

London Borough Hammersmith and Fulham

Visitor Development Action plan with milestones 2007-09



Award winning cultural tour 2007

Business tourism event 2007

The Visitor Economy in London Borough Hammersmith and Fulham

With recent figures indicating the visitor economy is worth over £688 million per annum to Hammersmith and Fulham businesses, employing over 6,000 people it is important this sector is supported. External funding has been secured for 2007-09 to support local tourism businesses.

Objectives of the project: to support tourism and leisure businesses in the London Borough Hammersmith and Fulham by improving their competitive advantage; increase the number of visitors to Hammersmith & Fulham; increase consumer dwell time in borough; increase repeat visits so as to stimulate economic investment in the borough and its businesses while making the borough a pleasant place to live and work.

Funding sources (the London Development Agency) require this project to provide business support of 120 businesses in this period and provide milestones as a monitoring tool.

Business support activity areas

- 1. Marketing and promotion**
- 2. Product Development**
- 3. Enterprise and employment- training and research**
- 4. Visitor management**

Consultation has take place face to face and on-line with the borough tourism business forum "attractions group" , local residents and local businesses. These findings have contributed to the proposed action plan for 2007-09. Picking up on positioning research on west London. (appendix 4)

Action plan with milestones

Activity	Partner(s) responsible	April 07 – March 08				April 08 – March 09			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business forum meetings	LBHF	x	x	x	x	x	x	x	x
Business consultation and action plan formulation	LBHF	X mile stone							
Establish baseline and current statistics of visitor economy in H&F (Steam and visitor satisfaction reports)	LBHF	x	x	x					
Engage with LBHF departments (inward investment / culture/ town centre managers / events and other area programme activities)	LBHF	x	x	x		x		x	

1. Marketing and promotion integrated marketing strategy and implementation

Activity	Partner(s) responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Leisure marketing activities Key markets: local residents, local employees and Londoners plus domestic and international visitors	LBHF with local business partners and HAFAD	x	x	x			x	x	x
Three town centre guides - update and distribution	VD, TCM and HAFAD					X mile stone			
Programme of cultural tours 2008 and hand held leaflets of tours, (EGIS mapping options)	LBHF with blue badge guides and venues ie. POSK				X mile stone				
Press activity for cultural tours	LBHF			x		x	x		
Map pads	LBHF						x		
Go west Film map	LBHF with other west London borough and film offices		x						
On-line Youth guide	LBHF with Hammersmith and West London College			x	x				
Maximising the Westfield potential	LBHF with research provided by consultants Tourism Company			x	x				
launch of Rural Thames Guide and distribution	LBHF and National Trails	x		x	x	x			
Discover what's on your doorstep campaign VFR/ residents	LBHF with LDA				x	x	x		
Green / sustainability / Fairtrade campaign	LBHF with Accor Group, Ibis Earls Court, Earls Court,			x		x	x	x	x
Britain and London Visitor centre promotional week 2008	LBHF							x	
Maintain awareness of borough to VL / VB and LDA	LDA, Visit London			x					
Develop and manage database for press activities (press releases)	LBHF with PR consultant	x	x	x	x	x	x	x	x

Activity	Partner(s) responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business tourism marketing activities to promote the area for meetings and events Key markets: local businesses and M4 corridor	LBHF with local business partners Harrow, Hounslow, LDA		x		x	x		x	
Networking event Fulham Palace	LBHF with local business partners			X mile stone					
familiarisation trips				x	x				
Visit London marketing opportunities									
participation Confex 2008	LBHF with local business partners and Harrow, Hounslow, the LDA					x			
Conference & Incentive Travel / press campaign	LBHF with CIT								

On line marketing activities www.visithammersmith.co.uk www.visitfulham.co.uk www.visitshepherdsbush.co.uk	LBHF with PR consultant and local businesses			x	x	x	x	x	x
Campaign to re-launch sites and increase business linkages	LBHF, Visit London, PR consultant and local businesses		X mile stone	x	x	x	x	x	x
increase traffic and track traffic	LBHF with webteam		x	x	x	x	x	x	x
special offers promotion	LBHF with local businesses			x	x	x	x	x	x

2. Product development

Activity	Partner(s) responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Encourage accommodation quality and star rating compliance	LBHF with VisitBritain and LDA		x	x	x				
Work with Shepherds Bush market	LBHF, TfL and BBC			x	x				
Work with BBC to encourage staff to discover Shepherds Bush	LBHF and BBC				x				
Wayfinding project in Shepherds Bush with Westfield	LBHF with Environment and TfL/ Legible London			x	x	x	x	x	x
Wayfinding research and project implementation with Hammersmith BID	LBHF and Greater Hammersmith			x	x				
Presentation and increased awareness on sustainability as economically viable for tourism businesses	LBHF and Groundworks		x		x		x		
Fairtrade borough status	LBHF and Fairtrade steering group		x		x		x		
Maintain awareness of borough with key marketing bodies	LBHF, Visit London, LDA, VisitBritain	x	x		x	x	x	x	x
Increase accessibility, within industry via guides and staff training (Welcome All training)	LBHF and HAFAD						X mile stone		
Awareness building of the value of visitor economy within council. ie planning					x	x			
Develop quality of eateries in Shepherds Bush, Uxbridge Road with virtual merchandising project	LBHF with Inphysye				x	x	x		
Olympics – cultural offering	LBHF					x			
Events programme	LBHF								
Promotion Shepherds Bush with the arrival of Westfield London.	LBHF				x	x	x	x	x
Thames - look to maximise access and benefit of resource	LBHF			x	x	x	x	x	x
Improve competitive advantage of local businesses with financial advice and improved customer service	LBHF	x	x	x	x	x	x	x	x
Healthy Living - work with environment on cycling/ walking brochures and Open House weekend	LBHF			x				x	

3. Enterprise and employment – training and research

Activity	Partner(s) responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business forums – constructive and appropriate presentations	LBHF	x	x	x	x	x	x	x	x
Product knowledge training – in-house and bespoke	LBHF	x	x	x		x	x		
Familiarisation visits	LBHF				x			X mile stone	
Welcome All Training	LBHF and Tourism South East			x			X mile stone		
Support eateries – Level 2 Food Hygiene training	LBHF	x	x	x	x	x	x	x	x
Research local requirements / gaps The council involved in ensuring the relevant skilled staff available.	LBHF Investment team								
Increase profile of working in tourism - present to students Hammersmith & West London College	LBHF			x			x		
work experience opportunities	LBHF				x				
ESOL training	LBHF with external providers								
Cross working with other area programme projects	LBHF								
Statistics and trend updates for industry	LBHF and VL	x	x	x	x	x	x	x	x
Website - information on training and employment	LBHF								

4. Visitor Management

Activity	Partner(s) responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Physical improvements to Tourist Information Centre	LBHF with Hammersmith trust and Hammersmith London BID funding	x	x	x					
Information centre support		x	x	x	x	x	x	x	x
Informal audit of wayfinding, clusters and nodes plus visitor behaviour to identify opportunities				x	x	x	x	x	
Work with town centre managers to maximise benefits and minimise effects of night time economy					x		x		
Work with town centre managers and events team with events in borough				x			x		
Attend LDA visitor management meeting	LDA with Greenwich			x					
Promote public transport					x	x			

Evaluation of activities – training, tours and business forums	LBHF	x	x	x	x	x	x	x	x
Project financial management and output collation	LBHF	x	x	x	x	x	x	x	x
Research continuation of funding options for project					x	x	x	x	x
Project exit strategy consultation	LBHF								X mile stone

Conclusion

Funding for the tourism post in H&F ends April 2009.

To develop a funding portfolio which will include:- enterprise and employment; marketing and promotion of cultural diversity; Shepherds Bush market and Westfield London. Other extension strategies include increasing internal PR so as to lobby to council to create core funded position.

Exit strategy 2009

Actions

- LDA and VL to continue to promote borough reactively
- Environment department to include information on attractions within cycling/ walking guides produced. Continue with Open House Guide.
- Nominate a local business to chair attractions group to continue networking platform
- Visit Hammersmith/Fulham/ Shepherds Bush websites maintained periodically by the LBHF web team

Appendix 1

Hammersmith & Fulham Tourism and Hospitality Business Survey 2007

Q1 Which of the following best describes your business?

42.9%	<i>Accommodation</i>
10.7%	<i>Attraction</i>
14.3%	<i>Entertainment (theatres/cinemas/venues)</i>
7.1%	<i>Professional service</i>
0.0%	<i>Eating and drink establishment</i>
25.0%	<i>Other</i>

Q3 Are you an independent trader?

60.7%	<i>Yes</i>
32.1%	<i>No</i>

Q4 How would you rate your business at the moment?

42.9%	<i>Successful</i>
39.3%	<i>Improving</i>
14.3%	<i>Stable</i>
3.6%	<i>Getting worse</i>
0.0%	<i>Too early to say</i>

Q5 What proportion of your customers...?

	<20%	20 - 50%	50% +
Live in Hammersmith	71.4%	10.7%	7.1%
Live in Shepherds Bush	71.4%	10.7%	0.0%
Live in Fulham	78.6%	3.6%	0.0%
Work in Shepherds Bush	67.9%	7.1%	0.0%
Work in Hammersmith	60.7%	21.4%	3.6%
Work in Fulham	67.9%	7.1%	7.1%
Are from outside of the borough but from London	25.0%	35.7%	25.0%
Are from outside of the borough and from overseas	32.1%	25.0%	32.1%
Don't know / Not applicable	21.4%	0.0%	0.0%

Q6 Are you aware of the value of the visitor economy (visitor spend) to this borough per year?

14.3%	<i>10 million pounds</i>
17.9%	<i>100 million pounds</i>
3.6%	<i>300 million pounds</i>
3.6%	<i>600 million pounds</i>
60.7%	<i>Don't know</i>

Q7 Do you support borough led promotion of the visitor economy to increase visitor spend in Hammersmith & Fulham?

100.0%	<i>Yes</i>
0.0%	<i>No</i>

Q8 Are you aware of the visitor development project led by Hammersmith & Fulham Council currently running in the borough?
 78.6% Yes
 21.4% No

Q9 Have you attended a borough attractions group meeting in the last two years?
 60.7% Yes
 39.3% No

Q10 If yes, what are the reasons for attending Hammersmith & Fulham attractions group meetings? (please tick all that apply)

- 57.1% *Networking*
- 50.0% *Market intelligence*
- 35.7% *Increasing your product knowledge*
- 21.4% *Benchmarking your business*
- 57.1% *Finding out about H&F activities*
- 32.1% *Finding out more about the LDA*
- 39.3% *Finding out more about Visit London*
- 17.9% *Finding out more about Visit Britain*
- 7.1% *Other*

Q11 Have you seen any promotional material for Hammersmith & Fulham such as...? (please tick as many as apply):

- 67.9% *Town Centre Guides*
- 28.6% *Rural Thames Guide*
- 28.6% *Fulham Food Guide*
- 50.0% *Visit websites*
- 21.4% *Cultural Walks calendar*
- 7.1% *Other*
- 17.9% *No, haven't seen any*
- If 'Other', please specify*

7.1%

Q12 Have you ever used any of the following promotional material in your business?

	Yes	No
Displayed brochures for guests	75.0%	25.0%
Promoted your venue on the visithammersmith/ visitfulham/ visitshepherdsbush websites	39.3%	60.7%
Been included in a guide	53.6%	39.3%

Q13 Have you participated in any training opportunities organised by the visitor development officer?

	Yes	No
Welcome all	17.9%	78.6%
Product knowledge	32.1%	60.7%
Familiarisation trips	39.3%	57.1%
Other	0.0%	42.9%

Q14 Have you been involved in any other visitor development projects?

14.3% Yes
78.6% No

Q15 Do you feel the visitor development programme has increased awareness of tourism and the visitor opportunities in Hammersmith & Fulham?

78.6% Yes EW, EHIEC, Hotel Orlando, bid, BC theatre ECO, Fullers, carry tours, BBC, Bhavan, West 12, wetlands, Apollo, Chelsea football club, bush hall, centaur, EHIKS, la reserve, Hotel Sergul
10.7% No –

Q16 Do you feel that Hammersmith & Fulham's visitor development programme has increased your customer numbers and income?

21.4% Yes
Hotel Orlando, Greater Hammersmith bid, Barons Court Theatre, ECO, Fullers, La Reserve Hotel
25.0% No –
50.0% Don't know

Q17 If yes, by how much?

3.6% 5%
3.6% 10%
0.0% 15%
7.1% 15% +
25.0% Difficult to say

Q18 In your view, how could the visitor development economy project and strategy in Hammersmith & Fulham be further developed? (If you have in mind a particular marketing initiative, organised event, product development or any other idea, please specify.)

42.9%

Q19 Are you male or female?

57.1% Male 39.3% Female

Q20 Are you a resident in the borough?

35.7% Yes 64.3% No

Q21 Do you have any long-term illness, health problem or disability which limits your daily activities or the work you can do?

0.0% Yes 92.9% No

Q22 What is your ethnic group?

White

78.6% *British*
0.0% *Irish*
7.1% *Any other White background*

Mixed

0.0% *White & Black Caribbean*
0.0% *White & Black African*
0.0% *White & Asian*
3.6% *Any other Mixed background*

Asian or Asian British

0.0% *Indian*
0.0% *Pakistani*
0.0% *Bangladeshi*
7.1% *Any other Asian background*

Chinese or other ethnic group

3.6% *Chinese*

Appendix 2

Business consultation

Face to face consultation with businesses in the borough resulted in clarification of the marketing support required from the local authority and provided direction for the action plan 2007-09. Support to, encourage sustainability and growth.

In summary

Key markets to target marketing activities to and key messages as hooks were identified.

Target markets identified

- Exhibition organisers, exhibition organisers – ECO
Ideal home show, trade and leisure
- VFR – local residents
- Entertainment industry, ECO, Apollo, venues, crews (Ibis)
- Young and youth market
- Leisure – Korean
- Sport- families, European/ Russian
- Culture and riverside
-

Key messages

- good value
- distance barrier – zone 2 is a barrier
- Reinforcement
- Museums (south ken)
- Hampton Court (Richmond)
- History
- River – pubs

- Sustainability
- Westfield – shopping, market
- Repeats, recommendation
- Cultural diversity – USP (word culture to be avoided)

Implementation

- Harmonise with VL
- Support once here – website one point of contact
- Accessibility – key driver
- Walks to and from attractions/ museums
- Itineraries, packages – river
- Budget/ age range to be catered for
- Template
- Easy to do business

- Networking, fam trip business event organisers
- River path – subways to be addresses
- use Chiswick as final destination, link ship/ film map locations
- river taxi
- get on maps ie VL
- signage
- fam trip for travel agents/ tour operators
- mix strengths of Hammersmith and central London
- work with visit Richmond, press trip
- student union representatives/ presidents

Joint research and working together to promote the area as a destination were supported.

Appendix 3

Residents of Hammersmith & Fulham survey results

An online questionnaire for local residents and local employees was undertaken to assess perceptions of the value of the visitor economy to the borough. This information with other research was used to formulate the 2006-07 action plan.

In summary

Almost all respondents said that visitors should be encouraged to come to the Borough, and over half were aware that the Council promoted tourism. The majority also agreed that visitors support local businesses, improve the facilities on offer, contribute to the variety of entertainment in the borough, and create jobs. The most commonly visited attractions were the river and Thames path, Shepherds Bush market, the Lyric Theatre and the Carling Apollo. People are more likely to recommend activities in Hammersmith and Fulham to their friends than activities in Shepherds Bush.

Key statistics in the findings

- 90% of respondents strongly agreed/ agreed visitors support local businesses by bringing money into the borough
- 88% believe tourism and the visitor economy creates jobs in Hammersmith and Fulham
- 93% of respondents were in favour of encouraging tourists to visit Hammersmith and Fulham

Appendix 4

London Development Agency research into the positioning of West London, 2006

Target markets

Visitors have been divided up using the Arkleisure criteria. Instead of just the old socio-economic groups - the ArkLeisureTM market segmentation is based on individuals' life values and their willingness to pay for quality. These values are a major driver of both the kinds of thing people are interested in and the way in which they make their leisure choices.

The segments with the most potential for H&F are:

Cosmopolitans
Discoverers
High Streets
Style Hounds

Pre, family and post family are also attracted to this area, youth to Shepherds Bush, post family to the cultural offer.

It is unlikely to be efficient to try to target all four of these.

Traditionals are also very important for the numerous heritage attractions rather than for the destinations as a whole; Where possible, we should target repeat visitors to London rather than first-timers.

COSMOPOLITANS	
Interest in London	Characteristics
Cosmopolitans from all three markets (Londoners, residents of the rest of Britain, and overseas visitors) have a greater than average interest in visiting London.	Strong, active, confident Style & brand are important, but as an expression of self-made identity High spenders, especially on innovation and technology

	Looking for new challenges, new experiences Globetrotters
DISCOVERERS	
Interest in London	Characteristics
Discoverers from all three markets also have a greater than average interest in visiting London.	Independent in mind & action Little influenced by style or brand but interested in new options Buy on function and value to them Looking for new and educational experiences

HIGH STREETS	
Interest in London	Characteristics
High Streets have a slightly lower than average interest in London but are important in volume terms.	Mainstream early adopters Followers of high street fashion Care what others think Happy to buy packaged options
STYLE HOUNDS	
Interest in London	Characteristics
Style Hounds have a lower interest than average in London and are less important in volume terms.	'Young Free Single' Impulsive Fashion counts Strongly influenced by others, and early adopters Brand counts Looking for fun with friends

TRADITIONALS	
Interest in London	Characteristics
Traditionals have a greater than average interest in London, and are a large segment.	Self reliant and internally referenced Function is more important than style and brand They value good service Enjoy life at a relaxed pace Enjoy intellectual challenges, arts and culture

Brands in west London

Place and values	Segment				Family lifestage		
	High Streets	Style Hounds	Discoverers	Cosmopolitans	Pre-family	Family	Post-family
Chelsea & Fulham Chic, sexy, fashionable, fun, famous	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓✓✓
Hammersmith Music, shows, informal, urban	✓✓	✓✓	✓✓	✓✓	✓✓✓	✓	✓✓
Wembley Football, sport, music, patriotic	✓✓✓	✓✓	✓	✓	✓	✓✓	✓✓

Chelsea and Fulham. Linking Fulham with Chelsea does not work in the minds of visitors: the focus groups showed the two are very different. Chelsea has good positive associations and imagery - Fulham much less so. Chelsea is the brand - Fulham is not.

Hammersmith has a sufficiently strong image for the Apollo and Lyric music and theatre venues to be thought of as a Lighthouse brand; and to a lesser extent for its bars and nightlife. However, it is very one-dimensional. These are positive perceptions from more local people. The appeal is focused mainly on pre-family for the music and post-

family for the theatre. Those from further away think of the flyover, office blocks and traffic, commercial and offices - quite negative associations.

Place and values	Segment				Family lifestage		
	High Streets	Style Hounds	Discoverers	Cosmopolitans	Pre-family	Family	Post-family
Chiswick Relaxed, summary, social	✓✓✓	✓✓✓	✓✓	✓✓	✓✓✓	✓	✓
Shepherd's Bush Gritty, real, spirited	✓✓	✓✓	✓	✓	✓✓✓	✓	✓
Ealing Open, green, engaging	✓✓	✓✓	✓	✓	✓✓	✓	✓

Shepherd's Bush Associations are the BBC, the Empire, and the market. There is some sense of history and it is known for Jamaican restaurants and the 'Green'. It's cheap, and buzzy. There are strong negatives – a dodgy area, trouble below the surface, rubbish, dirty.