah Gould. Our recommendation about the Buddhapadipa Temple would be to increase the advertising and focus on the Thai artwork and design of the building. This could be done through better signage around the Borough along with more information onsite about the Thai culture itself. It would also be beneficial to implement more signs with directions to get to the Temple, especially from the Tube stations, as there were none. A more prominent sign also should be placed outside of the temple so that visitors can easily find it.

5.1.2 Centre Court Shopping Centre

The Centre Court Shopping Centre does not appear to be a tourist site. It does, however, attract many people and most people that we surveyed had been there. For this reason the centre could be a prime location for publicising area attractions. Our group recommends that relocation of the Visitor Information Centre to the shopping centre be researched further. This location would be closer to the Tube station and less signage would be needed to direct people to the location. The shopping centre is very busy, so it is likely that more people would stop into a visitor centre if it was located there. The Wimbledon Tube Station contains signs posted for the Centre Court Shopping Centre.

No improvements need to be made to signs for the shopping centre because it is easy to get to and find.

5.1.3 Deen City Farm

One recommendation we have for Deen City Farm is to advertise the farm on the weekends at Merton Abbey Mills. This may encourage people already in the area to walk along the River Wandle and visit the farm when they are done shopping. In order to do this, more signs would need to be placed in the area. Currently there are no signs from Merton Abbey Mills to the farm therefore, signs should be installed directing visitors in the proper direction to the farm. There are also no signs directing visitors from the Colliers Wood Tube Station. We saw signs while walking through Morden Hall Park for Deen City Farm, but the signs do not say how far it is, and it is a fairly long walk through the Park to the Farm. Walking through the park for the first time we decided to follow the signs in the direction of Deen City Farm and Merton Abbey Mills. We were quite surprised by how far it was from the first sign to the actual attractions and it would have been a great help if there were distances provided on the signs to tell us how far we had to walk to reach our destinations.

5.1.4 Merton Abbey Mills

Merton Abbey Mills (MAM) is a great place to go on the weekends, but it is difficult to tell exactly what it is by its name. More emphasis should be placed on advertising that it is a weekend market with food, clothes, and crafts. We also feel that it would be a benefit for the market to be advertised through signage on the weekends at Deen City Farm to encourage visitors there to stop by after they are done with their visit to the farm.

Temporary signage on the weekends outside of the Colliers Wood Tube Station and Sainsbury Hypermarket would be beneficial in promoting the market and may encourage people passing by to stop in at Merton Abbey Mills. There are currently some signs that lead to it, but not enough and some are not placed in the best locations. The Colour House Theatre is located at MAM, yet it was not included in any signs for MAM. No signs are located inside or immediately outside of the Colliers Wood Tube Station to point visitors in the proper direction and signs in these areas would be very helpful to visitors. After you reach the first sign for MAM, you can easily determine the proper direction to follow, but once off the path along the River Wandle, the next sign is hidden slightly by shrubbery and covered with graffiti. When the sign has been located it is again clear what direction to follow, but the next sign is not as clear and neither is the direction you want to follow. More clear, visible signage should be implemented for Merton Abbey Mills.

5.1.5 Merton Heritage Centre

As stated in our Results and Analysis chapter, the first problem we encountered with the Merton Heritage Centre occurred when we tried to locate it. For this reason our largest recommendation would be increased signage directing visitors to the location. Approaching the Heritage Centre, the signage improves until you get to the building. There is no sign on the door to the centre and there are a few doors that look like possible entrances, so a sign on the entrance is necessary in properly directing visitors into the Heritage Centre.

We also believe that the Merton Heritage Centre should put more emphasis on the fact that the exhibits offered change four times a year. This may entice people who come to see one exhibit to come back in a few months to see another.

5.1.6 Morden Hall Park

As stated earlier, we found that Morden Hall Park had substantial drainage problems and many of the walkways in the park were flooded when we visited. We realise that there may not be an easy solution to this problem, as it is a national trust, but anything that could be done to alleviate the drainage problems should be looked into as soon as possible. Perhaps a local university or even another project from Worcester Polytechnic Institute could look into ecologically friendly ways to reduce the flooding.

The majority of signs for Morden Hall Park are meant for visitors travelling by car. There are signs directing visitors coming from the Merton Civic Centre which are fairly clear for both travellers by car and pedestrians, however, as you get closer to the park they are more useful for cars. The sign points towards the right, however the crossing area is a little to the left, and if you take a right, four lanes of traffic have to be crossed without the aid of a crossing sign or zebra crossing. Improvements on signs for pedestrians would be helpful in directing visitors and would also make crossing the street to the park safer. We recommend that Morden Hall Park add a crossing near the sign for Morden Hall Park on the A24 roadway or to move the sign down to the intersection where there is already a crossing in place. This would enable visitors coming from the Morden Tube Station to cross the street more easily. In addition, there are clear signs for Morden Hall Park coming from the Deen City Farm area, but again, it would be helpful to

have the distance on the sign so visitors know how far of a walk they have to reach their destination.

5.1.7 Polka Theatre

The Polka Theatre has so much to offer to children of all ages. We believe that parents would find it worthwhile to take a trip to the Borough of Merton so their child or children could have a fun day seeing a play and possibly attending a workshop to learn more about theatre. This attraction is quite amazing and more emphasis should be placed on it when marketing tourism within Merton. The signage for the Polka Theatre does not need improvements.

5.1.8 Southside House

Our main recommendation for the Southside House would be improved signage. Currently there are no signs directing people from the Wimbledon Tube Station to the house. Improved signage would help to draw more people into the house for a tour. There is no signage for the Southside House anywhere except on the gate outside of the house, but it is not noticeable unless you are looking for it. The Southside House would be an excellent attraction to add to the map of Wimbledon Common, since it is located on the outskirts of the park. If it were on the map, people may be more inclined to see what it is and then possibly go for a tour.

5.1.9 Wandle Industrial Museum

We feel that it would be very advantageous to relocate the Wandle Industrial Museum to a place somewhere along the River Wandle Walk. There are currently plans to relocate the museum to Ravensbury Mill, a more spacious facility further along the

River Wandle that contains machinery from the snuff mills and this new location along the River Wandle Walk might encourage those passing by to stop into the museum.

The Wandle Industrial Museum would benefit greatly from improved signage. There were no signs at all to direct people to the attraction. It would be helpful to have signs from the Mitcham Tramlink Station directing visitors to the museum. Signs for this museum are particularly important because it is located in a very small building set back slightly from a large building. Unless visitors were looking very hard for it, it would be extremely easy to pass by.

5.1.10 Wimbledon Common

There are no signs for Wimbledon Common from the Wimbledon Tube Station or anywhere along the route to the common. Green spaces are in many cases popular attractions, so visitors may want to know where some are located when they arrive in the Borough. Once visitors get to the Common, there is a map with the highlights of what is located within and directly around the park, such as the Windmill Museum, so that they can navigate the area. Signage established outside of the Wimbledon Tube Station would promote the park and lead people in the right direction.

5.1.11 Wimbledon Lawn Tennis Museum

Wimbledon Lawn Tennis Museum has a sign located directly outside the Southfields Tube Station pointing visitors in the proper direction. It would be helpful, however, if there were a few additional signs along the route since it is a fifteen- minute walk, and it may be unclear to visitors that they are indeed proceeding in the correct direction. This is another example of how placing the distance to the attraction on a sign would be helpful. Many people would be more interested in taking a cab that distance

than walking, so it is important that the distance to the museum be clearly stated. There are signs located outside of the Wimbledon Tube Station to direct visitors, and most of the people that we have talked to walked from the Wimbledon Tube Station instead of going from Southfields. Again it would be beneficial to include the distance to the Wimbledon Lawn Tennis Museum, since it is a twenty-five minute walk from that station. There was continuous signage along the route to the museum from this direction, which lets visitors know they are headed in the correct direction.

5.1.12 Wimbledon Theatre

The Wimbledon Theatre appeared to attract many guests already. For this reason it would also be a good place to advertise for other area attractions. We recommend that the theatre suggest to its patrons Centre Court Shopping and the area restaurants as good places to visit pre-show for dining, possibly selling restaurant advertisements in the theatre programme. The theatre could also advertise more extensively at the area language schools as many students we surveyed expressed an interest in going to the theatre. Another recommendation would be to add signs for the theatre, as there is currently no signage directing visitors to its location. It would be helpful to have signs located inside or directly outside of the Wimbledon Tube Station, since it is only a five-minute walk away from major area transportation centre.

5.2 Cleanup Sites and Surrounding Areas

Another aspect that we feel the Merton Tourism Group needs to focus on is litter removal and cleanup within the Borough. When residents and visitors want to walk along the River Wandle or through the parks, trash and graffiti are probably two things

that they do not envision seeing. Currently, the Merton Council is starting a campaign to help storeowners combat the graffiti problem that plagues Merton and most large cities around the world. As visitors walk along the streets and parts of the River Wandle they can see there are areas of trash that really need to be removed. One recommendation that we can make would be to place more trash receptacles in common areas such as tram stops, subways, and parks. Also we recommend that the Borough organise inexpensive ways to remove litter such as having a day where schoolchildren clean their local parks, or even a community-wide beautification project such as planting trees and flowers in parks. A cleaner neighbourhood would boost civic pride and encourage residents to go out and see the community and enjoy the different parks and attractions.

5.3 Marketing

Marketing is an important aspect of tourism promotion and strategy. For our project we focused our recommendations on improving leaflets and implementing a visitor centre as well as using the Borough's industrial past as a marketing tool and advertising to the area language schools.

5.3.1 Create New Leaflets

The "Advantage Wimbledon" leaflet was printed in December of 1999 and distribution began in 2000. It is the main form of advertising for the Borough attractions. The leaflet contains useful information, such as a short description of the attractions, addresses, telephone numbers, some opening hours, and small pictures of some of the attractions. It is, however, out of date, as some of the opening times have changed since

the release of the leaflet. It also has a map located on the inside, which gives an idea of the relationship of the attractions to each other and their location within the Borough, but it is not to scale.

In terms of leaflets, we recommend that the Merton Tourism Group create new leaflets that have a more detailed description of each of the attractions, along with more pictures so that visitors get a better understanding of the different attractions that Merton has to offer. In some cases, it is difficult to know what an attraction is just by its name, for example, Southside House and Merton Abbey Mills. It may be beneficial for Merton to develop a tourism motto to include in the leaflet such as those established in Lowell Massachusetts and Bradford UK. A familiar phrase associated with the Borough attractions may be helpful in advertising and marketing campaigns.

It is important to keep the telephone numbers and addresses for each attraction, as well as a possible e-mail contact and website for further information. It would also be helpful to include directions. Some of the attractions are more accessible by Tube than they are by bus and others are primarily accessible by walking. If people know how to get to a place it is more likely that they would go to it than if they had to search for directions.

Prices and opening hours are also very important to include in the leaflet. The current leaflet has some hours in it, but not all are accurate. None of the attractions list admission charges. Such a listing would be good to add because many of the attractions are free. This is something that we did not know when we first started visiting, and we were quite surprised to find this out. If people know that many of the attractions are free, they may be more inclined to visit. Also, the attractions that do have an admission charge are, for the most part, modestly priced compared to attractions in central London.

Since there are many people from other countries living in Merton, we recommend translating the leaflet into different languages, such as Korean, Chinese, and Indian, among others. This would make it possible to appeal to a larger number of people, than if the leaflets were only in English.

A more scaled map with more detail is necessary to include when creating the new leaflet. The current map is very misleading because some of the attractions are very close to each other, but do not look that way on the map, and other attractions are a good distance apart, yet look as though they are close. It also appears that certain attractions are closer to one Tube station, when they are really closer to another. Merton Abbey Mills and Deen City Farm seem by the map to be closer to the South Wimbledon Tube Station when they are in reality much closer to the Colliers Wood Tube Station. Also, the Southfields Tube Station is not located on the map. This is very important to have included since it is the closest station to Wimbledon Lawn Tennis Museum. The map contains the Tube Stations located within the Borough, but only some of the Tramlink Stations. We feel all Tramlink Stations should be included, instead of just the major ones, so as not to confuse visitors. Some of the major bus routes should be included on the map also. Many of the attractions are accessible by bus, but it is sometimes difficult to know where the buses will stop. It may also be beneficial to include some of the cycle paths, designated throughout the Borough by an abundance of signs and cycle lanes, for those wishing to travel by cycle.

5.3.2 Finance and Relocate the Visitor Information Centre

To improve tourism in the Borough of Merton, the relocation and financing of a certified tourist information centre is essential because it would provide Merton with

funding from the London Tourism Board. Certification of the visitor centre can only take place if there is a full time staff member in charge of the centre and at this time a full time staff member is not feasible due to a lack of funding for tourism within the Borough. It is important for the Borough to find a way to obtain funding for a full time staff member for the visitor centre so certification can take place. Increased funding would increase the possibility of relocating the current visitor centre, as it is currently located within the Wimbledon Library instead of a more prominent visitor location. There is a sign located within the Wimbledon Station and one immediately outside of the library, but it is difficult to find and not the first place people would look to find a visitor centre.

During our interview with Pam Rew, the director of the visitor centre, she mentioned that most people find the centre purely by accident if they happen to stumble across it. This is obviously a very poor reputation for a place that is supposed to give information and directions to people who are unfamiliar with the Borough. Our team believes that a location closer to the Wimbledon Tube Station would be the best place for the centre. We know however, that this is not currently possible due to funding and other restrictions. The temporary solution to the visitor centre could be solved by other possible means such as including a larger amount of prominent signs, which would direct visitors to the current library location. We feel that the Borough needs to do everything it can to acquire the funding necessary to hire a full time staff member, so certification is possible, as it will give the Borough a stable location to distribute both verbal information and leaflets to visitors. It will also prove valuable in obtaining links with the surrounding boroughs through their London Tourist Board-supported visitor centres. These links would be helpful in bringing people visiting surrounding areas into Merton.

5.3.3 Market to Language Schools

The Borough of Merton is home to six language schools, which we believe is an important fact to consider in the marketing of tourist attractions within the Borough. These schools bring in a number of temporary residents to the Borough as students are always coming and going. Being in a new country they are interested in seeing the surrounding area. They also do not have an established bias to areas of the community and are willing to go places rather than only Wimbledon. They also may have a source of disposable income, as they have been able to travel to the area to study English. Our team believes that focusing advertising on this group of students would be beneficial in getting more people to visit the local attractions. Offering discount tickets and other deals along with setting up visits through the school would encourage students to see the area in which they are staying. It may also be valuable to set up times with the schools to have a representative, possibly from the Merton Tourism Group, visit and let the students know what is available for them to do and see in the area. While administering surveys at the Wimbledon School of English, we found that although many students had already been in the Borough a number of months, they knew fairly little about the attractions that surrounded them. Urging these students go to see Merton's places of interest would not only increase traffic to many visitor attractions it may also encourage their host families to see these places as well. Language school students are certainly an important group of Merton's residents to consider when developing marketing plans. A list of Merton's language schools and their contact information can be found in Appendix S.

5.3.4 Publicise Merton's Industrial Past and Make it a Focal Point for Tourism

In many cities and boroughs in Great Britain along with many in the United States, historical past has played an important role in developing tourism and this should also prove true for Merton. Our research on Lowell, Massachusetts is an example of the significance of the link between history and tourism.

Our team believes that advertising Merton's historical past would be of benefit in attracting current residents as well as external visitors to Merton's attractions. Places of interest, such as the walk along the River Wandle and the historical "flagship" parks are noted for their historic value. We believe that improvements can be made in publicising these attractions in relation to Merton's history. Residents of Lowell, Massachusetts are now excited about their city today due to their pride in its historical past. Due to its history, the city has been revived, leading to more spending throughout the community and encouraging citizens to tell their friends and relatives about Lowell's revitalisation. We feel that it would be of benefit for Merton to promote to its residents the historical significance in the areas of the snuff industry, windmills, historical parks, commons, and walks. Such promotion will generate pride in the community and encourage residents to see the Borough themselves as well as to bring friends and relatives to the attractions.

5.3.5 Increase Tourism via the Internet

An increasingly popular trend in tourism marketing and advertising is the use of the Internet. The Internet would be more cost-efficient and appeal to a wider audience than the distribution of leaflets and we recommend to the Merton Tourism Group to

create a website that contains the information that would be in a leaflet about Merton's attractions. According to our survey results the Internet was the most popular place that visitors would look for information on attractions. Many major cities and boroughs around the world have websites in place that list items such as the places of interest in the area, transportation options, prices, and general information about their city or borough. We feel that the use of a website specifically for tourism, in addition to the Merton council website already in existence, would help Merton appeal to a wider group of visitors and give them the information about attractions in the Borough.

5.4 Transportation

As part of our project the Merton Tourism Group asked that we look into transportation in the Borough. We investigated current options and possible changes to them, as well as options for implementing new and environment-friendly methods of transportation. We focused our research on current options, bicycles, walking tours, electric cars, and tour buses.

After talking to one of the other WPI project teams, the Merton Open Space Study Group, we learned what Geographic Information Systems (GIS) and a computer program, MapInfo would be able to do for the Merton Tourism Group. GIS would allow for a map of the Borough to be made with all of the attractions located on it. In addition, Tube and Tramlink stations, bus routes and cycle routes could be added to the map, so it could be easily seen what attractions have the best transportation options available to them, and to see where improvements need to be made. This would also be useful in linking attractions by establishing cycle routes and walking tours which go between the places.

5.4.1 Change to and Improvements of Current Options

At present the Borough of Merton is served by over fifteen different bus routes, along with the Northern Line and the District Line of the London Underground, and the Tramlink connecting Wimbledon with Croydon and New Addington.

The #93 bus is the most important route, as it makes a loop around the entire Borough and it covers the major stops such as the Morden and Wimbledon Tube Stations. One problem is that the Borough's largest place of interest, the Wimbledon Lawn Tennis Museum, is not adequately served by bus. The easiest way to get to Wimbledon is to take the District Line to the Southfields Station and then it is about a fifteen-minute walk to the museum. A bus stop near the museum would benefit visitors greatly. Other major places of interest in the Borough such as Merton Abbey Mills and some of the open-spaces that attract visitors could also be better served by closer links to bus routes.

More advertisement for the attractions would also be of benefit. When riding the Tube in Central London, you are alerted to the major attractions at each stop if the name of the station does not reflect it; the Green Park Tube Station, for example, serves Buckingham Palace. The Wimbledon Lawn and Tennis Museum, as well as the Wimbledon Lawn Tennis Championships are more easily accessed via the Southfields Tube Station, rather than any of the stations with Wimbledon in the name, such as South Wimbledon, Wimbledon, or Wimbledon Park Station. Once you arrive at Southfields, a Tube announcement over the speaker system should mention that this is the correct stop for All-England Lawn Tennis Club, as it is a major international attraction.

Currently, Merton does not have much visitor information for anyone in or out of the Borough to find out about the attractions and the transportation that is available.

More information about the attractions and various transportation methods, such as Tube, Tramlink, or bus should be available through either leaflets or even on route maps that are distributed. Informing the residents of available places of interest will hopefully attract them to visit the various attractions around Merton and to recommend the places to others.

5.4.2 Publicise and Improve Bicycle Options

Cycling is an environmentally friendly way of travelling around the Borough of Merton. Currently there are established cycle routes throughout most of the Borough, providing a safe means of travelling by cycle. There are plans for new routes to be finished in March of 2003, and there are proposed routes to be completed after these. Many of the attractions are located along or near an established cycle route. There are cycle racks provided in some areas and there are plans to install more, when the new routes are completed. It would be beneficial for each of the attractions to provide cycle racks for visitors. Cyclists are expected to provide their own locks. Merton is accessible by cycle from other boroughs as well.

A leaflet, "Cycling in Merton" is available; however we did not find it when we went to the Visitor Information Centre. Chris Chowns from the Transportation Office gave it to us to show us what the Borough has to offer for cycle routes. This leaflet should be available at the Visitor Information Centre so that residents and visitors can learn about the established routes. The map enclosed in this leaflet should also contain the locations of the attractions, so that people can possibly plan visits to the attractions based on the established cycle routes. The cycle routes within Merton are also included

in the London Cycle Network Map. This map includes cycle routes all over London, so it shows visitors coming from outside of the Borough ways to arrive in Merton by cycle.

At this point in time there is no place in the Borough that offers cycle hires. We recommend that cycle hires be offered within the Borough so those visitors interested in travelling around by cycle can have that opportunity. As tourists ourselves, we felt intimidated to use cycles while in Merton since we come from a country where cars are driven on the right side of the road instead of the left. We felt that since we are not accustomed to the driving laws that it would be too dangerous to attempt to cycle around Merton. This may not be the case for all tourists, however, and the option should be open to them, especially since we learned that 59% of the language school students we surveyed are interested in travelling around the Borough by cycle.

5.4.3 Create and Publicise Walking Tours

Walking is a pastime enjoyed by many people of different ages and abilities. Walking tours of various attractions would be of interest to many people. There are areas in Merton that lend themselves naturally to walking between attractions. One example is between Merton Abbey Mills, Deen City Farm, and Morden Hall Park. There are already signs within the park directing people to both Merton Abbey Mills and Deen City Farm but it would also be advantageous to advertise this close relationship in visitor leaflets. Another good tour that would link the attractions would be one integrating the Merton Heritage Centre and the Wandle Industrial Museum, as these are both located in Mitcham. This tour could also include promotion of Mitcham Common and the Mitcham Cricket Green. Currently there is a booklet containing information about a walking tour

along the Wandle Trail, which can be purchased at various attractions throughout the Borough.

5.4.4 Implement Alternative Transportation

The Metropolitan London area is home to over eight million residents and also home to their automobiles, adding to the two problems that have besieged the modern world: traffic and pollution. To assist the Merton Tourism Group and the Borough itself with these problems we have looked into alternative transportation methods such as modes of electric transportation and bus tours. Currently, the Borough has the Tramlink service, which is a light rail train that cuts through the Borough, linking Wimbledon with Mitcham and even extending further out into the boroughs of Croydon and New Addington. The Tramlink is a popular mode of transportation within the Borough, so any possible expansion into other parts of the Borough and to other boroughs would provide viable means of transporting residents.

Electric cars are starting to become more popular in London as a way to cut down on the pollution that is dumped into the air by gasoline-powered automobiles. There are many benefits to electric cars besides being environmentally friendly. Some boroughs of London have free parking for electric vehicles, thereby encouraging residents to use them. Electric cars have a decent driving range, being able to travel about fifty to one hundred miles on one charge (Electricity-stored in batteries). Also, they are quieter, completely emission free and will be exempt from the Mayor of London, Ken Livingstone's, congestion charges, which will be applied to any vehicles that emit emissions into the air.

Electric vehicles (EVs) have been around for a long time and in the early 1900's there were more electric vehicles on the road than gas-powered automobiles (Neighbourhood Electric Vehicle Company). Electric vehicles do not burn gasoline in an engine; rather they use electricity stored in the car through the batteries. Sometimes, twelve or twenty-four batteries or more are needed to power the car. Just like a remote-controlled model electric car, EVs have an electric motor that turns the wheels and a battery to run that motor. The 50 to 100 mile capability is plenty for most people who only drive a short distance to and from work, school, or shopping areas. Electric vehicles are still more expensive to buy than gasoline cars, but when more EVs are made, the price of EVs should drop to about the same as gasoline cars (NEVC).

There are other types of electric vehicles, too. Many cities use electric-powered buses, trolleys, subways or light-rail as Merton does with the Tramlink. Even most trains are electric. Other places will use electric buses with batteries, because they do not want wires over the roads. Unfortunately, electric cars based on solar power would probably not be feasible. Solar cells, also called photovoltaic cells, produce too little power or just enough to run a personal hair dryer ("Electricity"). Technology at this point has not made it practical to power a full-sized electric car, thus not having enough energy to run a heavy vehicle. The solar powered vehicles at this time are mainly in the research stage and would not be strong enough in traffic to protect a driver during an accident ("Electricity").

It would be beneficial for Merton to look into the use of electric vehicles for their residents and possibly to offer them certain benefits such as tax breaks or parking options

such as better spaces and even free parking for use of environmentally friendly automobiles. Electric-powered buses may be possible to use as tour buses to transport visitors between attractions.

Tour buses, whether gas or electric-powered, are another method of more environmentally friendly travel between the attractions in Merton. In our interview with Mr. Chris Chowns, the Senior Transport Planner for the Borough, he mentioned that linking attractions by a tour bus would not likely be feasible due to a lack of funding. However, when we spoke with Ms. Sarah Gould from the Heritage Centre about the coach tours that she runs twice a year, there was positive feedback about the tours. Since the tours are popular, it would be a good idea to have more than two tours offered in a year, and have them be part of the funding provided by the council, since the Heritage Centre cannot afford to fund them. It may also be possible for the attractions involved to help sponsor the tours to cover some of the up-front costs of the bus.

5.4.5 Establish Links Between Attractions

The first step towards deciding to link attractions was to look at our gathered survey data. The data we collected however do not show a real trend as far as linking attractions. This could be because our data was skewed toward collection among Wimbledon School of English students who have mostly seen attractions near their location. When speaking with Sarah Gould, however, she described the Merton Heritage Centre's sponsored coach tours and said they often sold out within twenty-four hours. The promising information that she gave us was that the visitors on the tour did not always appear to be the same people and word spread to friends and family of those who

had previously attended. For this reason we recommend that the Borough of Merton or the Merton Tourism Group support a few more of these coach tours throughout the year. According to Ms. Gould the money to pay for the bus would have to be paid in advance and after the tickets were sold the tour should just cover the cost of the bus, leaving little if any profit. Currently the Heritage Centre runs two tours a year, one centring on museums and the other on architecture.

A second way attractions could be linked would be to encourage guests to visit both Deen City Farm and Merton Abbey Mills on the same day during the weekend. The walk along the River Wandle is a nice and relatively quick walk and advertising a connection between the locations would be of benefit to both attractions. It might also be useful to encourage guests to continue on to Morden Hall Park and enjoy some of the green space in the area. This could also work to invite guests from the Morden area to walk through the park to Merton Abbey Mills market and Deen City Farm over the weekend.

Finally, a third method of linking attractions would be to provide tours as package deals to the area language schools. Encouraging these schools to organise trips for their students to see area attractions would be a worthwhile endeavour. For instance, The Wimbledon Lawn Tennis Museum might offer a discount rate to a group of students from Wimbledon School of English to come and visit the museum. The Merton Tourism Group might also want to simply establish language school contacts to advertise trips to free places such as Merton Abbey Mills as group trips, which might encourage more students to go. These kinds of trips would be of benefit to the students, since being immersed in the English language would be helpful to their studies.

5.5 Future Projects and Conclusions

Throughout the course of our project we came across many issues that could be better investigated as their own separate projects. We could not deal with everything due to our seven-week time constraint. The first project we would recommend would be a closer look at specific nationalities within the Borough by contacting churches, schools, chambers of commerce, embassies and other organisations, as well as language school students as a way of marketing to potential attraction visitors. We believe that the students of the language schools would be an asset to the community as an ever-changing group who are continuously coming and going within the Borough. It would also be good to look into ethnic organisations within the Borough in general and to interview members of these organisations to get a sense of ways to attract community members of different nationalities to the attractions.

A second issue to research would be the funding problems currently plaguing the Borough. The project could focus purely on funding by trying to find alternative sources as well as determining low or no cost alternatives to projects which are currently thought of as too expensive.

It would also be important to follow-up on our current transportation project. Now that we have obtained a good deal of information on the specific locations from an outsider's point of view this knowledge should be directly applied to find feasible ways of implementing our current recommendations, such as new bus routes around the attractions, and cycle and walking tours. For this type of project it may be beneficial to speak with Mr. Richard Ainsley who is currently working on a project for the Merton Open Space Study involving Geographic Information Systems (GIS) and a computer

program, MapInfo, to gather data on the open-spaces within Merton. It would be possible to use GIS and MapInfo to create a map of the Borough with the attractions on it, and add bus routes and cycle paths to see which transportation options are closest to the attractions. This would be especially helpful in creating new cycle paths and walking tours for the Borough.

A project based solely on cleanup of the area would be of assistance for the whole Borough. There are many areas that could use more care and upkeep. A project centring on discovering and establishing effective low-cost cleanup methods should be investigated. This could also include prioritising cleanup by location around the Borough and could look at options used in other boroughs and cities.

Another issue that we ran across during our project was the flooded paths in Morden Hall Park, and Wimbledon Park. It would be a good idea to find ways to implement better drainage systems with these areas, along with Mitcham Common, and Wimbledon Common. This is important because in our case during our walk through Morden Hall Park, we ran into some very flooded areas, yet we had already walked so far, and did not want to have to turn around and go back to where we started. Having paths with proper drainage would encourage people to walk along them more.

The Merton Heritage Centre might also be a good site for a future project. Since the centre changes its major exhibit on a quarterly basis, a project could be used to research and design a future exhibit which includes science and technology in the history of the Borough or incorporates their usage into the display. Perhaps designing an interactive display, which could be well advertised so as to draw more people to the centre would be a good future project.

Finally there is a potential project in designing an information kiosk to make available to Merton visitors. This kiosk could be placed in the Centre Court Shopping Centre or at another location to allow visitors to have one-touch access to tourist information without the need for a full time staff member. The project would investigate the means of maintenance of the kiosk as well as the best location to enable the most visitors to have access. It would involve the technological design of the kiosk itself as well as implementation of this design.

As our project began looking into the promotion of the Borough of Merton's attractions we discovered many underlying issues that should be investigated. Our project provided a good gateway into understanding what would aid Merton in getting word out to its residents and visitors about its various attractions. There is not one concrete scientific answer to the question of what plagues Merton's attractions. There are many smaller issues, such as lack of signage, littered areas, and lack of transportation where changes need to be made. Improvement in these areas could greatly enhance the Borough's chances of getting more people to visit the attractions.

Getting area residents excited about seeing places in their borough will aid to develop a sense of civic pride, which will be a sign to outsiders that Merton is a welcoming place to visit. Much like Lowell thirty years ago, Merton has many changes to go through to develop a sustainable tourism base. The answers may not always be easy but in the end they will be beneficial both to tourism in the Borough and to Merton as a whole.

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7.0 APPENDICES

7.1 Appendix A – Agency Information

The agency who sponsored our project was the Merton Tourism Group. This agency was formed in 1998, as part of the local authority, to develop tourism in the Borough of Merton. They hope to create a policy to “put Merton ‘on the map’ as a tourist destination and thus enhance trade and employment within the borough” (Hawks).

Members of the Merton Tourism Group include representatives from the following businesses and attractions:

Buddhapadipa Temple	Mitcham Library
Cannizaro House Hotel	Morden Hall Park
Canons Leisure Centre	Morden Library
Centre Court Shopping Centre	Phoenix Hotel
Colour House Theatre	Polka Theatre
Cowie South London	Southside House
Croydon Tourist Information Centre	Stratagem
Deen City Farm	Summer School of English
Elys Pic	Swandean School of English
Forte Travelodge	Tigers Eye
Holiday Inn Express	Tramlink
Holiday Inn Sutton	Trochee Hotel
Hotel Wayfairer	Wandle Industrial Museum
John Innes Society	Wimbledon and District YMCA
Justin James Hotel	Wimbledon Civic Forum
Kings Lodge Hotel	Wimbledon Greyhound Stadium
Lavender Park	Wimbledon Homes B & B
London Tourist Board	Wimbledon Lawn Tennis Museum
London Underground	Wimbledon Leisure Centre
London Wandle Valley Partnership	Wimbledon School of English
LT Buses	Wimbledon School of English
Merton Abbey Mills	Wimbledon Society Museum of Local History
Merton Chamber of Commerce	Wimbledon Station
Merton Heritage Centre	Wimbledon Studio Theatre
Merton Historical Society	Wimbledon Windmill Museum
Merton Visitor Information Centre	Wimbledon, Mitcham & Morden Independent
Mill House Ecology Centre	Worcester House Hotel
Milner School of English	
Mitcham Common Conservators	

7.2 Appendix B - Case Study on the Royal Borough of Kingston

The Royal Borough of Kingston was chosen for a case study because of its proximity to Merton and also for some similarities it has to Merton. Located in the Southwest area of London it runs alongside the River Thames. Steeped in history, the Borough has had an association with British Royalty, which dates back to the Anglo-Saxon times when seven kings were crowned in Kingston. Kingston has many similarities to Merton because of its industrial past, proximity to a major river and also a location in the Southwest part of the Greater London area.

Even though Kingston is a far distance from the centre of London it is fairly easily accessible by automobiles, buses and trains. The centre of the Borough is only eight miles away from the M25, which is the highway that forms a circle around the Greater London area. There is also a park and ride service that starts at Chessington World of Adventures, located in the southern end of the Borough, and travels to the Kingston town centre. The Royal Borough of Kingston also has many railway stations with frequent trains from Richmond, Hampton Wick, Norbiton, New Malden, Berrylands, Surbiton, Hampton Court, Worcester Park, Motspur Park, Malden Manor, Tolworth, and Chessington South & North Stations. Trains to Waterloo Station in central London run from Surbiton every six to seven minutes and all stations are within thirty minutes of Central London. In addition, Kingston town centre is served by over forty bus routes, providing a frequent service to all parts of the Borough and to other parts of Greater London as well as into Surrey. The nearest London Underground Stations to Kingston are Richmond and Wimbledon (Kingston Telecity).

Like other boroughs of London, the Royal Borough of Kingston is deep-rooted with its own history. The town's long association with Royalty started with the coronation of seven Anglo-Saxon monarchs. The first, Edward the Elder, was crowned in the tenth century. A reminder of these Saxon times is Kingston's famous Coronation Stone, which is probably the Borough's most notable possession. A silver penny of the reign of each Saxon King is set into the base of this stone. It currently stands by the historic 12th century Clattern Bridge over the River Hogsmill (Kingston Telecity).

A good way to view the heritage and history of the Borough is to take a walking tour by an officially trained walking tour guide. Kingston Tour Guides' walks will take you through the historic district, providing a vast knowledge of the history of the area to those on the tour. Some of the walks have historical themes attached to them such as their "Rogues and Vagabonds" tour or the "Ghost Walk" tour. There are also private walks where a personal guide will give you a general overview of the historical past of Kingston (Guided Walks of Historic Kingston).

Culture and art are an important part of the Kingston community. Starting in the summer, Kingston's parks and open spaces begin hosting community fairs and a series of free Sunday afternoon concerts held at Canbury Gardens Bandstand. Kingston also has a local arts community thanks to its university, college, schools, and to the many artists living there. Kingston Arts Council promotes two annual art festivals in association with the Council's Heritage Arts & Tourism Unit: the Kingston Spring Arts Festival for local societies, and the Autumn Arts Festival with a more professional content. The Kingston Arts Council also publishes a monthly "Diary of Arts Activities" in "What's On" which is produced and edited by the Heritage Arts and Tourism Unit. It contains local community

events and activities ranging from the arts to sports. “What's On” is available from public buildings such as libraries, the Tourist Information Centre, and the sports venues. In addition to what the Borough sponsors, private venues in Kingston host their own arts and cultural activities. The Stanley Picker Gallery at Kingston University's Knights Park campus presents exhibitions of contemporary art, many of them featuring internationally well known figures. At Kingston College's School of Art and Design, The Penny School Gallery presents a high standard of exhibitions also featuring leading figures from the arts world (Kingston Telecity).

Kingston has also dubbed itself as a “premier shopping destination” (Kingston Telecity). In terms of scale, Kingston has 3.5 million sq. ft of retail space, which makes it the 7th largest retail centre in the entire United Kingdom. The town has gained such a reputation that it is regularly used as the test bed for new concept stores and lines by all the major national and, increasingly, international retailers, while still preserving its small town feel and the many unique and interesting side streets of retailers (Kingston Telecity).

The Royal Borough of Kingston’s location upon the River Thames has a historical significance in the success of the Borough. Kingston was the location of the first bridge to cross the Thames until the London Bridge was completed in 1729 (Kingston Telecity). It also served as the main artery for the town’s trade before the railway came into effect in the 1830’s. Today, there are boat trips during the summer months, a wide variety of arts and crafts displays, and numerous pubs and restaurants alongside the river (Kingston Telecity).

7.3 Appendix C - Case Study on the Borough of Croydon

The London Borough of Croydon was chosen because of its proximity to Merton, as it is easy accessibility from Merton via the Tramlink. Croydon is larger than Merton in terms of population with over 310,000 residents and is located to the Southeast of Merton.

Croydon is accessible from the M25 highway, which encircles the Greater London area. It is also well serviced by buses, as there are over thirty routes going to and around the Borough. Croydon has excellent rail links to London and the South Coast region of the country via the East and West Croydon Stations (Croydon Online). There is also the Tramlink service, which is a light rail line linking Croydon with New Addington, Beckenham, Elmers End, and Wimbledon. Gatwick Airport is sixteen miles away by car, and Heathrow Airport can be reached via the M25 highway. Finally, cycling and walking are well encouraged in the Borough. Croydon encourages the use of cycles by providing cycle racks at certain places along with special cycle lanes on some of the roadways. There are also zones around the central shopping area that are reserved for pedestrians only (Croydon Online).

Heritage tourism is a large part of tourism in London, and Croydon is no exception. Addington Place, the former summer home for the Archbishops of Canterbury is located in the Borough. Croydon Airport Visitor Centre takes a nostalgic look back at the world's first airport built for international use. Croydon Palace is a thousand-year-old former residence of the Archbishops of Canterbury. There are tours of the palace, which includes the 15th Century Great Hall, Tudor Long Gallery, the Chapel, and the bedroom used by Queen Elizabeth I. There are also a number of historic churches such as Croydon

Parish Church of St. John the Baptist and St. Mary's, both over 500 years old. Along with the historical places to visit, Croydon is home to many cultural events, including Sahaja Yoga Meditation classes, family reading groups, a philharmonic choir, and a positive living group. These events are staged either weekly, monthly or once a year for the residents.

Croydon is also home to an official Tourist Information Centre, meaning it is accredited by the London Tourist Board. Located in the Croydon Clocktower, the centre is a starting point for overseas visitors as well as the local residents to learn about the history of Croydon and discover what the Borough has to offer. The centre has information about accommodations, events, and attractions in the Croydon area along with UK holiday guides. It also has information on all the transport options including the bus, train, tram, London Underground and the river boat services that are available (Croydon Online).

Currently, Croydon is applying for city status under a campaign called "Crowning Centuries of Campaign" (Croydon Online). The local authority and local ambassadors of Croydon have used the campaign to market Croydon to the residents and other government officials. This campaign focuses on the town's history and heritage, its links to royalty, and its vision for the future. At the same time, it features Croydon's unique qualities such as extensive leisure opportunities, cultural and sporting amenities, the diversity found in the Borough, and especially its renowned emphasis on public and private partnerships (Croydon Online).

7.4 Appendix D – Croydon Marketing and Development Group

Interview Protocol

The following questions were asked of Linda Dyos, the Culture, Film, and Tourism manager for the Croydon Marketing and Development Group via email.

- Does Croydon have any specific strategies for promotion and marketing?
- Do you focus your tourism on any specific group of people?
- Did you look at other boroughs and cities tourism strategies before you developed Croydon's?
- What methods of transportation are used for getting visitors around the Borough?

Interview with Linda Dyos

The London Borough of Merton is located in Southwest London and is surrounded by boroughs such as the Royal Borough of Kingston and the Borough of Croydon which are both places that have done a lot recently to improve their tourism image to their residents and to visitors alike. Due to time constraints, we interviewed Ms. Linda Dyos who is the Culture, Film and Tourism Manager for Croydon Marketing and Development (CMD) via email to understand Croydon's strategies for tourism marketing and development and the various transportation options that are available to the Borough.

According to Ms. Dyos, the Croydon Marketing and Development Company works to promote and develop Croydon through partnerships that are created with the public and private community. These partnerships mean that businesses and residents of the Borough work together to market themselves to potential tourists rather than just having the Marketing and Development group do it alone. She also adds that these partnerships are for the "benefit of the people and businesses which live, work, study and visit the area". On a larger scale, the company is also looking to promote Croydon on a national and even international scale as a large retail centre and centre for a busy nightlife. Ms. Dyos adds that they produce a regular Visitors Guide, which is distributed to the media, all of England's Tourist Information Centres, hotels, booking agents and Gatwick Airport.

Ms. Dyos also gave us an insight into how Croydon developed their current tourism strategies. The CMD commissioned The Tourism Company, an independent tourism-marketing agency, to develop a tourism strategy for Croydon in 1999. Once the strategy was created, the company put more research into comparing the Borough to other

London boroughs and comparable towns around the country. She then added the Croydon Council recently has drawn up a Cultural Tourism Strategy and a Local Cultural Strategy, which include tourism statistics based on the cultural breakdown of the Borough.

Finally, the issue of transportation was discussed. There are bus services, Tramlink, and National Rail services that serve most of the areas. Along with the buses, there is a black cab rank at the Easy Croydon Mainline Station (Rail) and there are a number of mini cab companies close to some of their attractions. One of the most important aspects of the Croydon transportation network is that there is a Transport for London Travel Information Centre in West Croydon Bus Station, as well as in the Croydon Tourist information Centre, and a staffed information point for transport inquiries in the bus area at the East Croydon Station. These information centres are important as they can provide a starting information point for visitors who wish to travel around the Borough and also to other places of interest. Finally, there is also a Tramlink Information Centre, which can give detailed information to visitors about the Tramlink service that makes a loop around the centre of Croydon as well as extending into Wimbledon and New Addington.

7.5 Appendix E - Lowell Massachusetts Tourism Interview Protocol

The following questions were asked of Audrey Ambrosino who is in charge of Public Relations for Lowell National Historical Park.

- What were the strategies implemented for revitalising the city?
- What were the main factors for revitalisation?
- How was funding secured for it?
- Do you focus your tourism on any specific group of people?
- Did you look at other cities' tourism strategies before you developed Lowell's?
- What are some of the outcomes of all the work put into Lowell?

Interview with Audrey Ambrosino

Based upon becoming the first United States city to be planned out solely around the surrounding textile mills, Lowell, Massachusetts was listed as a National Historical Park in 1978. With that distinction in mind, we chose to interview Audrey Ambrosino, who is in charge of Public Relations for the Lowell National Historical Park.

Lowell, Massachusetts was designated as an All-America city in 1999. The goal of the All-America city program is to recognise cities that are not perfect, but rather those that have found problems in the city and are taking steps to deal with them. Ms. Ambrosino spoke of how Lowell concentrated on three projects: community policing, a youth program sponsored by the Mayor, and the Southeast Asian Water Festival, which was used to show how Lowell has become a cultural centre in the New England region. She also spoke of how the All-America city award was given to those cities that are improving their day-to-day operations in hope of bettering the city for not only its residents but also its visitors.

When asked about where the funding came about for the revitalisation of Lowell, Ms. Ambrosino was quick to give the answer of government funding. Senator Paul Tsongas, a Lowell native, was instrumental in securing an act of the United States Congress to make Lowell a National Historical Park and thus secure appropriations for the city. Lowell played a significant role in the history of America's Industrial Revolution, and it is that national significance and history that has allowed Lowell to redevelop the city. If you take a walk around Lowell today, you can see exhibitions and tours that provide some of the historical story. Most of the mills from that time period are

still around, as the owners have chosen to preserve and restore the buildings to show off Lowell's past to visitors.

For tourism development, Ms. Ambrosino spoke of the Lowell Plan, a non-profit organisation that is behind the current "There is a lot to like about Lowell" tourism campaign. It is a regional ad campaign, with such things as radio and television spots, and advertisement in New England tourism guides, billboards and newspapers. Its mission, along with the National Historical Park's, is to erase the old stereotypes of Lowell such as crime and a run-down downtown area after the mills shut down in the 1960s, and show its residents and regional visitors all Lowell has done to the city.

There is also the age-old issue of transportation that hinders Lowell. With its small downtown streets, and a network of canals that are spread throughout the city, Lowell has some problems with transportation. Ms. Ambrosino then spoke about things Lowell has done to improve transportation. For the canals, the National Park sponsors a one-mile walking tour that will take visitors over the canals and around to certain tourist attractions such as the Boott Textile Mill Museum, other textile mills, and the Visitor Centre. Trolleys and buses are also in use in Lowell and visitors and residents are always encouraged to take advantage of them.

The outlook for the future is bright according to Ms. Ambrosino. The past few years has seen more people, especially immigrant groups moving into the Lowell area because of what it has to offer economically and culturally. In revitalising the downtown area, Lowell has created artist lofts, or apartment complexes devoted solely to artists, where artists can live and express their creativity. It is a way to give Lowell an identity as an arts and cultural centre in the New England region. She also sees tourism expanding

as the city gets better at their tourism practices and more historical and arts attractions open up. Lowell's history has been the driving force in making Lowell the tourist attraction that it is today. Ms. Ambrosino feels that the arts and culture of Lowell along with the history will make Lowell an important tourist attraction in the future.

7.6 Appendix F – Merton Tourism Group Interview Protocol

The following questions were asked of Ms. Sue Tanton, who is part of Merton's Business and Environmental Partnerships Unit in the Environmental Services Department.

- What are the places Merton wants to focus on for possible attractions?
- Is there a list of these attractions (database, general listing, etc.?)
- What are the results you plan to achieve from our study of other cities and towns?
- What will you do with these results?
- Has there been any research in the topic of tourism by any of the officials?
- Why is the visiting friends and family group concentrated on?

Interview with Sue Tanton

The interview with Ms. Sue Tanton, a member of the Merton Tourism Group, was extremely helpful in beginning our work in the London Borough of Merton. She provided a leaflet, entitled “Advantage Wimbledon” to give a better idea of the main attractions that would be focused on for the tourism project. She informed us of why the project would be beneficial to the Merton Tourism Group and why it was a good project for students from WPI to complete. The Tourism Group wants to know what attractions people are visiting, where the visitors come from, their nationality, and also ways to improve transportation to and between the attractions. All of this information will help them to market the attractions and in effect improve tourism within the Borough. WPI students were asked to complete this project because we are tourists, and can provide the Borough with new ideas and a fresh perspective.

Prior research on tourism in Merton has been completed. Susan Briggs, an Independent Marketing Consultant has completed a tourism marketing plan for the Borough. Ms. Tanton discussed some of the main points of the action plan, such as promoting Wimbledon, rather than Merton, because most people have heard of Wimbledon. Another main point was that we should focus on the temporary residents and their visiting friends and family. This is the main target because they are already in the Borough and do not need to be drawn in, and also because Merton does not have many large attractions that would draw visitors from outside of the Borough unless they had another reason to visit.

7.7 Appendix G – Briefing: Independent Tourism Marketing

Consultant

As part of completing our project we first needed to get a full understanding of what we were being asked to do and what impact our project would have on the residents of Merton. To do this we set up a meeting with an independent tourism marketing consultant, Susan Briggs. The London Borough of Merton hired the services of Ms. Briggs to help them develop a marketing action plan. Her clients include the English Tourism Council, the British Tourist Authority and the London Tourist Board. She is also a resident of Merton, in particular, Wimbledon Village. In addition to being a marketing consultant she also conducts marketing workshops and writes literature on tourism marketing.

After speaking with Ms. Briggs, the goals that she and Merton wanted to complete became clearer. According to her, we first needed to understand who the target market sectors are that Merton wanted to market its attractions towards. This sector would be the residents of Merton and their visiting friends and families. Merton is a very diverse Borough, comprising itself of Americans, Canadians, Australians, Swedes, Germans, French, Thai, Arabs, Koreans, along with others. According to Ms. Briggs, Merton would like to target people who come to live in Merton for a short period of time, such as, six months to a year and their friends and family. These people are more likely to have a high disposable income and are also more likely to explore the Borough than permanent residents.

Ms. Briggs also spoke about how world events have a large impact on tourism in general. Events such as the foot and mouth outbreak and September 11th were thought to

have hurt tourism around the world but it has not impacted the friends and families market all that much. Merton has not approached this target market as of yet, and Ms. Briggs has asked us to determine how to get to those people to understand what parts of Merton they would be interested in. Some places that she suggested to us included churches, schools, chambers of commerce, embassies and other organisations. Schools would be a practical place to start as Merton has an American school, which is an extension of Ithaca College, a French school, a Norwegian school in Wimbledon, and also a German school in nearby Richmond. She also thought that there would be someone in the Merton Government that would know the nationality breakdowns in the area and whether or not each ethnic group has their own publication.

Ms. Briggs recommended starting with Wimbledon itself when talking about marketing Merton. Wimbledon is world famous for its annual tennis tournament and the Wimbledon name is one of the largest attractors in Merton. There are parts of Wimbledon that are appealing to tourists such as the numerous green areas including commons and parks, pubs, the village atmosphere, and the shops throughout.

When it comes to looking at social trends that affect tourism, Merton and other places deal with those that are “cash rich, time poor”, meaning that they have the disposable income to spend but do not have the time to take the trips and spend the income. However, Ms. Briggs suggested that these people will pay more money for certain attractions and experiences when they know that it is worth it and know they would have a good time.

An important statistic that Ms. Briggs mentioned to us was that 35% of the visitors coming to London used the Internet to plan their holidays here and as a source of

information about what to visit while they are here. Using the Internet to market Merton would be an important way to advertise.

We were also curious to find out other ideas that Ms. Briggs had either used or advised London in the area of tourism marketing. There is the concept of the “Experience in a Box”. A local company, WH Smith, decided to sell Experiences around the Christmas holiday. The Experience would be things such as cooking with a master chef for a day, riding in a hot air balloon, and other unique experiences rather than a gift. Also, she spoke of her marketing campaign called London Treasures. This was a treasure hunt where visitors would be led by clues to go to a certain attractions around the Borough. This program was only recently funded, and design and implementation is just getting underway.

Finally, Ms. Briggs recommended that we look at how the German culture operates. The German people place a high importance on the work and social life balance, mandating six weeks of holiday a year in addition to fourteen bank holidays. They also place a high regard to ecotourism, or nature-based tourism, which means they are more interested in environment friendly practices at their tourist destinations. They even go as far as rating attractions based upon their environmental practices and publishing a book about them. Looking into the environment and how it is involved in Merton’s attractions would be important as we could even market Merton to the entire country of Germany as an environment friendly place.

7.8 Appendix H– Merton Visitor Centre Interview Protocol

The following questions were asked of Ms. Pam Rew who is in charge of the Merton Visitor Centre at Wimbledon Library.

- How long has the visitor centre been open?
- Do you have an estimate of how many people come to the visitor centre in a week?
- In your opinion, where do you think the best location would be for the visitor centre?
- What attractions do people seem to be the most interested in?
- Do you have a listing of the groups and organisations within the Borough (specifically ones associated with ethnic groups)?
- Can you recommend anyone for us to talk to in Croydon or Kingston about the visitor centres there?

Interview with Pam Rew

To find out more about what Merton has done in terms of tourism for its residents, Pam Rew, who is charge of the Visitor Information Centre for the Borough of Merton, was interviewed. We learned that due to a number of uncontrollable factors the centre has had a hard time in reaching out to all the residents of Merton.

Ms. Rew said the visitor centre was established around Christmas time in 2000. It is located in the library for a couple of reasons. First it is near the Wimbledon Station, which has links to the Tram, Tube and the train service. As you leave the station, there are few signs that would direct you to the information centre, but they are not extremely visible. According to Ms. Rew, staffing is a major issue concerning the visitor centre and a large reason for its location in the library. The Borough does not have the funding for a full time staff member, so library staff work at the centre. At this time the staff for the visitor centre consists of three primary employees and one volunteer who works there as well.

When asked about who uses the visitors centre, Ms. Rew mentioned that mainly residents of the Borough come in and use the leaflets that are available to plan something for that day. She also added that even though there are no official statistics on the number of visitors to the centre it is mainly students from the language schools that come to find out what to do while they are in Merton. One of the main attractions for them and others is the Wimbledon Lawn Tennis Museum.

Another issue for tourism in general for the Borough of Merton is that the different villages see themselves as their own separate entities and not collectively as a borough. Wimbledon is the more affluent area of the Borough and people from there do

not usually travel to other parts of Merton. It is also noticed that people who come from Mitcham, for example, are not as likely to go to Wimbledon as they would be to Morden. This provides a problem in trying to interest residents of the Borough to travel outside of their village and visit the attractions in other villages.

Ms. Rew also spoke about how the centre is not accredited by the London Tourist Board, as visitor centres in other boroughs such as, Croydon and Kingston are. This accreditation would make it an official visitor centre. When asked if accreditation would be possible for Merton, Ms. Rew said that it would not be at this time. A full time staff member for the visitor centre would have to be hired and the Borough of Merton does not have the funding to hire such a person. The visitor centre cannot be moved out of the library until the Borough acquires sufficient funds.

7.9 Appendix I – Merton Heritage Centre Interview Protocol

The following questions were asked of Ms. Sarah Gould, the Library and Service Manager for Heritage and Local Studies in Merton.

- What is your title and what are you responsible for in the Borough?
- What do you feel Merton has to offer for heritage attractions?
- Where do most visitors to the heritage centre come from?
- What methods of advertisement do you use?
- Do you advertise when the exhibits change?
- Approximately how many visitors do you get to the centre?
- What are the best transportation options for getting to the heritage centre?
- Does the heritage centre have means of visitor feedback outside of the guestbook?

Interview with Sarah Gould

Sarah Gould is the Library and Service Manager for Heritage and Local Studies for the Borough of Merton. Her job entails preserving local heritage as well as managing the library local studies centre. These local studies include old local newspapers, maps, information on famous people associated with the area, and archaeological excavation areas.

Ms. Gould is also in charge of the Merton Heritage Centre where she helps develop and display the exhibits presented there, as well as advertising for these exhibits. The centre gets about 3,000 visitors a year including school and special interest groups. Most visitors are from Mitcham and lower Morden however they do get visitors from surrounding boroughs as well, including students from the rest of Merton, Putney, Lambeth, and Wandsworth. Currently the centre has only two full-time paid staff while other staff members are simply volunteers. They have increased their hours from three days a week to their current hours of six days a week. They have also increased their exhibits. In the past exhibits were changed quarterly, but now they also have three interspersed month long exhibits.

Advertising for the centre takes place in many different forms. There is a quarterly newsletter sent to those on the mailing list, information on the council website, inclusion in the Borough Map and Guide, the Museums in Merton leaflet, the dot-matrix style board outside of Wimbledon Tube Station, and marketing through other local visitor centres. To gain visitor feedback the centre uses not only comments in their guestbook and thank you cards from schools and special interest groups, but they also use random questioning both in the centre and through their mailing list.

The Merton Heritage Centre also sponsors coach tours of the area at different times of the year. Currently there are two tours a year that usually sell out within twenty-four hours of being announced. This past year included a museum tour and an architecture tour. The museum tour brought visitors to the Wandle Industrial Museum, the Merton Heritage Centre, the Wimbledon Windmill Museum, and the Wimbledon Society Museum. This tour might also include the Wimbledon Lawn Tennis Museum and Southside House. The architecture tour gave visitors the chance to look 'behind the scenes' at places like Morden Hall House, The Cannons, Buddhapadipa Temple, Odeon Cinema, and various council buildings and local churches. Due to their popularity there is thought of extending these tours however that is very dependent on available funding.

7.10 Appendix J – Senior Transport Planner Interview Protocol

The following questions were asked of Mr. Chris Chowns, the Senior Transport Planner for the Borough of Merton.

- Sue Tanton advised us to speak with you, what is your title and what are you responsible for in the Borough?
- Do you feel that there is any transportation that links the attractions?
- Are there plans to change/add transportation options in the foreseeable future?
- Would there be funds available to implement new transport methods to provide better access to or between the attractions?
- What is your opinion on bicycle hiring within the Borough?
- Do you currently have a way of getting customer feedback on transportation with the Borough?

Interview with Chris Chowns

Transportation is an important part of the project that the Merton Tourism Group has asked us to explore. To get a better understanding of the current transportation options that are currently available to the residents of Merton and what plans Merton has for the future, we interviewed Chris Chowns, the Senior Transport Planner for the London Borough of Merton.

Buses are a major part of the transportation network for the greater London area. Merton is no exception as it has an extensive network of buses running through the Borough. To better understand this, Mr. Chowns gave us an overview of the system. First, the buses themselves are part of the Transport for London network, which is the group that runs all the buses throughout the greater London area. Each year, the Borough and Transport for London come together and draft a document called the Bus Quality Commitment. Merton goes to the Transport for London with their suggestions on how to improve the transport in the Borough such as new buses and routes. After this, Transport for London sees where the suggestions of not only Merton, but all the boroughs, fit into their plan for the upcoming year and then create the document, which outlines what is to be added or improved in the upcoming months. Mr. Chowns also added that the official bus contract which covers the uses of the buses is reviewed and renewed every five years as a way to always make sure that the service is fitting the needs of the Borough and its residents.

According to Mr. Chowns, Merton has a couple of ways to receive feedback from its residents regarding the transportation in the Borough. One way to receive feedback is monthly meetings where the Merton Council discusses transportation problems in the

Borough that have been brought to its attention by the residents. Once a year, this meeting is open to the public and residents can give their opinions and suggestions on transportation services such as walking links and interchanges between trains and buses. Mr. Chowns also added that the Council holds annual focus groups where residents of the Borough can voice their opinions about transportation and give suggestions for improvements.

Bicycling is currently an area that Mr. Chowns is excited about, as the Merton Council is doing various planning to promote cycling in the Borough such as introducing new routes which will provide links to the routes of other boroughs. Providing such amenities as cycle lanes, crossings for cyclists at busy roads, and introducing cycle racks at shopping centres and railway stations. This will make cycling in the Borough safer and more convenient. Cycling is an environmentally friendly method of transportation and Mr. Chowns and the Merton Council would rather see residents and visitors use cycles more often. There are however a limited number of cycle shops in the Borough and cycle hires are not offered.

As the Senior Transport Planner for the Borough, Mr. Chowns is aware of what has been done in the area of linking attractions through buses and walking routes. He explained that this has been tried before but due to a lack of interest, it became too expensive for the Borough to continue to fund the initiative. He mentioned however, that supermarkets usually need to have a bus route nearby so that employees and customers can easily access them. This idea could possibly be applied to the attractions here in Merton as they could come together and create their own bus routes to go between each other. When we mentioned the idea of linking attractions in general, Mr. Chowns did not

feel that the residents and their visiting friends and relatives would be likely to visit more than one attraction in a day.

For the future, Merton is in the process of developing new bus routes to better service some areas of the Borough, including Wimbledon Tennis and Merton Abbey Mills. Implementing these bus routes are not directly due to the attractions, but to other factors, such as access to hospitals in the areas around Wimbledon and areas that do not have adequate bus stops. He concluded by mentioning how Transport for London would be more concerned with filling in the areas that do not have any services such as bus, Tube, or Tramlink first rather than developing new routes specifically for Merton's attractions.

7.11 Appendix K – Merton Leisure Services Interview Protocol

The following questions were asked of Chris Mountford, a technical manager for the Merton Leisure Services.

- What is your official title and role here in Merton?
- Who comes to the park? What is their usual purpose (tourists, residents going for a walk, etc.)
- There is much open space in Merton. Can you tell us about general upkeep of the parks, who is in charge of it, how they are maintained, and where the funding comes from?
- What are you currently looking to gain from the Merton Open Space Study?
- Do you advertise about your parks and open spaces elsewhere in London?
- What kind of transportation is available around and between parks?

Interview with Chris Mountford

Interviewing Chris Mountford, a technical manager with Merton Leisure Services, provided us with information on who visits the area parks, who is in charge of their upkeep as well as general information on the parks in Merton.

Merton Leisure Services Office is in charge of the development, management, and promotion of areas such as parks, swimming pools, and cemeteries. People living in the Borough who wish to develop, for example, sporting opportunities would come to the Leisure Services Office to inquire about possible facilities. According to Mr. Mountford, the majority of the people who use the parks and leisure services in Merton are residents and residents of neighbouring boroughs, depending on the location of the parks. For this reason the parks and open spaces are not advertised outside of the borough as attractions. Although not always advertised, many of the parks in Merton have history associated with them. There are approximately ten parks known as historic “flagship” parks. These parks include Ravensbury Park, which is important in Merton’s snuff history. The “flagship” parks have the potential to draw visitors from outside who are interested in Merton’s background and history.

Some of Merton’s parks have established bicycle paths and routes that encourage cycling in the area. This does not work in all places such as the case of Wimbledon Park. The park was forced to ban cycling due to the danger cyclists posed to blind pedestrians whose living facilities are located near the park. Similar situations to those found at Wimbledon Park may cause other parks to ban cycling on their grounds as well.

Morden Hall Park and Mitcham and Wimbledon Commons are not owned by the Borough and therefore, not maintained by the Merton Council. These three areas are

instead maintained and managed each by individual organisations. The Merton Council, however, owns thirty-nine major smaller parks in the Borough. Since the council owns these parks and open spaces, their maintenance falls to the Borough's Department of Public Works unlike the three privately owned parks. Merton Council is also responsible for the river walk along the Wandle Trail, although the people who live along the river own it, and there is an environmental agency in charge of the actual clean up of the river itself.

The number of parks in the area is still growing. Merton, unlike other London boroughs that are losing open space, has established seven new parks in the last fifteen years. This may be due to strict Merton Council regulations that are unwilling to sacrifice open space unless the development is of great benefit to the whole community. While development is possible on council owned land, it may be hard to get permission to use such space.

Transportation around and among the parks is not something that is really taken under consideration. This is based on the fact that most of the park's visitors come from within walking distance, making transportation unnecessary in most cases. Due to this fact, walking and cycle routes are the most prominent way of getting to parks within the Borough of Merton.

7.12 Appendix L – Wimbledon Lawn Tennis Museum Interview

Protocol

The following questions were asked of Alex Keane, a marketing executive at the Wimbledon Lawn Tennis Museum.

- Approximately how many visitors do you get on an average day?
- Is Southfields the best option for getting to the museum? Are there bus routes offered outside of the two weeks of the championships?
- Do you find that most visitors come from outside of the area? Is there a prominent place most of the visitors come from?
- What kinds of advertisement methods do you use for the museum?
- Do you have a means of feedback from the visitors?
- Would it be possible to survey at the museum?

Interview with Alex Keane

The interview with Alex Keane, a marketing executive for the Wimbledon Lawn Tennis Museum, provided information about what types of visitors the museum gets, how many visitors there are per year, the issues with transportation, and problems with advertising.

The Wimbledon Lawn Tennis Museum has approximately 49,000 visitors per year. Of those visitors, 25% are from the United States, 23% from the United Kingdom, and 15% from Japan. An increase in visitors from a certain area is usually an indication of who in tennis is doing well. For example, if a French tennis player happens to have a good season, there would most likely be an increase in French visitors to the museum. Feedback from visitors can be found in the guest book, which tells where people are from and what they thought of the museum.

Advertising for the museum itself is difficult as most visitors come for the Tennis Championships at Wimbledon itself rather than the museum. Leaflets, which are hard to distribute to anyone other than the visitors for the tournament, are used for the majority of the advertising. In the summer the museum advertises in the Tube, but due to high costs this method of advertisement can only be used for a short time. The advertisements in the Tube do however increase the number of people visiting the museum.

Transportation to the Wimbledon Lawn Tennis Museum is a problem. The closest Tube Station in Southfields on the District Line and is a fifteen minute walk. The next closest station is Wimbledon, but that is an even longer walk, at twenty-five minutes. There are no buses that run along the route to the museum at this time. Buses travel the routes from the Tube stations to the museum during the two weeks of the tennis

championships, but not throughout the rest of the year. It was learned from Chris Chowns, the senior transport planner that new bus routes will be provided for the Wimbledon Lawn Tennis Museum in the near future.

7.13 Appendix M – Southside House Interview Protocol

The following questions were asked of Desmond Sanford who is an employee and resident of the Southside House.

- How many visitors do you get to the Southside House?
- Where are these visitors predominately from?
- What is the best way to get to the Southside House?
- How and where do you advertise?
- Do you have any form of visitor feedback?

Interview with Desmond Sanford

One attraction in Merton that has a distinct historical atmosphere to it is the Southside House, which was built in 1687 and is still lived in by descendants of Robert Pennington, the man who built it. The house is still in its original form along with many possessions that have been left in the house from years past. To get a better understanding of the house itself along with their tourism marketing strategies, we interviewed Desmond Sanford who works at and is a resident of Southside House.

Mr. Sanford was very eager to tell us about the visitors to the house and how they attract them to the Southside House. First, he mentioned that the house receives approximately 1,000 visitors each year. Being such an old house, Mr. Sanford said that they do not want many more visitors than that, as the number already provides the costs for the basic upkeep of the house. The visitors come from mainly three sources with 50% coming from London itself, 45% from the rest of the country, and about 5% are international visitors. According to Mr. Sanford, the ones from the country are probably their most interesting group of tourists because there are many special-interest groups and societies around the country. These groups have a focus, for example: fine arts, historic places, and the environment, and are made up of mostly older people. He said that the groups who focus on historic places would most likely take bus tours to the London area and stop at one or two historic houses such as the Southside House. The house is also located next to two local pubs so when these groups come down to the Southside House they can stop next door for a bite to eat as well.

Mr. Sanford also gave us some background on the Southside House itself and what makes the place a valuable attraction. The house was opened to the public during

the 1970s and at this time began to give guided tours as well. It is open three afternoons a week on Wednesday, Saturday, and Sunday, and is only open for six months of the year. The tour costs £5 and is an hour and a half long, complete with its own colour commentary from the different tour guides. It is also home to many old artefacts that have been procured throughout the years. They include Admiral Nelson's daughter's rocking horse, possessions of the Duke of Wharton, and possessions of the Prince of Wales from over 250 years ago. Also, some motion pictures have been filmed on location at the Southside House. It has even been the host of the magazine Vanity Fair and to various costume fairs.

Because the Southside House really cannot handle a large number of visitors because of its size, frailness, and the lengths of the tours themselves, barely any money and time are put into advertising. Mr. Sanford said that visitors are attracted to the house mainly due to word of mouth from friends and relatives that have been there. They have not spent the money on advertising methods such as websites or free leaflets because they never have had the need to. They do however charge a fee for admittance and also a fee for some of the material about the house. Also, Mr. Sanford said that he receives 98% of his feedback from those on the street, such as those that come in to the pubs across the street for a bite to eat after visiting the house. He says it is the easiest and probably the most honest feedback along with the visitor log that guests sign as they leave the house.

Finally, Mr. Sanford went over what he would like to see done for tourism in Merton and even London in general. He spoke highly of the "hop on, hop off" bus tours that he would like to see operate in the area to show off some of the attractions. He also would like to see some of the bus routes possibly changed to bring visitors closer to the

attractions, as the closest stop to the Southside House is the Rose and Crown stop, a six-minute walk away. This stop is on the #93 bus route, which is the major route in the Borough connecting the Wimbledon and Morden Underground Stations. He also spoke of a program called the London Pass, which he would like to see get more use. It is essentially a travel pass that a visitor would pay for when they arrive in London, giving admission to many attractions in and around central London. He feels that this is a good idea, as it will encourage people to get past the typical attractions most visitors come to London see and to see places such as Southside House.

7.14 Appendix N – Deen City Farm Interview Protocol

The following questions were asked via e-mail of Jackie Charlton who is the project director for the Deen City Farm.

- We are assuming that most of your visitors are from within the Borough. Is this true?
- Approximately how many visitors do you get to the farm?
- What is the most popular mode of transportation for getting to the farm? Do most visitors live close enough to walk?
- Do you advertise for the farm? If so where do you advertise?
- Do you have means of visitor feedback and if so would we be able to access this information?

E-mail Interview with Jackie Charlton

Due to time constraints we decided to interview Ms. Jackie Charlton, the Project Director for Deen City Farm, via e-mail. This interview provided us with information on visitors to the farm, transportation options, and methods of advertisement.

Many of the visitors to Deen City Farm are from within the Borough although they also get visitors from neighbouring boroughs including Wandsworth and Sutton as well as areas further away including Kent and Sussex. Due to the fact that the farm does not charge an admission fee it is hard to know the exact number of visitors to the farm each year. Based on estimates the farm draws between 60,000 to 80,000 visitors each year. These visitors arrive by many different methods of transport including Tramlink, bus, Underground, car, coach, cycle, or by foot.

Advertising funds are limited due to the fact that the farm is considered a charity. This limits them to mostly advertising with leaflets. These leaflets can be found in various locations around the city including libraries, community centres, and schools, and are included in mailings to specific groups and organisations. In the past visitor questionnaires have been distributed, however they were not immediately available to us due to staff changes.

7.15 Appendix O – Polka Theatre Interview Protocol

The following is a list of questions asked of Rasheed Rahman, the Marketing Manager at the Polka Theatre.

- What is your official title at the Polka Theatre?
- How many visitors do you get per year?
- Where do visitors mainly come from?
- How does the Polka Theatre advertise?
- Do you have any means to obtain feedback from visitors?

Interview with Rasheed Rahman

Mr. Rasheed Rahman, the Marketing Manager at the Polka Theatre gave us a tour of the theatre with a description of what the theatre has to offer. During the interview we discussed the ways the theatre advertises, how many visitors it gets in a year, and methods of feedback. He also told us about a web-based project they sponsor for local schools, some sources of funding, and ways they are able to accommodate impaired persons.

The Polka Theatre, which has been in operation for twenty-one years, is the only theatre in the country just for children. It consists of the Main Auditorium, the Adventure Theatre, and a workshop. Performances are offered twice a day, Tuesday through Sunday, except September when they are closed, plus scheduled times for the Adventure Theatre. The Main Auditorium, which seats 300, is where they show five different plays throughout the year. The shows offered in this part of the theatre are mainly for children ages four to thirteen, as they do not allow children under the age of four into the Main Auditorium. The Adventure Theatre, which sits 90, is for children of all ages, and this is where they put on smaller shows. The Polka Theatre offers workshops and clubs for children interested in theatre. Workshops are also offered for aspiring playwrights and many times the theatre uses the original scripts completed with the help of the workshop. Since the theatre has all in house plays, they have a building where the props and sets are made for the shows. Occasionally the theatre goes on tour to other areas of the country and even other countries.

Mr. Rahman discussed with us different ways of advertisement used by the Polka Theatre. He said that they have a specific area that they focus advertising on: Southwest London and Surrey. Performances are marketed according to the show and its

appropriate age range. They place information in visitor centres along with any type of venue where there are activities for children or where children would be likely to go. The Polka Theatre also has a database of schools where they send announcements about upcoming plays. They give schools plenty of notice so teachers can work the play into the curriculum if necessary, and have time to organise a trip for the students.

Over 100,000 children visit the Polka Theatre in a year, mainly in school groups, but also with family. These children mainly come from the London area, but also from elsewhere in the country and even internationally. After each performance guests have the option to fill out a questionnaire about the show in order to provide feedback to the theatre. One aspect that the theatre prides itself in is the ways the can accommodate special needs. Some information is available in large print and Braille for those with vision impairments, there is good wheelchair accessibility, and signed performances are available upon request for the hearing impaired. Parents and teachers also have the opportunity to request a script of the play ahead of time so they can approve the content and deem whether it is appropriate for their child or the ages of the children.

Another program that the Polka Theatre offers is WebPlay, an interactive program sponsored by Oracle in its second year. Thirty-four schools from Merton, and surrounding areas, along with schools in Los Angeles, California in the United States are involved with the program. The Polka theatre performs a play for school children in London and offers workshops for a few days and then flies to Los Angeles to perform and give the workshops for the schools there. The London children are paired with the Los Angeles children so they can give reviews of the play, and then begin to write, perform, and digitally videotape there own plays. This is a great way for children interested in

theatre to get involved early on and receive feedback from peers. It also provides the students with an opportunity to learn more about another country.

The Polka Theatre receives funding from many different sources. London Arts provides them with funds, which is public money. They also obtain money from the Merton Council and also from private sponsors.

7.16 Appendix P - Student Survey on Tourism in Merton

We are a group of American students from Worcester Polytechnic Institute (WPI) in Massachusetts. We are working on a project sponsored by the Merton Tourism Group to help promote tourism within the Borough of Merton. As part of our project we are trying to determine what attractions are of interest to residents of Merton and also to those visiting the Borough. We are also investigating transportation within the Borough and between the various attractions. From this information we will determine if it is possible to link any of the attractions together in a package that would provide an easy method of transportation between them. Your assistance in completing this survey will be much appreciated. Thank you for your time and consideration.

****Note: The Borough of Merton consists of Wimbledon, Mitcham, Merton, Morden, Colliers Wood and Raynes Park****

Merton Tourism Survey

Please tick the responses that apply and fill in the appropriate blanks.

If you are unfamiliar with the Borough of Merton it consists of Wimbledon, Mitcham, Merton, Morden, Colliers Wood and Raynes Park

1) Are you a current Merton Resident?

1. Yes ___ 2. No ___ If yes skip to question 7.

2) Are you here visiting friends and/or relatives?

1. Yes ___ 2. No ___ If no, why are you here? _____

3) How long will you be staying in Merton? _____

4) Was Merton your primary travel destination?

1. Yes ___ 2. No ___ If yes, skip to question 6.

5) What was your primary destination?

1. Another London Borough ___ 2. London in general ___ 3. England in general ___
4. Another European Country ___ 5. Other _____ (Please specify)

6) How did you arrive in Merton?

1. Tube ___ 2. Bus ___ 3. Car ___ 4. Tramlink ___ 5. Taxi ___ 6. Train ___
7. Other _____ (Please specify)

7) Please answer the following questions about the given places.

Place	Have you visited?		If yes, did you enjoy the experience?		If no, would you be interested in visiting?	
	Yes	No	Yes	No	Yes	No
1. Buddhapadipa Temple						
2. Centre Court Shopping Centre						
3. Colour House Theatre						
4. Deen City Farm						
5. Merton Abbey Mills						
6. Merton Heritage Centre						
7. Mitcham Common						
8. Morden Hall Park						
9. Polka Theatre for Children						
10. Southside House						
11. Wandle Industrial Museum						
12. Wimbledon Common						
13. Wimbledon Greyhound Stadium						
14. Wimbledon Lawn Tennis Museum						
15. Wimbledon Society Museum of Local History						
16. Wimbledon Studio Theatre						
17. Wimbledon Theatre						
18. Wimbledon Windmill Museum						

(Please continue on reverse side)

Please indicate which attraction number above is most relevant.

8) Of the places above that you have visited which one has been your favourite? _____

9) Of the places you have not visited which one would you be most interested in visiting? _____

10) Have you visited more than one of the places in a single day?

1. Yes _____ 2. No _____ If yes skip to question 12.

11) If you have not visited more than one of the places in a single day would you be interested in doing so?

1. Yes _____ 2. No _____ 3. Not sure _____ Skip to question 14

12) How did you travel between the places?

1. Tube _____ 2. Bus _____ 3. Car _____ 4. Tramlink _____ 5. Taxi _____ 6. On foot _____
7. Other _____

13) Would you be interested in travelling between places by cycle?

1. Yes _____ 2. No _____

14) Would a discount on the places make visiting more than one in a day more appealing to you?

1. Yes _____ 2. No _____

15) If you wanted to find information on a particular place you would like to visit where would you look? (Choose all applicable)

1. Brochures _____ 2. Internet _____ 3. Friends _____ 4. Family _____ 5. Newspaper _____
6. Travel Agent _____ 7. Visitor Centre _____ 8. Other _____

16) With whom would you be most likely to visit Merton's places of interest? (Choose all applicable)

1. Spouse/Significant Other _____ 2. Children _____ 3. Extended Family _____ 4. Friends _____
5. Newspaper _____ 6. Alone _____ 7. Other _____

Personal Information

17) Age (in years)

1. <18 _____ 2. 18-25 _____ 3. 26-39 _____ 4. 40-64 _____ 5. >65 _____

18) Where do you live? (Please specify city/town and country)

19) What is your nationality? _____

7.17 Appendix Q – WPI Faculty and Staff E-mail Survey

Dear Faculty and Staff,

We, Scott Bentley, Kristin Coughlan, and Sarah Linderme, are an IQP group going to London next term. We are doing our project on Tourism in the London Borough of Merton. Part of our project is to determine ways in which visiting friends and relatives of people living in the borough would be encouraged to visit attractions in the area. Merton and Worcester are very similar, so we are trying to gather information about what attractions in Worcester people are interested in visiting. Your feedback on the following questions would be much appreciated.

If you had friends and/or family from out of town visiting the area, what attractions in Worcester or the surrounding area would you recommend that they visit?

Also, if you've had visitors like this, what was their response to the attractions that they visited?

Thank you for your time.

Sincerely,
Tourism in Merton Group

7.18 Appendix R – Survey Data from Wimbledon Lawn Tennis Museum, Merton Abbey Mills, and Wimbledon School of English

Attractions	Total number of respondents who visited the attraction	Total number of respondents who enjoyed the attraction	Total number of respondents who had not visited the attraction but would be interested in doing so
1. Buddhapadipa Temple	5	5	21
2. Centre Court Shopping Centre	53	51	1
3. Colour House Theatre	5	4	18
4. Deen City Farm	5	5	14
5. Merton Abbey Mills	13	12	15
6. Merton Heritage Centre	4	4	15
7. Mitcham Common	6	6	16
8. Morden Hall Park	13	12	17
9. Polka Theatre For Children	9	9	6
10. Southside House	3	2	14
11. Wandle Industrial Museum	1	1	14
12. Wimbledon Common	33	33	6
13. Wimbledon Greyhound Stadium	7	5	15
14. Wimbledon Lawn Tennis Museum	31	27	19
15. Wimbledon Society Museum of Local History	4	4	20
16. Wimbledon Studio Theatre	3	3	20
17. Wimbledon Theatre	19	17	18
18. Wimbledon Windmill Museum	9	8	14

Survey_Number	Current_Resident	Visiting_Friends	How_Long	Primary_Travel	Primary_Destination	Arrive	Favorite	Interested
1	FALSE	No	1 Day	TRUE	England in general	Tube	14	1
2	FALSE			FALSE			9	
3	FALSE	No	1 Day	TRUE	London in general	Tube	14	11
4	FALSE	No, Tourism	1 Day	FALSE	London in general	Tube	14	
5	FALSE	No, Live in London		FALSE		Tube	14	4
6	FALSE	Yes	1 Day	FALSE	London in general	Tube	14	10
7	FALSE	No, to see Wimbledon Museum	1 Day	FALSE	London in general	Tube	14	
8	FALSE	No	1 Day	TRUE	London in general	Tube	14	
9	FALSE	No	1 Day	FALSE	London in general	Tube	14	
10	FALSE	No	1 Day	FALSE	London in general	Tube	14	
11	FALSE	No	1 Day	FALSE	England in general	Tube	14	
12	FALSE	Yes	3 Week	FALSE	London in general	Car	14	
13	FALSE	No, Band Trip	1 Day	FALSE	London in general	Tube	14	
14	FALSE	No, holiday	3 Day	FALSE	London in general	Tube	14	
15	FALSE	No, work	1 Day	FALSE	London in general	Bus	14	
16	TRUE			FALSE			8	10
17	FALSE	No, holiday	2 Day	FALSE	London in general	Walking	2	4
18	FALSE	No, holiday	9 Day	FALSE	London in general	Walking	14	15
19	FALSE	No, holiday	1 Day	FALSE	London in general	Tube	14	
20	FALSE	No	1 Day	TRUE		Car	5	
21	FALSE	No	1 Day	FALSE		Car	5	14
22	TRUE			FALSE			8	14
23	TRUE			FALSE				
24	FALSE	No, holiday	1 Day	FALSE	London in general	Tube	5	14
25	TRUE			FALSE			2	
26	TRUE			FALSE			2	
27	TRUE			FALSE			5	
28	FALSE	Yes	2 Week	TRUE		Car	5	1
29	FALSE	No, work	1 Day	TRUE		Car	5	
30	TRUE			FALSE				18
31	FALSE	No, study	1 Year	FALSE	England in general	Bus		18
32	TRUE	No, study	6 Month	TRUE		Tube		
33	TRUE			FALSE				
34	FALSE	No, study	1 Week	FALSE	England in general	Train		
35	TRUE			FALSE			12	17
36	TRUE			FALSE			2	14

Survey_Number	Current_Resident	Visiting_Friends	How_Long	Primary_Travel	Primary_Destination	Arrive	Favorite	Interested
37	TRUE			FALSE				
38	FALSE	No, study	5 Month	TRUE		Taxi	2	13
39	TRUE			FALSE			2	8
40	TRUE			FALSE				
41	TRUE			FALSE			12	14
42	TRUE			FALSE			2	14
43	TRUE			FALSE			2	14
44	TRUE			FALSE			2	12
45	TRUE			FALSE			2	1
46	TRUE			FALSE			12	8
47	TRUE			FALSE			12	18
48	TRUE			FALSE				
49	FALSE	No, study	6 Month	FALSE	London in general	Bus	12	9
50	TRUE			FALSE			12	14
51	TRUE			FALSE			17	15
52	TRUE			FALSE			12	14
53	TRUE			FALSE			12	14
54	TRUE			FALSE			2	17
55	TRUE			FALSE				
56	FALSE	No, Study		FALSE	London in general	Car		14
57	TRUE			FALSE				17
58	TRUE			FALSE			12	17
59	TRUE			FALSE			2	3
60	TRUE			FALSE			2	
61	TRUE			FALSE			2	14
62	FALSE	No, Study		FALSE	London in general	Train	14	3
63	TRUE			FALSE			2	8
64	TRUE			FALSE				
65	TRUE			FALSE				9
66	FALSE	No, Study		FALSE				
67	TRUE			FALSE			12	11
68	TRUE			FALSE			12	8
69	TRUE			FALSE			12	8
70	FALSE	No, Study	5 Month	TRUE		Taxi		18
71	TRUE			FALSE				
72	TRUE			FALSE				
73	TRUE			FALSE				8
74	TRUE			FALSE				

Survey_Number	More_Than_One	Interest_In_More	Travel_Between	Cycle	Discount
1	TRUE	No	On foot	TRUE	TRUE
2	TRUE	No	On foot	TRUE	FALSE
3	FALSE	No		TRUE	TRUE
4	FALSE	Not sure		FALSE	FALSE
5	FALSE	Not sure		FALSE	TRUE
6	TRUE	No	Tube	TRUE	TRUE
7	FALSE	No		FALSE	FALSE
8	FALSE	No		FALSE	FALSE
9	FALSE	No		FALSE	TRUE
10	FALSE	No		FALSE	FALSE
11	FALSE	No		FALSE	FALSE
12	TRUE		Car	FALSE	FALSE
13	TRUE		Tube, Bus, Airplane	FALSE	FALSE
14	FALSE	No		FALSE	FALSE
15	TRUE		Tube, Bus, Taxi, On foot	TRUE	TRUE
16	TRUE		Car	TRUE	FALSE
17	FALSE	Yes		TRUE	TRUE
18	TRUE		Walking	FALSE	TRUE
19	FALSE	Not sure		FALSE	FALSE
20	FALSE			FALSE	FALSE
21	TRUE		Car	FALSE	FALSE
22	TRUE		Bus, Car	FALSE	FALSE
23	FALSE	Not Sure		FALSE	FALSE
24	TRUE		Bus	TRUE	FALSE
25	TRUE		Tube, Bus, Car, Tramlink, On foot	TRUE	FALSE
26	FALSE			FALSE	FALSE
27	FALSE			FALSE	FALSE
28	FALSE			FALSE	FALSE
29	TRUE		Car	FALSE	TRUE
30	TRUE		Tube, Bus, On foot	TRUE	TRUE
31	FALSE			FALSE	TRUE
32	FALSE	Yes		TRUE	TRUE
33	TRUE		Tube, Bus	FALSE	TRUE
34	FALSE			FALSE	FALSE
35	TRUE		On foot	TRUE	TRUE
36	FALSE	Yes		TRUE	TRUE

Survey_Number	More_Than_One	Interest_In_More	Travel_Between	Cycle	Discount
37	TRUE		Tube, Bus	FALSE	FALSE
38	TRUE		Bus, On foot	TRUE	TRUE
39	TRUE		Tube, Bus	TRUE	TRUE
40	FALSE	Yes		FALSE	TRUE
41	TRUE		Bus, On foot	FALSE	FALSE
42	FALSE	Yes		FALSE	TRUE
43	TRUE		Tube, Bus, On foot	TRUE	TRUE
44	FALSE	Not Sure		FALSE	TRUE
45	TRUE		Tube, Bus, On foot	FALSE	TRUE
46	FALSE	Yes		FALSE	TRUE
47	TRUE		Bus, Taxi, On foot	TRUE	TRUE
48	FALSE	Not Sure		FALSE	FALSE
49	TRUE		Bus	TRUE	TRUE
50	TRUE		On foot	TRUE	FALSE
51	FALSE	Not Sure		TRUE	TRUE
52	FALSE	Not Sure		TRUE	TRUE
53	FALSE	Yes		TRUE	TRUE
54	TRUE		Tube, Bus, Taxi, On foot	FALSE	TRUE
55	FALSE	Yes		TRUE	TRUE
56	FALSE	Yes		FALSE	TRUE
57	FALSE	Not Sure		FALSE	FALSE
58	FALSE	Yes		TRUE	TRUE
59	TRUE		On foot	TRUE	TRUE
60	FALSE	No		TRUE	TRUE
61	FALSE	Not Sure		TRUE	TRUE
62	FALSE	Not Sure		FALSE	FALSE
63	FALSE	Yes		FALSE	TRUE
64	FALSE	Yes		TRUE	TRUE
65	TRUE			FALSE	FALSE
66	TRUE			FALSE	TRUE
67	TRUE		Bus	TRUE	TRUE
68	TRUE		Tube	FALSE	FALSE
69	TRUE		Tube, On foot	TRUE	TRUE
70	TRUE		Tube	FALSE	FALSE
71	TRUE		Tube, Bus, On foot	TRUE	FALSE
72	TRUE		Tube, Taxi, On foot, Car	FALSE	FALSE
73	TRUE		Tube, Bus, On foot	TRUE	TRUE
74	FALSE	No		TRUE	TRUE

Survey No	More Info	Age	Location	Nationality	Administered
1	Visitor Centre	26-39	Philadelphia, PA USA	American	WLTM
2	Internet, Friends, Family	40-64	Wimbledon	British	WLTM
3	Newspaper	40-64	Toronto, Canada	Canadian	WLTM
4	Internet	26-39	Ontario Canada	Canadian	WLTM
5	Internet	26-39	London, UK	American	WLTM
6	Internet, Friends, Family	<18	Ann Arbor, MI USA	American	WLTM
7	Internet, Visitor Centre	40-64	Melbourne, Australia	Australian	WLTM
8	Internet	40-64	Newport News, VA USA	American	WLTM
9	Internet, Family	40-64	Olney, MD USA	American	WLTM
10	Brochures, Internet	18-25	WI USA	American	WLTM
11	Brochures, Internet	40-64	Delafield, WI USA	American	WLTM
12	Friends Family	40-64	Cape Town, South Africa	South African	WLTM
13	Internet	40-64	Naples, Florida USA	American	WLTM
14	Internet	<18	Naples, Florida USA	American	WLTM
15	Brochures, Internet, Friends, Newspaper	26-39	Bangalore, India	Indian	WLTM
16	Internet	40-64	Wimbledon	British	WLTM
17	Brochures, Internet, Friends	18-25	Pinehurst, NC USA	American	WLTM
18	Brochures	18-25	West End, NC USA	American	WLTM
19	Internet	18-25	Berlin, Germany	German	WLTM
20	Brochures, Internet, Family, Visitor Centre	40-64	Hampshire, UK	British	MAM
21	Friends, Family	18-25	Banstead, UK	British	MAM
22	Visitor Centre, Internet	26-39	Mitcham	British	MAM
23	Internet, Newspaper	18-25	Morden	American	MAM
24	Internet	26-39	Frankfort, Germany	German	MAM
25	Newspaper	18-25	Morden	British	MAM
26	Newspaper	26-39	Streatham, UK	British	MAM
27	Newspaper	26-39	Morden	British	MAM
28	Internet, Newspaper	40-64	Berkeley, California USA	American	MAM
29	Brochures, Internet		Hampton, UK	British	MAM
30	Internet, Friends, Travel Agent, Visitor Centre	<18	Wimbledon	China	WLS
31	Newspaper	26-39	Kingston	Korean	WLS
32	Internet, Friends, Family, Newspaper	18-25		Chinese	WLS
33	Internet, Friends, Time Out	26-39	Morden	Japanese	WLS
34	Internet	<18		Chinese	WLS
35	Brochures, Friends	18-25	Wimbledon	Swiss	WLS
36	Brochures, Internet, Friends, Family	<18	Wimbledon	Paraguayan	WLS

Survey_N	More_Info	Age	Location	Nationality	Administered
37	Brochures, Internet, Travel Agent	18-25	Wimbledon	Turkish	WLS
38	Internet, Friends, Map	<18	Forest Hill London	Chinese	WLS
39	Internet, Travel Agent	18-25	Wimbledon	Chinese	WLS
40	Friends, Family	18-25	Merton	Chinese	WLS
41	Brochures	18-25	Wimbledon	South Korean	WLS
42	Internet, Newspaper, Travel Agent	<18		Hungarian	WLS
43	Internet, Friends, Newspaper, Travel Agent	18-25		Chinese	WLS
44	Visitor Centre, Brochures, Friends, Family	18-25		Swiss	WLS
45	Visitor Centre, Friends, Newspaper, Travel Agent	18-25	Wimbledon	Korean	WLS
46	Internet, Friends, Newspaper	18-25	Wimbledon	Korean	WLS
47	Brochures, Friends, Family, Newspaper, Travel Agent, Local Magazine	26-39	Wimbledon	Japanese	WLS
48	Brochures, Internet, Newspaper, Travel Agent, Visitor Centre	18-25	Wimbledon	Tiwanese	WLS
49	Brochures, Internet, Friends	26-39	Kingston	Brazilian	WLS
50	Brochures, Internet, Newspaper, Visitor Centre, Host	18-25		Swiss	WLS
51	Brochures, Family, Newspaper, School	18-25		Swiss	WLS
52	Friends, Family Newspaper	<18		Swiss	WLS
53	Brochures, Friends, Family, Newspaper, Visitor Centre	18-25		Swiss	WLS
54	Brochures, Internet, Friends, Family, Travel Agent	18-25		Swiss	WLS
55	Brochures, Internet, Friends, Family, Travel Agent, Newspaper, Visitor Centre	26-39		Polish	WLS
56	Internet	26-39	Fulham	Russian	WLS
57	Brochures, Internet, Travel Agent, Visitor Centre	18-25		Swiss	WLS
58	Brochures, Internet, School	18-25		Swiss	WLS
59	Brochures, Internet, Visitors Centre	26-39	Wimbledon	Japanese	WLS
60	Brochures, Internet, Friends, Family	18-25		Swiss	WLS
61	Brochures	18-25		Swiss	WLS
62	Friends, Newspaper	18-25	Surrey	Chinese	WLS
63	Brochures, Internet	18-25		French	WLS
64	Friends, Travel Agent, Visitors Centre	18-25	Wimbledon	Chinese	WLS
65		26-39		South Korean	WLS
66	Internet, Friends, Travel Agent	<18	Surrey	Korean	WLS
67	Brochures, Internet, Friends, Family, Newspaper	26-39	Wimbledon	Libyan	WLS
68	Friends	18-25	Wimbledon	Chinese	WLS
69	Brochures, Friends, Family, Travel Agent	18-25	Wimbledon	Italian	WLS
70	Book	18-25	New Malden	Chinese	WLS
71	Friends, Family, Travel Agent, Visitors Centre	18-25	Wimbledon	Chinese	WLS
72	Brochures, Internet, Friends, Family, Newspaper, Visitor Centre	18-25		Iranian	WLS
73	Internet, Friends	18-25	Wimbledon	Chinese	WLS
74	Brochures, Internet, Friends, Family, Newspaper	26-39		Swiss	WLS

7.19 Appendix S – Language School Contact Information

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32 Worple Road Mews
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Wimbledon School of English

41 Worple Road
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Merton Adult College

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