

ALDO PAPONE 2002

Case Study: The Tower of London

'An investigation into the role of The Tower of London as a leading heritage tourism attraction in the UK'



A resource and curriculum support material for student use

Compiled by The Croydon College Travel and Tourism Team

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Section One

Historical Development of The Tower of London

Location:

The Tower of London has stood on the north bank of the River Thames for more than 900 years. The original tower, known as the White Tower, was built around 1076 by King William I. Over the centuries the Tower of London has had several roles, but has been primarily a fortress. Today it is a museum, attracting hundreds of thousands of visitors from around the world, all hoping to see the Crown Jewels and the 'Beefeaters'. This well preserved Norman and medieval structure covers nearly 18 acres and is one of London's key landmarks.

The following Time Chart highlights the main historical developments, emphasising The Tower's rather colourful past!

- 1087 Twenty years after his victory at the battle of Hastings, William I orders work to begin on what was to be known as the White Tower in London.
- 1097 The White Tower is completed
- 1154 Thomas Becket, while Chancellor of Henry II, carries out extensive maintenance work on the Tower.
- 1189 Richard I leaves for the crusades, leaving the Bishop of Ely to enlarge the Tower.
- 1275 The Tower is enlarged to its present area with the construction of the moat, St Thomas's Tower and Traitor's Gate.
- 1303 William Wallace, leader of Scottish resistance, is brought to the Tower before execution.
- 1337 The 100 Years War between England and France begins. The Tower is the largest weapons arsenal in the kingdom, storing supplies for the king's armies and the royal navy.
- 1387 Richard II takes refuge in the Tower from the nobles opposing him. A year later several of his supporter's are executed at the Tower

- 1460 During the Wars of the Roses, the Yorkists occupy London and blockade the Tower, held by the Lancastrians.
- 1483 The two young princes, Edward and his brother Richard are brought to the Tower by their uncle Richard Duke of York. Tradition has it that they were both murdered in the Bloody Tower.
- 1509 Henry VIII bestows the rank of King's yeoman on the Tower's warders.
- 1536 Anne Boleyn, Henry's second wife is put on trial at the Tower and beheaded on Tower Green.
- 1547 The Yeoman Warders at the Tower are given equal rank with the Yeoman of the Guard. Their present state of dress is based on the uniform they then wore.
- 1599 The Tower is already a tourist attraction with an admission charge to view the Tower and Armouries.
- 1603 Sir Walter Raleigh is held in the Bloody Tower for 13 years.
- 1604 Guy Fawkes is held at the Tower after the Gunpowder Plot.
- 1642 During the English Civil War, the Tower was in the hands of the Parliamentarians.
- 1660 New regalia made for the coronation of Charles II, including St Edward's Crown and staff are placed in the Jewel House.
- 1665 Public are admitted to see the Crown Jewels.
- 1671 Colonel Thomas Blood tries to steal the Crown Jewels.
- 1674 Workmen pulling down a staircase find the bones of two children, presumed to be the 'Princes in the Tower'.
- 1780 Last executions on Tower Hill
- 1826 Arthur Wellesley, the Duke of Wellington, is made Constable of the Tower.
- 1905 Stones cut from the Cullinan Diamond, the largest ever found, are set in four pieces now held in the Tower.
- 1914 Eleven German spies are executed by firing squad near the Martin Tower.
- 1939 The Tower is damaged during German bombings of London.

- 1967 New Jewel House is opened in the basement of the Waterloo Block
- 1974 The Education Service is established
- 1977 3 million visitors to the Tower during Elizabeth I Silver Jubilee Year.
- 1994 The present Jewel House was opened by the Queen.
- 1995 A large part of the Royal Armouries collection is moved to a purpose-built museum in Leeds.
- 1996-9 The White Tower now shows the history of the Tower.

Description of the Site and the People who work there

The layout of the Tower of London as it stands today can be seen in Appendix 1.

A brief description of the main areas of importance is as follows:

The Royal Armouries at the Tower

Arms and armour have always been kept at the tower, at first for use of the garrison, but by the reign of King Edward III, for the supply of the royal armies and fleets. When Henry VIII became king in 1509, he quickly has the Tower re-stocked with up-to-date armour and weapons, so that nothing now remains of the original medieval arsenal.

Between the World Wars, the Armouries achieved the status of a national museum. In 1985 the Queen consented that the Armouries should have Royal status. Today, Royal Armouries has exhibitions in other parts of England. At the Tower, major exhibitions tell the story of the history of the Royal Armouries itself, with the Line of Kings and the Spanish Armoury displayed in the White Tower.

The Royal Armouries Education Service provides a wide range of teaching and learning resources, mainly based at school groups.

The Jewel House



The Tower was always an important royal treasury, but until 1661 the Coronation regalia, the Crown and other ornaments was kept in Westminster Abbey. After the Coronation of Charles II, the Coronation regalia was taken to the Tower and has been there ever since. There was only one serious attempt to steal the crown jewels. Colonel Blood escaped with the Crown and Sceptre but was captured at the Tower's gates. Strangely, Charles II pardoned him!

The new Jewel House opened in 1994 (based in The Waterloo building). Visitors can now look closely at all the major pieces of the Crown Jewels.

Tower Green



A scaffold site is marked and the names of the seven prisoners beheaded inside the Tower are given. The Chapel Royal of St Peter and Vincula dates from the early years of Henry VIII, and can only be visited with a guided party conducted by a Yeoman warder. The Queen's House on the other side of the Green is the home of the Resident Governor. It is not open to visitors.

Bloody Tower

This tower was originally called the Garden Tower, but during the Tudor period, it became known as the 'Bloody Tower' probably because the 'Princes in the Tower' were imprisoned and murdered there.

The main rooms have been refurbished to reflect the period of Sir Walter Raleigh's imprisonment (1603-16). A copy of 'The History of the World', which Raleigh wrote

there, is displayed, along with a small exhibition showing his chemical experiments at the Tower.

Traitor's gate

Again in the Tudor period, the watergate under St Thomas's Tower gained notoriety by being renamed the 'traitor's Gate', as it became associated with the prisoners of state who were being held at the Tower.

Tower Hill

Most of the prisoners in the Tower sentenced to execution, died by beheading on Tower Hill. Thousands of people attended these public executions.

The Ravens



Ravens are traditionally birds of ill omen, but at the Tower it is their absence rather than their presence which is feared. Tradition had it that the Royal Astronomer complained to Charles II that the ravens were interfering with his observations. The king ordered their destruction, only to be told that if the ravens left, the White Tower would fall and the kingdom with it. Today, the authorities take no chances; there are six ravens at the Tower and two in reserve (the birds have their wings clipped so they can't fly away!)

The Yeoman Warders



Since the tower's earliest days, there have been Yeoman Guards or Warders of the Tower attending to the prisoners and the entrance points. The popular term 'Beefeater' should not be applied to the Yeoman Warders as it is not a compliment!

Today, Yeoman Warders are recruited from the Royal Marines, the Army and the Royal Air Force, and they are responsible for the security of the Tower and its visitors. They also conduct public guided tours throughout the day.

Historical Royal Palaces



Historical Royal Palaces (HRP) was set up in October 1989 as an Executive Agency of the Department of the Environment. In 1992 responsibility for HRP was transferred to the Department of National Heritage (which was re-named the Department for Culture, Media and Sport by the Labour Party came to power in 1997).

In 1998 HRP became a Royal Charter Body with charitable status and a Board of Trustees was appointed to manage the palaces on behalf of the Secretary of State for Culture, Media and Sport.

The palaces are actually owned by Her Majesty The Queen in right of the crown, though none are occupied by the royal family. The palaces are:

HM Tower of London
Hampton Court palace
Kensington Palace state Apartments
The Banqueting House, Whitehall
Kew Palace

The objectives of HRP are set out in a Royal Charter:

- To administer, conserve, renovate, repair, maintain and improve the palaces to a high standard consistent with their status as buildings of royal, historic and architectural importance.
- To educate and inform the understanding of the public about the palaces and the skills required for their conservation by providing public access, by exhibition, by the preparation of records, catalogues. By research and by publication and by such other means as are appropriate.

HRP's vision

'We will be the world-leader in the care, management and presentation of historic buildings, contents and grounds.

Guiding Principles of HRP:

- Exceed the expectations of our visitors, customers and partners
- Invest in, develop and value the abilities and commitment of our people
- Pursue the highest levels of quality, efficiency, service and innovation

Internet resources on the Tower of London and associated subjects:

British Tourism Authority www.bta.co.uk

London Tourist Board www.londontouristboard.com

Historical Royal Palaces www.hrp.org.uk

Royal Armouries www.armouries.org.uk

Section Two

The Tower of London as a Heritage Attraction



The Tower of London is the UK's leading historic visitor attraction with annual visitor numbers normally exceeding well above 2 million in the last decade.

1990	2,130,666	1994	2,407,115	1998	2,551,095
1991	1,923,520	1995	2,537,986	1999	2,482,603
1992	2,235,190	1996	2,585,616	2000	2,303,167
1993	2,312,198	1997	2,585,095		

Seasonal Visitor Numbers for 2000:

January	91,588	July	291,433
February	120,170	August	277,715
March	194,857	September	181,503
April	248,373	October	186,927
May	213,479	November	119,931
June	256,046	December	120,145

Admission Charges (2001):

Adult	£11.30	Senior Citizen/Student	£8.50
Children U16	£7.50	Family Ticket (admits up to two adults and two children)	£34.00

Facilities:

- Four gift shops, one of which is outside the Tower of London site itself
- New catering/functions/conference facility for daytime visitors situated in the New Armouries building.
- Jewel House and other areas are wheelchair accessible.
- The Tower of London is served by Tower Hill underground station, Tower Gateway Station on the Docklands Light Railway, and numerous bus routes.

Interpretation, Displays and Events

- Audio tour on the theme of prisoners at the Tower – available in Italian, German, Spanish, French and Japanese.
- Yeoman warder tours – approximately every 30 minutes
- The buildings and site is brought to life through authentic furnishings and costumed interpreters
- Royal Armouries' display in the White Tower including Henry VIII's armour and the instruments of torture.
- The Crown Jewels – represented with a video presentation and the Crowns and Diamonds exhibition.
- The Tower has a programme of regular events which coincide with the school half-term holidays. These are aimed at giving repeat visitors a fresh and immediate reason to visit; particularly local residents.

Section Three

The Role of Customer Service at the Tower of London



As with all businesses, the customer is the most important element of running a visitor attraction. The Tower of London staff aim to provide the highest standards of service, so that visitors, whether from the UK or overseas, leave the site with a positive experience. As the Attractions Market in the UK has matured, providing excellent customer service is no longer about *meeting* the needs of visitors, but *exceeding* them!

This business objective of exceeding customer expectations is written into the ‘guiding principles’ of Historic Royal Palaces as highlighted in Section One. HRP believes it can do this by;

- Identifying customer needs
- Develop the right products and services
- Measure customer satisfaction
- Develop efficient internal operational systems
- Provide excellent on-going training for its staff.

The benefits of this approach include an increase in visitor numbers, an enhanced public image, a happier workforce, customer loyalty and repeat business.

HRP also stress the importance of personal presentation. All staff must wear appropriate dress/uniform; demonstrate a positive attitude to their work; and carry out their tasks in a friendly, approachable and professional manner.

Assessing the quality and effectiveness of customer service:

HRP conducts an on-going ‘benchmarking’ process which measures their products, services and practices against other leading competitors.

The key quality criteria used to help measure customer satisfaction include:

- Price, value for money
- Consistency and accuracy of information
- Staffing levels and quality of staff performance
- Enjoyment of the experience
- Health and safety requirements
- Cleanliness and hygiene
- Accessibility and availability of services
- Provision of individual needs i.e. overseas visitors, physically impaired, families with young children

The Tower of London has produced a guide for visitors with disabilities, informing them of the facilities on offer. For visually impaired visitors for instance, there is a model of the Tower which can be handled on request. Some parts of the script explaining the history of the Tower are now in Braille.

The quality of customer service provided is also analysed by:

- The setting of workplace performance standards/criteria
e.g. reviewing of job descriptions and departmental performance targets
- Measuring to see if standards are being met
e.g. informal feedback through staff meetings, customer surveys; suggestion cards placed in the café, shops, exhibitions; 'mystery visitors'; and management observation.
- Putting into place procedures to quickly rectify any problems or difficulties
e.g. review of administration systems; on-going training for key staff; dealing with customer verbal complaints immediately, and written complaints within 24 hours

The Tower of London's Ten Commandments for Customer Service:

A customer is:

1. The most important person at the Tower of London
2. Not dependent on us – we are dependent on them
3. Deserving of the most courteous and attentive treatment we can give
4. Your friend
5. Not someone to argue with
6. Helping to maintain and support the operations of the Tower
7. Going to tell others of their experience and may bring in future business
8. The purpose of all our work
9. To be given an enjoyable and memorable experience
10. The life-blood of the Tower of London.

Section Four

Marketing and Promotions at the Tower of London

The Marketing department at HRP encompasses Public Relations, Marketing, Business development and Fundraising and Sponsorship. In 2000, a Marketing Director was appointed to represent the Department at executive board level for the first time.

The current HRP Marketing Strategy for all the palaces includes the following objectives:

- To cost-effectively, efficiently and appropriately increase visitor numbers
- To grow market share by 8% despite the foot and mouth outbreak,, the continuing strength of the pound, and the effects of terrorism
- To enhance the product through a programme of exhibitions, events and interpretation activities.

Market Research:

The Tower of London has research programmes running throughout the year in order to identify who the visitors are, where they come from, and what they think of the Tower as a visitor attraction.

- A Profile Survey is carried out four times a year, and gives an overview of the basic breakdown of nationalities and other key visitor characteristics
- The Visitor Survey is carried out twice a year and investigates visitor experience

Results from market research undertaken in 2000:

- UK visitors represented 22% of the total ; compared to 78% from overseas
- The Tower is primarily an adult attraction, dominated by couples and overseas visitors
- 35% of visitors had been to the Tower before
- About 40% of visitors come to the Tower because it is a 'must see' attraction
- The average length of visit is 2-3 hours
- Good or excellent ratings are awarded for enjoyment of visit by 91% of visitors; 79% for staff service; and 73% for value for money

- 71% of summer visitors visited one or more of the shops, and 47% of these made a purchase
- All visitors experienced at least one of the tours or events. The most popular interpretation used was in the Jewel House

Recent Trends :

In the late Nineties, there was a decline in European visitors due to the strength of the pound, which affected the UK tourism industry as a whole. This fall in numbers was partly counter-acted by a stable American market and a slight increase in domestic visitors from the UK. In 2001 there was then a decrease in long-haul visitors due to the impact of the Foot and Mouth outbreak in the UK.

Market Segments:

- New World heritage seekers – USA, Canada, Australia, New Zealand

‘Adults from North America and Australasia who are interested in their European roots and European culture. The motivation for their visit is royalty, root discovery, Englishness, and anything ‘old’ ‘

- European Culture Vultures – France, Germany, Italy, Spain

‘Adults in the principal countries of Europe who are interested in culture. The motivation for their visit is interest in links to their own national history, authenticity of the product, architecture/art, Englishness and the concept of a royal palace’

- Domestic Visitors from the UK – London and South East residents and UK families with children under 15 years old.
- Rest of World – Visitors from Asia, Africa and South America

Visitor figures for these target markets (1999-2001) can be seen in Appendix 2

Advertising and Promotion methods :

The Tower of London uses both ‘above’ and ‘below’ the line advertising including posters, leaflets, radio, press advertisements, sales promotion and direct mail.

Many of the following elements of advertising and promotion are undertaken jointly by two or more of the royal palaces.

Above The Line Advertising:

Target – All;

- London Underground advertising both on tube cards and poster sites
- Advertising placed close by to Tower to persuade visitors to come inside

Target – Overseas;

- In-transit media e.g. magazines and videos on airlines, Eurostar
- Tourist press e.g. magazines distributed in hotels, event guides
- Adverts in British Tourist Authority publications which are targeted at specific markets segments e.g. families in Germany

Target – Domestic;

- Tactical work to promote special events e.g. radio advertising, regional family publications in London and the South-East of England.

Below the Line Advertising:

Target – All;

- Sales leaflets distributed through London hotels, Tourist Information Centres, at Heathrow/Gatwick, via database systems used by colleges and schools. In 2001 a new initiative of a joint HRP events leaflet was launched.
- HRP web-site and on other related sites such as Londontown.com

Target – Domestic;

- Develop third partner sales promotions with relevant companies e.g. regional railways and large retailers
- Develop ideas to generate business additional to the day-visit market e.g. Ghost Tours, Christmas Concerts, Fireworks events
- Work with Interpretation Department in developing new holiday events
- Develop a database and maintain a programme of direct marketing, encouraging repeat visits using special offers

Public Relations Campaign:

- PR agencies in USA, France and Germany target potential visitors before they plan their trip to Britain

The in-house PR department;

- Targets British media in order to create and maintain awareness of HRP
e.g. tourism publications; lifestyle magazines; national and local newspapers, television and radio; specialist press (heritage, architecture, corporate hospitality)
- Raises the organisation's profile
- Generates positive coverage of HRP events

The Impact of September 11th 2001

After the terrorist attacks in New York, the HRP Marketing department produced a marketing environmental analysis for the Tower of London as a response to business projections of a 40% fall in overseas visitors numbers in 2001/2.

<p style="text-align: center;">Strengths :</p> <ul style="list-style-type: none"> • 98% of overseas visitors are aware of the Tower • International guidebooks continue to feature the tower on their 'must see' lists • The Tower offers strong iconography headed by the Crown Jewels, the Beefeaters & the ravens 	<p style="text-align: center;">Weaknesses:</p> <ul style="list-style-type: none"> • Limited access for visitors with disabilities, families with young children • Perceived queues • Expectations of some visitors not met – Tower not 'gruesome enough' • Local community from ethnic minorities cannot relate to Tower and it's history
<p style="text-align: center;">Opportunities:</p> <ul style="list-style-type: none"> • Continued growth of affluent society in London & SE • Widening of events and exhibitions programmes • Response to TV documentary shown in UK 	<p style="text-align: center;">Threats:</p> <ul style="list-style-type: none"> • Volatile overseas markets following events in the USA • Continued strength in Sterling • New competing attractions • Perceived cost of visiting London

As a result of this analysis, a series of action points were written into the current marketing plan for the Tower of London:

- Strengthen relationships across the tourism industry – seeking out partners to develop and participate in value-led initiatives to build up inbound business to London
- Improve product and brand positioning and lay a firm foundation for a strong recovery in the market.
- Reduce expenditure on services which deliver below expectations, and enhance services which meet and even exceed customer expectations
- Identify best ways in which to attract more visitors from domestic market, especially families with younger children and broaden appeal to the education sector
- Use a much wider range of media

Section Five

Interpretation of the Heritage Product

Historic Royal Palaces prides itself on the quality and accuracy of the displays and events which interpret the history of the Tower of London. The Royal Armouries also believe that their exhibitions should be as authentic as possible. Hence both organisations have resisted the temptation to lose this authenticity; despite the highly competitive nature of the heritage attractions industry in the UK, where the ‘story’ being told has often become distorted by the commercial need to attract more and more visitors.

A leading academic in the UK, specialising in the management of visitor attractions wrote:

‘As interest in heritage has grown, the tourism industry has sacrificed authenticity in its desire to milk this lucrative cash cow by providing non-authentic heritage experiences to meet the desires and fantasies of the tourist’ (J. Swarbrooke, 1994)

Both academics and museum curators recognise that there is a relationship between the visitor and the exhibit. If the approach comes from an ‘exhibit perspective’, then the heritage exhibit on view is seen as the dominant part of this relationship, and should not be compromised. If a ‘visitor perspective’ is held, then it is the visitor who sets the agenda, based on prior knowledge and stereotyping. In essence, the visitor becomes a ‘shopper’ demanding a product to meet their exact needs and expectations.

In particular, the adoption of technology to help interpret history has been widespread. In London, The Science Museum, the Natural History Museum, and The Tower Bridge Experience are just three attractions which use interactive computer games, simulator rides and virtual reality techniques to enhance the entertainment value for visitors – younger children in particular.

The question can be asked: has the media become the message?

The Tower of London does use technology, but with the priority to enhance presentation of information in a practical way. For example, there is the Audio tour, film graphics illustrating how the White Tower had changed over the years, the Crown jewels video presentation, and the ‘moving walkway’ in the Waterloo Building which aids queue management in the Jewel House.

An example of this dilemma in heritage attractions management is clearly seen at the Tower of London. All the market research surveys indicate that visitors, whether domestic or overseas, are disappointed by the lack of ‘blood and gore’ on show at the Tower. Expectations are not met because the gorier aspects of the Tower play a greater role in *anticipation* than in the delivery of the experience.

Constant reference to the ‘Bloody Tower, murders and executions’ in promotional literature may in fact mislead visitors into believing the Tower of London should be more like The London Dungeons in its approach to heritage interpretation. Yet only seven

prisoners were actually beheaded inside the walls of the Tower itself over a period of 400 years.

Although some features in the Tower do cater for the needs of specific markets i.e. appeal of Henry VIII to the domestic market, and live costumed interpretation to overseas visitors, HRP and Royal Armouries have not tried to entertain at the expense of informing and educating.

To move away from this 'ethos' would take away one of the perceived strengths of the Tower of London - as a world leader in the interpretation of heritage.

As such The Tower of London's reputation as a world class visitor attraction, where authentic cultural heritage can be experienced at first hand, may then be put at risk.