The Effectiveness of Event Days as a Strategic Marketing Tool for the National Trusts Heritage Sites

Cardiff Metropolitan University
Cardiff School of Management
BA (Hons) Events Management

Olivia Dembek

April 2018
Signed Declaration

The researcher, Olivia Dembek declares that this completed dissertation has not been submitted towards any other degree or to any other university. The dissertation is the researchers own independent work and any academic literature used throughout has been appropriately referenced throughout.

Signed

…………………………………

Date

…………………………………..
Abstract

This dissertation is for further understanding the effectiveness of event days as a strategic marketing tool for the National Trusts heritage sites. It was established that more organisations are beginning to use events as a strategic marketing tool, so it was interesting to see how a heritage organisation, like the National Trust, understood the benefits of using event days.

The objectives set for the dissertation, focused on important aspects of the topic and provided the dissertation with structure. Through these, the study has provided an explanation and answer to how event days are an effective strategic tool for the future protection of National Trust heritage sites.

Primary and secondary research methods were used to enable an abundance of results, which were then explored to provide the study with clear key themes. The chapters consist of relevant academic literature that was deliberated and related back to the overall aim and objectives.

A total of 100 participants, with the relevant criteria, completed a questionnaire to obtain visitor results for the study. A semi-structured interview, between the researcher and a staff member at the National Trust, presented the study with more appropriate findings. All the results gathered were then analysed.

In the key themes, the qualitative and quantitative data was displayed through a variety of figures throughout. The results were able to provide clear similarities and links between participant answers and the academic literature. This then was used to help to fulfil the objectives of the study which subsequently answered the research question. From the findings, it was conclusive that event days were an extremely effective strategic marketing tool and helped protect National Trust through promotion, influence and education.

Word Count: 13,100
Acknowledgements

I would firstly like to say thank you to my personal tutor and dissertation tutor, Sara Johnson. Your encouragement and understanding gave me the confidence to complete this dissertation. Your advice and guidance was a great help.

Secondly, I’d like to thank my close friends Paige, Antonella and Hannah who have supported me greatly during my last year at Cardiff Metropolitan University. You have given me the motivation to keep going and I couldn’t ask for better friends.

Lastly, to my family and boyfriend, without you I would not have achieved as much as I have. Thank you for believing in me, I owe you so much.
Signed Statement  

Abstract  

Acknowledgments  

Contents  

Key Definitions  

List of Figures  

1.0 Chapter One – Introduction

1.1 Introduction to Chapter  

1.2 Project Overview  

1.3 Background Research of the National Trust  

1.4 Background Research of the Chosen Topic  

1.5 Study Aim and Research Objectives  

1.6 Rationale  

1.7 Benefits of the Research  

1.8 Chapter Summary  

2.0 Chapter Two – Literature Review

2.1 Introduction to Chapter  

2.2 The Meaning Behind National Trust Heritage Sites  

2.3 Strategic Marketing for National Trust Heritage Sites  

2.4 Event Days as a Strategic Marketing Tool for National Trust Heritage Sites  

2.5 Using Event Days to Promote National Trust Heritage Sites  

2.6 The Benefits of Dyrham Park Event Days  

2.7 Chapter Summary  

3.0 Chapter Three – Methodology

3.1 Introduction to Chapter  

3.2 Quantitative and Qualitative Research  

3.3 Proposed Research Methods  

3.4 Participants  

3.5 Ethics  

3.6 Sample and Methods of Analysis  

3.7 Chapter Summary  

4.0 Chapter Four – Results, Analysis and Discussion

4.1 Introduction to the Chapter  

v
4.2 Presentation of Results ..............................................................20
4.3 Methods of Research .................................................................21
4.4 Analysis of Results and Discussion .............................................21
  4.4.1 Key Theme 1 – Types of National Trust Attendees .................21
  4.4.2 Key Theme 2 – Motivations of Attendees ..............................24
  4.4.3 Key Theme 3 – Influence of Event Days .................................28
  4.4.4 Key Theme 4 – Overall Attitudes of Attendees ....................33
4.5 Chapter Summary .....................................................................35
5.0 Chapter Five – Conclusion .........................................................37
  5.1 Conclusion of Study .................................................................37
  5.2 Limitations ............................................................................39
  5.3 Recommendations .................................................................40
  5.4 Chapter Summary .................................................................40

References ....................................................................................41

Appendices ...............................................................................47
  Appendix A .............................................................................47
  Appendix B .............................................................................49
  Appendix C .............................................................................55
  Appendix D .............................................................................64
  Appendix E .............................................................................72
Key Definitions

- The National Trust: A conservation charity founded in 1895, which sees the importance of the nation’s heritage (National Trust, 2018)

- Heritage Site: A presentation of human masterpiece or an area of extraordinary natural beauty and aesthetic importance; or to bear a unique cultural tradition to a civilisation that is still living or in which no longer exists (UNESCO, 2005b; cited in Leask and Fyall, 2016, p.7.).

- Heritage Marketing: Heritage marketing is the essence of marketing history or something that represents a particular ear within the heritage industry (Misiura, 2006).

- Marketing: Marketing is paying attention to customer wants and needs, to achieve objectives (Proctor, 2014).

- Strategic Marketing: Carefully planned marketing approaches that integrates an organisation’s goals, decisions and sequences of action (Proctor, 2014).

- Promotion: The role of promotion is to improve a target group’s awareness of the organisation, its products or service or venture, (Ruskin-Brown, 2006).

- Event Day: An occurrence that takes place at a specified location and time, (Getz and Travis, 2012)
List of Figures

Figure 1: Dyrham Park.................................................................1
Figure 2: Adaption of Booms & Bitner, 1981, Marketing Mix..................11
Figure 3: Age of Participants.........................................................22
Figure 4: Event Attendance..........................................................24
Figure 5: Participants Motivations for Visiting a National Trust Heritage Site, Questionnaire results...........................................25
Figure 6: Participants Motivations for Attending a National Trust Heritage Site Event Day, Questionnaire Results.........................................27
Figure 7: Do Event Days Affect Participants Decisions to Attend a National Trust Heritage Site, Questionnaire results..............................29
Figure 8: Do Calendar Event Days Affect Participants Decisions to Attend a National Trust Heritage Site..............................................31
Figure 9: Members Degree of Agreement of Statements..............................36
Figure 10: Non Members Degree of Agreement of Statements........................36
1.0 Chapter 1 - Introduction

1.1 Introduction to Chapter

This section will outline the chosen aims and objectives that will provide this research with a clear purpose. The nature of the research will be explained through the key motivations for exploring this topic and the researcher will attempt to justify the chosen area through the use of academic material. Key terminology will be used to further clarify any research intentions and an evaluation of any outcomes will be necessary for future recommendations to be made. Please refer to Appendix A for further evidence and information for this chapter.

1.2 Project Overview

This dissertation will be focusing on the effectiveness of event days as a strategic marketing tool and how they are crucial for the promotion of an organisation. Furthermore, the research will focus on the charity, the National Trust and how this organisation uses event days as a fundamental strategic tool to help with its future upkeep of the heritage sites under its protection.

This study will look at the variety of strategically planned event days staged and their benefits in terms of, promotion, education and influence. The strategic marketing impacts that events days have will be explored, such as how they can increase interest, encourage visitation as well as gain and retain guests for years. It should also show what the National Trust can achieve when using event days to promote their heritage destinations and how successful using event days can be. By evaluating events as a strategic marketing tool for the charity, it should justify the positive impression event days have within a heritage organisation.

The National Trust heritage site Dyrham Park will be a case study used throughout, with information on what heritage influenced activities it has to offer, such as the events days held. The reasons for analysing a specific heritage site will be discussed, as it is essential to understand real attendees’ perceptions of a National Trust event day and its significant effect on the organisation and its guests.

1.3 Background Research of the National Trust

The National Trust is a large scale conservation organisation that has a very intricate business model, due to its protection of over 300 historic properties and its preservation of 1.5 per cent
of the total land mass of England, Wales and Northern Ireland, (Cowell, 2017). Founded on the 12th January 1895, over the last 120 years it has become one of the UK’s largest charities, with its main purpose being to care for physical history. Although there are many different objectives to the charity, it sees its main aims as simplistic yet effective. The organisation provides access for the public to visit a variety of historical places that are undoubtedly unique, through this they can make donations; and this is then invested carefully for future conservation and access. The National Trust (2016) calls it ‘a virtuous circle’, benefitting both the visitor and the organisation.

The National Trust understands the importance of delivering an effective message to their potential customers. There will be an ongoing thought throughout the study about how using event days are beneficial as a form of promotion which can profit the organisation. One may argue whether the charity really understands the influence event days can have as an internal advantage and if they have managed to adapt them well enough for the customer type. Getz and Page, (2016, p.53) clarify that;

“Every event experience is unique arising from interactions of setting, programme and people.”

It is essential that an organisation using event days has appropriate advertising methods and an agenda that fits in with the location, in order for attendees to be aware of and benefit from the experience. By using strategically planned marketing tools, such as event days, customer needs can be satisfied whilst also facilitating the achievement of an organisations objectives (Proctor, 2014).

1.4 Background Research of the Chosen Topic

There are many different interpretations of marketing and why it is necessary; however Clow and Baack (2018) describe it as an essential for customers to understand the essence of an organisation and the benefits of what it can offer. This description ties in well with the how the National Trust ultimately wants the public to recognise the importance of the charity and what it can offer them.

To have an organisation, like the National Trust, thrive through the use of marketing they must market their products and services strategically. The strategic marketing notion is a process that can aid a business in understanding and meeting customer needs (Proctor, 2014). The Extended Marketing Mix (Booms & Bitner, 1981) will be discussed in the next chapter.
with a main focus on the promotional aspect. A factor influencing consumer behaviour when marketing strategically is promotion (Proctor, 2014). Again, this study’s centre will be on the use of events as a marketing tool and how they are strategically used by the National Trust for its education, promotion and influence.

1.5 Study Aim and Research Objectives

The aim and research objectives of this study are to aid the researcher in answering the proposed research question of how effective are event days as a strategic marketing tool, for the future protection of National Trust heritage sites?

The aim to evaluate the effectiveness of Event Days as a strategic marketing tool for the National Trusts heritage sites, will allow the researcher to cover a variety of objectives to be able to answer the overall research question. These are:

1. To critically review literature surrounding the chosen organisation the National Trust and the importance of strategic marketing for the organisation.

2. To evaluate what makes event days an effective strategic marketing tool for National Trust heritage sites whilst considering visitor motivations to attend.

3. To analyse how event days help with the promotion of National Trust heritage sites, by looking at how different themed event days attract different visitor types. A specified National Trust heritage site, Dyrham Park, will be used to gather factual evidence.

4. To understand how event days can influence and educate attendees and the impacts this can have with regards to helping with the protection of National Trusts heritage sites.

5. To recognise attitudes towards National Trust heritage sites and their event days through conducting primary research methods. The results found will be analysed in order to give recommendations for future research.

1.6 Rationale

The researcher decided to take on the study on the effectiveness of Event Days as a beneficial and strategic marketing tool for the National Trusts heritage sites, due to it being a topic of interest. The National Trust was a significant part of the researcher’s childhood, as having
visited many of the charities protected sites, there was a gradual growth of interest in English history and heritage. The case study used for this literature review, Dyrham Park, was the first National Trust site that inspired the researcher to further their awareness of the organisation. As well as this, heritage promotion is a subject that the researcher feels ought to be discussed in more detail. The researcher thought it would be valuable to look at literature that suggested how a historical charity is able to use modern day theory to ultimately decide on what tools would help strategically market their organisation. The purpose of the research shows an interesting contrast between the past and present. The researcher wanted to conduct primary research through the use of questionnaires and an interview. Primary research should be able to discover additional benefits of using event days for the promotion of the organisations which is reliant on attracting customers.

1.7 Benefits of the Research

Throughout this study, the researcher hopes to demonstrate how event days are used in the present time by an organisation that is so deeply involved with the past. If the results are sufficient, this research may be used for the future understanding of how event days can be an effective strategic marketing tool for an organisation. Although it is important to remember that the focus is specifically on a heritage organisations event days, the research should be able to be applied and adapted to other businesses not necessarily in the heritage sector. The research should allow for further depth into the benefits of using events and how they can help a business reach its main aims and objectives. This can then potentially aid an organisation in understanding how to better their strategic marketing to utilise events for education, promotion and influence.

1.8 Chapter Summary

This chapter has included background information for the clarified aims and objectives which will be further discussed as the research goes on. From conducting this introduction, the researcher is able to present both the secondary and primary research with ease. The next chapters in this study will tie in with what has been mentioned in this chapter.
Figure 1

(Figure 1: Dyrham Park, Photo by author)
2.0 Chapter 2 - Literature Review

2.1 Introduction to Chapter

The main aim of the literature review is to educate oneself of the topic discussed to then form an argument or justification (O'Gorman and MacIntosh, 2015). This section will look at different literature, which will offer the support needed to ensure that the aim of this assignment and its objectives are justified. Each will be critically reviewed in order to ensure that there is a substantial amount of information to aid in explaining and ultimately answering the research question. This section will review appropriate literature on the effectiveness of event days as a marketing tool, for the future protection of National Trust heritage sites. It is critical to view academic literature in order to gain secondary research and to have a better understanding of the research topic for the study.

2.2 The Meaning Behind National Trust Heritage Sites

National Trust heritage sites are a physical record of the past, an ethereal experience that many find so fascinating. Heritage can be seen as “a part of the fabric of people’s lives”, (Leask and Yeoman, 1999, p.2). People can revisit how, over years, history has shaped the country that they live in and both consciously or subconsciously structured their own physiological needs. McDonald (2011) found that there was a strong belief that heritage is both important and valuable to people. The impulse to preserve the past is part of the impulse to preserve the self (Robins, 2004). The heritage experience is unique to the individual; depending on how they connect with the environment they are visiting.

The organisation is recognised for its consistent effort to obtain valuable research and how its purpose to conserve heritage is its main concern (National Trust, 2018). This can be used to advance knowledge which is beneficial for the protection of their heritage and natural environment sites. The National Trust has a passion to educate and exchange new found knowledge with their 4.5 million members, as well as their millions of non-member guests whom visit every year, for mutual benefit. It is one of their main objectives to use their rich academic research to offer visitor experiences that stimulate, educate and inspire, so that there is an understanding of the significance of their work. Since the foundation of the Trust in 1895, two principals have remained and they are preservation and access (Fuggles, 1988).

There is the perception that heritage is a human right and that everyone has the entitlement to view the past and see how it has affected the present. The United Nations of the Universal
Declaration of Human Rights (1948), states that “everyone has the right to freely participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits” (Unesco.org, 2017, p.1). Heritage organisations, like the National Trust, have a passion to provide an insight into past lives and to allow the public to learn about the rich history of the country. There is a concept that sees heritage as “the last utopia” (Barthel-Bouchier, 2016, p.27). Yet, some heritage organisations can come under fire for masking real history through the use of entertainment, activities and events, as the nostalgia of some protected sites seem to filter out unpleasant aspects of the past. Entertainment is there to delight visitors, but it can also be a distraction (Preston, 2012), so perhaps the National Trust thinks to encourage people to learn about a bygone era, it is best not to dwell on distant unfortunate happenings, and to rather show how they have been overcome.

The charity sees it of paramount importance to strengthen the connections between visitors through interaction and encouragement of participation through entertainment. Though, the National Trust itself will intervene as little as possible between the visitor and their experience. For instance, by letting a historic property be seen as a house and not as a museum, it allows for the visitor to create a deeper realistic view of the house and its contents (Fuggles, 1988). This then establishes relationships of trust, with similar values and attitudes between the organisation and guest.

2.3 Strategic Marketing for National Trust Heritage Sites

The National Trusts 2015-2025 research strategy provides the organisation with a structured framework in order for them to be guided by their extensive range of research they gather (National Trust, 2016). They commission, supervise and carry out an abundance of research from each location they protect (National Trust, 2016), which can then help them to create strategic decisions for the future funding of these locations to be able to continue with their work.

To market ‘strategically’ there must be an understanding of the overall aims and the resources to achieve them (Oxford Dictionaries, 2018). National Trust heritage sites face the challenge of having to market themselves successfully to the public by enhancing their appeal; it is becoming harder to do so due to the decline in public funding and pressure for tourism development (Chhabra and Barrett, 2009). Many say they value heritage in principle or at the very least agree that it is a social good, but are sadly reluctant to make financial sacrifices to help conserve history (Barthel-Bouchier, 2016).
It is critical for an organisation's survival that it continues to come up with new strategically designed operational decisions to improve its marketing plans, so that it can develop and grow its business. Any factors that may impact the organisation's marketing methods need to be considered. An important factor to be reflected upon would be establishing the feasibility of financial aims, such as generating revenue and covering costs when marketing strategically (Aaker 2001). The charity is funded financially, by the support of members, entrance fees to its properties, donations and other revenue from its cafes, gift shops and its varying commercial activities, such as event days (National Trust, 2018). With the overall conservation project expenditure at £107.1 million in 2015/16 (National Trust 2016), the adoption of good marketing strategies can provide National Trust heritage destinations with an increase in revenue whilst still protecting areas from the adverse impacts of tourism development, (Roberts et al., 2001). It is vital to keep adapting strategic marketing plans for the heritage charity to keep up with demands and to allow for its overall aims and purposes to be achieved. When strategically marketing, the National Trusts main aims are at the forefront when deciding any future marketing methods. These are again being to protect their sites and to provide access to them in which in turn will educate and inspire. Through the strategic marketing of their locations by advertising commercial activities, the National Trust can attract an array of people interested in heritage or who want to learn more about it.

2.4 Event Days as a Strategic Marketing Tool for National Trust Heritage Sites

The significant reason for attracting guests is down to the strategic marketing planning process itself, (McCamley and Gilmore, 2016). Marketing strategies to attract people to a certain place are increasingly shifting towards the use of events, as they are able to strengthen the identity of a location and to enhance its qualities (Simeon & Buonincontri, 2011).

Unfortunately, for the National Trust it can be sometimes difficult to define what attracts people to its heritage sites with there being many different market types. Consequently, this can cause confusion as to what visitors will engage in what type of heritage-related activities, such as event days (Prentice, 1993). However, Preston (2012) contradicts this as he states that events are a flexible strategic marketing tool, which has the ability to attract a number of different attendees. As mentioned previously, there is great knowledge of the values and attitudes people have for heritage and how it can allow visitors to witness the historical phenomena of being able to relate to the distant past (Weaver, 2010). The National Trust can
use these sentiments to enhance heritage related activities and events, which will help long-term heritage management of the site (Nyaupane and Timothy, 2010).

The effectiveness of an event day as a strategic marketing tool relies on the locations set of aesthetic and cultural factors that make an experience attract visitors (Colbert, 2000). When using an event as a strategic marketing tool, the National Trust uses its locations conditions and internal assets to attract its guests. Tourism generated by an event has a powerful impact on an area and on its appeal (AIEST, 1987 as cited by Ritchie, and Smith, 1991); it can have a substantial effect on the perception of the location, ultimately influencing the impression of the area for the better. Events are profoundly important to our culture, they have a high influencing power and can emotionally and physically intensify an experience for the better; because of this events can be used as a strategic marketing tool.

The effectiveness of event days can have profound effects on visitors and create an emotional added value by means of an experience (Hover et al., 2014). Visitors have their own motivations to go to a National Trust heritage site; however the event days can help to intensify their experience and to create an emotional or even physical involvement, which can lead to a better understanding of the organisations purpose. Westwood (2007) explains how projective techniques can help with the understanding of visitor types, such as their motivations and attitudes. A way to accomplish a true idea of what their visitors want, would be for the organisation to then put the known information of potential attendees’ as the epicentre of its marketing strategy (Conning, 2016). The National Trust wants its visitors to connect with history and to learn of the importance of the past. By using events days that are adapted to visitors to specifically make history relatable, can help guests understand and perhaps feel an emotional attachment to the location they have visited. Effective event days can get attendees to open up and to express themselves (Westwood, 2007) thus enjoying the visit even more which can make it easier for the organisation to educate. Events can assist in having a deeper intercultural understanding for their attendees. In addition to this, using event days as a strategic marketing tool can open up communications with the variety of target markets. Events can be used as a medium; an organisation can communicate through them (Preston, 2012). The National trust can therefore use a planned event day to communicate with and educate its visitors about the organisations overall purpose to conserve and protect its heritage sites.
The numerous sites belonging to the National Trust charity are marketed through the use of attractive events which appeal to repeat audiences as well as new visitors (Barthel-Bouchier, 2016). By planning a unique event or series of events the National Trust can attract one or more target groups. There is the argument that the event days could be seen as a costly process, with the organisation having to attract different target markets with different themed events. The fundamental purpose of an event is to deliver an experience and this event experience should be consistent with the narrative that is aligned to the marketing strategy of the organisation (Crowther, 2011). So on the other hand, the National Trust is firstly a non-profit organisation meaning it does not care to make a profit and if the event days increase awareness of the charities work then it means its strategic marketing is working. Using an event as a strategic marketing tool can aid a heritage site in fulfilling visitor expectations and upholding its authenticity (Zou, Huang, & Ding, 2014). The National Trust is an authentic organisation; it has no hidden motive and is open about needing constant funding and with this they can educate visitors through the means of entertainment, being of mutual benefit.

2.5 Using Event Days to Promote National Trust Heritage Sites

Strategic event marketing is a process in which an organisation aligns its marketing objectives with the location and an understanding of what the events should offer to satisfy visitor needs, (Bowdin et al, 2006). The National Trust already has unique selling points, so with the combination of an event taking place it makes a heritage site even more appealing. The area in which an event takes place could draw people to that location as Bowdin et al, (2006) says events could achieve in attracting tourists to areas, by improving marketing and combining the event with other attractions at the location. The National Trust combines a variety of attractions that are already popular at their heritage sites into event days, for example garden tours and deer feeding. Ultimately, the attractiveness of the location lies with the success of its strategic marketing planning processes, such as using events as form of promotion.

Crowther, (2011) states that events can provide organisations with a strategic and versatile promotional method in which they can use to understand various marketing-related objectives. Promotion is referred to as a way of informing, persuading and reminding customers about the organisation itself and what it offers, (Evans and Berman, 1997). National Trust event days provide a positive promotional cycle. Although the National Trust can attract visitors using its natural heritage resource, many may visit due the event being of
interest and promoted in a way that attracts the target market they are in. They appeal to a variety of target markets by using themed event days which means the certain location will get money from entrance fees, donations and other forms of funding. The events also promote the organisation through informing and educating attendees, thus motivating them to continue their support which helps with the overall protection and conservation.

The National Trust clearly decides that events are useful in terms of strategically marketing its heritage sites to an array of target markets. However, Preston, (2012) argues that it is unlikely that they would just use an event alone to do this, but instead would use one as an aspect of the organisations marketing mix. Booms & Bitner, (1981) created the marketing mix with seven controllable variables that organisations, like the National Trust, can use to satisfy its potential attendees as target markets are the focus of strategic marketing (See Figure 2 for the seven variables in the marketing mix which can be applied to an organisation like the National Trust). The marketing mix includes everything an organisation needs in order to raise its awareness and demand by being able to satisfy customer needs, (Kotler and Armstrong, 2010). By establishing what customers have in common, from demographics to motivations (Preston, 2012), the National Trust can think of ways to attract them and a way in which to do this would be to use event days as a form of promotion. Carefully thought-through advertising will help consumers develop positive feelings about an event.

**Figure 2**

<table>
<thead>
<tr>
<th>Marketing Mix - 7Ps</th>
<th>PRODUCT</th>
<th>PRICE</th>
<th>PROMOTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>Membership Price</td>
<td>Advertising</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>Entrance Fees</td>
<td>Endorsing</td>
<td></td>
</tr>
<tr>
<td>Branding</td>
<td>Additional Fees</td>
<td>Information</td>
<td></td>
</tr>
<tr>
<td>Image</td>
<td>Ticket Prices</td>
<td>Loyalty Schemes</td>
<td></td>
</tr>
<tr>
<td>Campaigns</td>
<td>Funding</td>
<td>Education</td>
<td></td>
</tr>
</tbody>
</table>

(Figure 2: Adaption of Booms & Bitner, 1981 Marketing Mix, Created by author)
Preston (2012) asks the question; will people attend an event that they are neutral about? This creates the argument that people won’t give up their time or money if it does not strike up an interest. But by understanding the needs and motivations of their potential visitors, the National Trust can then develop the event to meet these. Events have shown themselves to have a strong influencing power through the creation of positive emotional reactions and to be a means of communication between organisation and attendee (Preston, 2012). The National Trusts events have a positive emotional response, in which they influence people to attend, promote the particular heritage site and communicate the overall purpose.

Furthermore, using event days as a promotional method in a strategic marketing framework can allow people to become better informed; this means that the organisation can achieve its marketing objectives and express its overall purpose (Brassington and Pettitt, 2000). An event day as a form of promotion can be used to enhance interest, attention and awareness for the location as Robertson, (2008) states they have been recognised to play a major role in the image and management of a destination. Richards and Palmer (2008) explain how using events to promote an organisation can have a positive influence on the education of visitors and the protection of the heritage site. Using events as a strategic marketing tool to promote the National Trust will ultimately create interest which will increase visitors, better finances, educate attendees and help to conserve heritage.

2.6 The Benefits of Dyrham Parks Event Days

Events are powerful as a means of influencing potential visitors and the reason so many like them is because they are “not false” (Preston, 2012, p.50). The National Trust wants to remain as authentic as possible and wants to continually improve the experiences people have at the places they look after, such as Dyrham Park (National Trust, 2016). Please refer back to Appendix A, for further evidence of Dyrham Park and its event days.

Dyrham Park holds a 17th century mansion and its garden in its grounds which is also home to a 200 strong herd of deer (Visit England, 2018). It is just one of the many heritage sites in the National Trust that uses event days as a strategic marketing tool to help with its overall protection by using them to promote its location, history and purpose. Dyrham Park offers an assortment of purpose made visitor attractions and an increasing numbers of unique leisure programmes, activities and events to ensure it does attract a variety of market types. Their events include; ‘Thursday Toddler Wild Morning’ aimed at parents with young children,
‘Sunset Deer Park Walk’ aimed at all demographics and a’ Spring Garden Tour’ for the visitors with a more specific interest (National Trust, 2018).

One of the most successful ever event days organised by the National Trust was the Dyrham Park Rooftop Walks in 2015. The event itself was to raise funds for the large rooftop conservation project which cost £3.8 million (National Trust, 2016). However by making the rooftop accessible to attendees and giving them the rare chance to see Dyrham Park from above, raised £670,000 (National Trust, 2016). Steve Winter in Preston (2012) states that the public do not necessarily care that an event is recurring, suggesting that such events, like the Dyrham Park Rooftop Walk, are more likely to attract visitors because it served a purpose to promote a mission or cause. The National Trust wants its heritage sites to provide physical and spiritual refreshment to its visitors (National Trust, 2016) and they do this through the provision of an extensive range of unique events.

Due to Dyrham Park having events of a pre-planned nature, with many available to be booked months in advance (National Trust, 2018), this allows for the marketing and visitor experience team to have a degree of control. It provides them with the opportunity to plan and facilitate an experience which can be targeted towards a chosen visitor type. Bowdin et al, (2006) suggests that the fundamental of strategically marketing through events is the attention on existing and potential customers. Satisfaction can be crucial sign for this, as by satisfying attendees it shows an understanding of people’s motivations and overall expectations of the event criteria (Wysong, S, Rothschild, P, Beldona, S., 2011).

Dyrham Park’s events days are invaluable in terms educating the public. Heritage sites play a critical role in creating a link between the past and present, by using events as a medium for storytelling and communication (McDonald, 2012). They relate the history of the heritage site to the modern world by representing the organisations values and by exploring different ways to get visitors to experience and learn about the past. Visitors can be educated through the means of entertainment, allowing for an easier and more exciting form of communication between the organisation and its visitors so that interest can be encouraged (Ritchie, Carr and Cooper, 2006). For Dyrham, education is vital for the protection of its heritage site, raising awareness and influencing people to return and continue their funding for the location. Garrod and Fyall, (2000) discovered that education was the third highest goal for heritage site attractions after conservation and accessibility, showing that events can be an effective strategic marketing tool for influencing visitors to become better educated.
2.7 Chapter Summary

Misiura, (2006, p.10) argues that museums and exhibitions, although respectable and beneficial, can be a “sanitized and commodified presentation” of history. However as mentioned previously, the National Trust wants to step away from this and use event days to offer something new to the traditional sense of viewing history. The organisational clearly sees the benefits of event days in terms of promotion, influence and education. Dyrham Park, like many other National Trust heritage sites use the effectiveness of event days to allow for people to access their local, regional and national heritage through the means of entertainment. Through this, Dyrham Park can use funding gained for its overall protection.
3.0 Chapter 3 – Methodology

3.1 Introduction to Chapter

This chapter will discuss the combination of both primary and secondary research that has been used for this dissertation. Research is recognised as an efficient process to discover human knowledge that is beneficial to the topic (Jones and Gratton, 2010). To further break this down, it simply means finding out something new and this can be done by the researcher conducting their own primary research or critiquing others secondary research. For this study, the researcher has used both primary and secondary research. It is critical that the research methods, that have been used, are adequate for gaining the results needed in order to meet the studies aims.

3.2 Quantitative and Qualitative Research

Before starting the study, it is essential to decipher between the two main research method approaches, the gaining of qualitative and quantitative data. Johnson (2016) defines the goal of qualitative research as being, to reveal information and new found knowledge on the chosen topic from an array of different experiences and perspectives. Qualitative data allows for information gained to be more in depth and detailed, as there aren’t as many restrictions. Qualitative data collected through certain methods can provide a more profound understanding of “social phenomena”, (Silverman, 2005, p.10). The data gathered is based on actual experiences which is sometimes more informative and interesting.

On the other hand, quantitative data is valuable for the collection of statistics which can easily be displayed throughout the research (Thomas, 2003). Quantitative data is used to classify findings in a clear and precise way. This approach then allows for conclusions to be created from the research’s numerical data (Jones and Gratton, 2014). By using this method, statistical models can be put together, such as graphs.

The researcher has used both data types in the primary and secondary literature. To use both qualitative and quantitative methods is beneficial as can generate the best results, (Thomas, 2003).

3.3 Proposed Research Methods

One of the methods of research conducted was the use of questionnaires (See Appendix C for questionnaire used). Questionnaires are a research method most likely to be used in a study
(Jones and Gratton, 2010). They are incredibly valuable for the study and are a quick, yet efficient, data collecting instrument. The researcher has used questions that have been related to the objectives of the study. The research collected through participant answers, will aid the researcher in better answering the overall aims (Remenyi, 2011). The questionnaire was an A4 paper document so that it could be handed out personally to participants at the specified research day, the 14th of February, at Dyrham Park. It is comprised of 14 questions so that the completion time will not take too long, an estimation of ten minutes, making participants more likely to complete it with relevant information.

Another way to effectively obtain the research for the study is through a semi-structured interview. A semi-structured interview can aid the researcher in engaging better with the participant in a partially structured and supportive way, which can encourage a thorough discussion (Baxter and Babbie, 2003). The semi-structured interview was prepared in advance and designed to be open so that the interviewer could improvise when needed in a careful and theorized way (Wengraf, 2001). The interviews pre-planned framework of appropriate prompts and questions ensured that the interview would be standardised to an extent (See Appendix D for interview prompts). To do it this way, was to make it like a directed conversation (Chisnall, 1996). A semi-structured interview style allows for the participant to elaborate on their answers as the questions are open-ended. Semi-structured interviews can be seen as a more comfortable experience for the participant compared to a traditional structured interview. Menter et al., (2011) regards them to be flexible and can be done in a conversational way. By doing this, it takes more of a qualitative approach and it allows for a deeper and more honest interest of that persons own experiences and opinions (Maykut and Morehouse, 1994). This ensures that their perceptions, feelings, motivations, attitudes and values are all recorded. This is highly beneficial for this dissertation and the attainment of qualitative data.

### 3.4 Participants

For the purpose of research collected from the questionnaires, the study will consist of two specific research groups. The two research groups will be Members and Non Members. Members are National Trust membership holders and have a mixed demographic. Non Members are visitors to National Trust heritage sites nonetheless, but they enter a site by paying an entrance fee. They too will have a mixed demographic. To further clarify, there
will be a focus on their potential age brackets; however gender will not be asked and won’t impact on the studies aims.

The overall number of participants was dependent on the amount of questionnaires completed on the set testing date. The two groups will be asked to complete the questionnaire within the grounds of the National Trust heritage site, Dyrham Park. The numerical aim was to have 50 participants from both the Member group and Non Member group. This was achieved; the researcher obtained a total of 100 questionnaires. However, the numerical aim is to have 50 Group A participants and 50 Group B participants for the research. The estimated 100 participants will be asked to complete the questionnaire at the chosen National Trust location, Dyrham Park.

The reason for the two groups for the questionnaire is that the researcher would know they would have both attended a National Trust heritage site before. This meant that the answers given from the two groups in questionnaire would be considered more applicable to the study. The researcher thought it would also be of interest to compare results between Members and Non Members, to see if there was much difference between the two visitor types.

In addition, an interview was conducted with a staff member at the National Trust heritage site, Dyrham Park. This certain participant was involved with the marketing of the specific location that they work for and the event days that were held. The researcher felt that it was necessary to gain more in depth results through face to face communication, which would assist in the establishment of rapport. This can make a participant more relaxed and open. The participant was able to give the researcher an insight into the chosen National Trust heritage site and their position, (Burns, 2000).

3.5 Ethics

The researcher wrote a letter to the organisation to attain permission to hand out questionnaires at the chosen location, Dyrham Park. Information sheets were given to participants of the questionnaire prior to data gathering, to further ensure that they understood what was needed and being asked of them during the study (See Appendix C). A consent form was given to the participant of the interview (See Appendix D). The reason for doing this was to give all participants the opportunity to decide whether they still want to take part in the study. The researcher has an ethical obligation to ensure that participants know they
have a right to withdraw from this study at any point and with no reason needing to be given. Before using any of the participant's answers, an agreement of consent must be received before the information is to be used, (Sapsford and Jupp, 1996). All information and data that gained from participants whom have completed the questionnaire for the study will be anonymous and confidential. The interviewee is willing to provide their name and occupation for the research.

3.6 Sample and Methods of analysis

The attempt to gain 100 questionnaires would provide the researcher with a large amount of data so that results could be analysed thoroughly and responses could be compared. The researchers aim, to gain a large amount of data by collecting as many completed questionnaires on the specific research day, was achieved. The questionnaires were handed out to 100 willing participants at the National Trust heritage site, Dyrham Park, on the 14th February. They were told that the questionnaire would take approximately 10 minutes to finish. All questionnaires were completed by either Members or Non Members, who had both previously attended a National Trust heritage site in the past. A convenience sampling method was used for the questionnaire because all participants were unknown to the researcher.

The researcher wanted to gather as accurate a response from the participants as possible. The questionnaire was a mixture of open and closed ended questions relating to different aspects of the studies objectives. It consisted of dichotomous ‘yes’ or ‘no’ questions in order for the researcher to obtain a straight forward answer from the participants, in which are beneficial for the primary research to be presented in graphs and charts as quantitative data (Greetham, 2009). As well as this, open ended questions will be used so that the participant can answer with less restriction, this can provide the researcher with valuable qualitative data through personal opinions, (Greetham, 2009).

The researcher had the ability to ask a person in particular who was thought to have a role of relevance to the study and invite them to take part (Kumar, 2005). This meant a purposive sampling method was used for the semi-structured interview, because it ensured that the researcher could take initiative by deciding on if the participant fitted the criteria and was necessary to interview (Babbie 2010). The participant who was relevant, the National Trust staff member, had an understanding of the events and marketing operations at Dyrham Park. The selected participant was questioned in the grounds of the National Trust location; the
The researcher did not know them personally and understood that this was appropriate as it was a comfortable environment for the participant. The staff member was more knowledgeable of the National Trust and was able to provide further insights into the running of the specific location. Although there will always be a risk that the research may be biased as it is their place of employment, the results collected were extremely useful. The researcher remained professional throughout the interview.

3.7 Chapter Summary

The use of both research methods can provide the researcher with the necessary results. Crotty, (1998) says that there are no problems using both qualitative and quantitative data, it can only make the results more detailed. The data collected from the questionnaires has been organised into how many people answered each question, (See Appendix C for results). The interview was transcribed and will be referred to throughout the next chapter, (See Appendix D for transcribed interview).
4.0 Chapter 4 – Results, Analysis and Discussion

4.1 Introduction to Chapter

This section of the dissertation will merge all three chapters to make it easier to present, analyse and discuss the results obtained from the two primary research methods used. Greetham, (2014) agrees that it is necessary to be able to build connections between the results and information of interest to then further evaluate and consistently develop them throughout this chapter.

This section will combine both the questionnaire and the semi-structured interview results, to determine the connections that will emerge between the primary and secondary research. Throughout this discussion, these findings will be interpreted and then presented as a series of themes (Roberts and Seaman, 2017). The results from the questionnaire and semi-structured interview will be placed into the necessary key themes; these will be used for an easier understanding of their justification. The themes that will be reviewed are:

- Types of National Trust Attendees
- Motivations of National Trust Attendees
- Influence of Event Days
- Attitudes Towards the National Trust and Event Days

The researcher’s intent was to create a variety of questions for both research methods so that they would cover the objectives of the study. These will have been discussed in the literature and will also be covered in the themes mentioned. The questions which have been used in the questionnaire and the semi-structured interview have been answered through the personal views of attendees of National Trust heritage sites and a staff member currently working for the organisation. This will allow for the researcher to answer the proposed research question of how effective are event days as a strategic marketing tool, for the future protection of National Trust Heritage Sites? The answer obtained, even if the results are specifically directed at the National Trust, will be useful for heritage organisations in general.

4.2 Presentation of Results

The first research method implemented was a questionnaire given to National Trust visitors, divided into 50 participants who were Members and 50 participants who were Non Members. Qualitative data from the questionnaire, such as open ended answers, will be placed into
figures and will be referenced throughout this chapter when necessary. Any key results collected falling under quantitative data will be displayed in graphs to ensure clarity. The second research method conducted was a semi-structured interview with the Visitor Experience Manager at the case study site, Dyrham Park. The interview has been transcribed in a document and placed in the appendices alongside any other results gathered (Appendix C). Participants who took part in the questionnaire knew that their answers would be entirely confidential, however for the semi-structured interview the Visitor Experience Manager will be mentioned throughout the chapter; as they have agreed to be referenced. The partakers all fall under the stated participant criteria.

4.3 Methods of Research

The total number of questionnaires completed came to 100. The questionnaire was handed out at the chosen case study Dyrham Park on the 14th February 2018. The reason for this being is that it meant all results obtained would be from participants who had attended a National Trust location due to the fact that they were at a National Trust location when completing it. The date chosen to gather the research was Valentine’s Day meaning the National Trust site had a small-scale Calendar event running throughout the day, a themed craft day aimed at young children. However it is important to remember that the participants who completed the questionnaire were not necessarily visiting Dyrham Park for the event being held.

4.4 Analysis of Results and Discussion

The next part of this chapter will combine the analysis of the results and the discussion of the primary and secondary research. This will be separated into the key themes that can create event days as an effective strategic marketing tool. Please refer to Appendix A for further evidence.

4.4.1 Key Theme 1 - Types of National Trust Attendees

The types of attendees that visit the National Trust are a crucial focus for when the organisation creates it strategic marketing plans. As discussed in the literature the charity is funded by the support of members, general entrance fees, donations and visitor expenditure (National Trust, 2018). It relies heavily on attendees visiting its heritage sites to be further educated of the organisations purpose, so that funding can continue for its research, conservation and protection. Effective event days can have a positive influence on visitation
and education by being a means of entertainment (Ritchie, Carr and Cooper, 2006). Yet, it is essential to understand how the type of attendee can have an impact on the effectiveness of event days as a strategic marketing tool. Due to this, the National Trusts visitors are always at the epicentre of its strategic marketing plans as it is essential that, whatever type of attendee, their needs are satisfied. Booms & Bitner, (1981) marketing mix can aid the National Trust in doing this by establishing common demographics.

Figure 3

(Figure 3: Age of Participants, Questionnaire results)

Figure 3 is a graph that combines two questions from the questionnaire, these being:

- How old are you?
- Are you a member of the National Trust?

For the questionnaires it was essential that all participants had attended a National Trust heritage site previously to ensure that they already had first-hand experience of being a visitor. The researcher took advantage of this by then narrowing the participants down into two groups, National Trust Members and Non-Members. In total 100 questionnaires were completed, with a 50/50 split of participants being in either group. The researcher then wanted to further distinguish the participants by placing them into specified age brackets shown in Figure 3. The reason for segmenting participants into Members and Non-members and then into age categories was to see if it showed differences in motivations and attitudes.
The researcher knew it would be valuable to see the contrast between the participants with regards to their sentiments towards the National Trust and the organisations Event Days. This will be discussed later on.

Looking at the results shown in Figure 3, the Member group had over half of its participants, 56%, in the age bracket 56+. The highest number of Non-Member participants, at 30%, was the age bracket 18-25. By evaluating this it suggests that National Trust Members are more likely to be of an older age. Varying factors may be the cause of this such as this age bracket holding the age of retirement, with the average current state pension age being 63 for women and 65 for men (Batchelor, 2018). This implies that Members are more likely to have more free time due to having no full time job and that they have more of a disposable income. However, the graph also presents a suggestion that the National Trust still has a strong customer interest from younger participants, even if they are more likely to be Non-members, they are still attendees nonetheless.

Although we cannot assume that participants were at the research location for the event being held, there is a possibility that some participants were there on the research date to entertain young children. The average age of first-time mothers increased to 28.8 years in 2016 (Office for National Statistics, 2018), suggesting that the 48% of people in the Non-Member age brackets 26-35 and 36-45 in Figure 3, could potentially be parents of young children. This is interesting as it could also imply that the reason many are not members is due to the fact that although they enjoy visiting with family, they can’t afford an upfront membership cost and they cannot commit to being a member as they haven’t as much spare time to visit regularly.

As mentioned in the literature review by determining target markets through placing potential visitors in groups of the same or similar demographics, attitudes or behaviours (Preston, 2012), it makes it easier to create a strategic marketing plan. National Trust heritage sites, such as Dyrham Park, can use this to develop an understanding of the types of experiences sought after by their visitors. This is also supported by the interview with Ann Fiddler who states:

“At the National Trust we look at the life stage of our visitors. This can help us to understand their behaviours and what they want from us as an organisation. So this can then be used to help us decide what event to put on and what marketing to use.”
Similarly the literature suggests that putting information gathered on potential attendees’ as the epicentre of the marketing strategy is necessary (Conning, 2016). It can help them to accommodate the range of experience needs across visitors of all ages. This can allow for the location to create a strategically designed event which will be able to facilitate a favourable experience for that chosen target market. It will also assist in determining the best techniques to use in which would increase customer awareness of the event and attract them to it, (Shone and Parry, 2004). The effectiveness of events as a strategic marketing tool is ultimately effected by what types of attendees are drawn to it.

4.4.2 Key theme 2 - Motivations of Attendees

As stated in the literature review, organisations strategic marketing is shifting towards the use of event days, (Simeon & Buonincontri, 2011). There were a variety of reasons emphasised as to why event days were beneficial for an organisation to use, with a main reason being to do with people simply liking events, (Preston, 2012, p.50). However, large scale organisations like the National Trust cannot rely on this alone. The charity needs to really comprehend who their potential visitors are, but not just as demographics, they need to further review what their needs and motivations are. The results are to institute whether the effectiveness of an event day as a strategic marketing tool is affected by attendees motivations.

Figure 4

(Figure 4: Event Attendance, Questionnaire results)
Figure 4 shows the results for the question:

- Have you attended a National Trust event previously?

Figure 4 clarifies how many of the 100 participants had attended a National Trust event day in the past. The results showed that there was a 50/50 divide between participants who had attended and those who hadn’t. A total of 70% of Members had attended an event day at the National Trust compared to 64% of Non-Members who hadn’t. These results were crucial to then clarify the motivations as to why people would attend a National Trust heritage site. By doing this the researcher could then take into consideration that if a participant had not attended one before, although their opinions were still valuable, they may not know the benefits of an event day as they had not experienced one first hand.

To further evaluate the results collected; the graph shows that event days are clearly popular with half of 100 participants having already attended one before. However the contrast of results between the two groups suggest that perhaps event days are more inclined to attract or be more accessible to Members. Referring back to Figure 3 however, it was established that the majority of Members were 56+ and that this age group were likely to have more time to visit National Trust event days. So taking this into consideration, it is interesting to see what would motivate a participant from a different demographic to attend.

**Figure 5**

<table>
<thead>
<tr>
<th>Participant Type</th>
<th>Age</th>
<th>Participants' Motivations for Visiting a National Trust Heritage Site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>18-25</td>
<td>“Escapism”</td>
</tr>
<tr>
<td>Non Member</td>
<td>18-25</td>
<td>“Something else to do that gets me away from modern society”</td>
</tr>
<tr>
<td>Member</td>
<td>26-35</td>
<td>“I love teaching my son about our history”</td>
</tr>
<tr>
<td>Non Member</td>
<td>26-35</td>
<td>“Enjoy discovering more about English Heritage, my family and I love history”</td>
</tr>
<tr>
<td>Member</td>
<td>36-45</td>
<td>“Family time”</td>
</tr>
<tr>
<td>Non Member</td>
<td>36-45</td>
<td>“Unique, good food and a special day out for the family”</td>
</tr>
<tr>
<td>Member</td>
<td>46-55</td>
<td>“We enjoy a cuppa and a cheeky slice of cake in the café”</td>
</tr>
<tr>
<td>Non Member</td>
<td>46-55</td>
<td>“The gardens are peaceful and quiet”</td>
</tr>
<tr>
<td>Member</td>
<td>56+</td>
<td>“Relaxation and education”</td>
</tr>
<tr>
<td>Non Member</td>
<td>56+</td>
<td>“For peace, gardens and history”</td>
</tr>
</tbody>
</table>

(Figure 5: Participants Motivations for Visiting a National Trust Heritage Site, Questionnaire results)

Figure 5 presents randomly picked participant responses for the question:
Please could you say why you enjoy visiting a National Trust Heritage Site?

Figure 5 establishes participant’s general motivations when visiting a National Trust heritage site. The researcher thought this was useful to establish first as it meant even if the participants hadn’t attended an event day, they had all been to a National Trust heritage site and their motivations to do so were clear. It also forms similarities in people’s motivations due to the type of attendee, with regards to them being a certain demographic. As cited in the literature, Westwood (2007) says that projective techniques can help with the understanding of visitor motivations. Figure 5 clearly shows that participants have set reasons as to why they go to a National Trust heritage site.

Figure 5 displays a strong likeness in the randomly picked responses from the age brackets 26-35 and 36-45. Each response indicated that a major motivation of theirs is the fact that the National Trust heritage sites were great for families. One participant said their motivation for visiting a National Trust heritage sites was that they saw it as a “special day out for the family” (Figure 5). This backs up the findings from Figure 3 in which suggested participants in these two age brackets could potentially have children. Ann Fiddler also mentions how the National Trust is beneficial for families:

“Parents with children are going to think it’s important to come to places like this where they are out with a bit of fresh air and away from a TV or a phone screen and I think that will only continue to grow.”

For the age brackets 18-25 and 56+, all responses given from Members and Non Members in Figure 5 seemed to be very personal motivations to visit. This implies that these demographics visit due to the fact that it satisfies their own needs. Younger people are motivated to learn if something promotes personal development, (Cedefop, 2018). Looking at a comparison of answers, one response being from an 18-25 Member said they visited for “Escapism” and another response from a 56+ Member said they visited “For peace, gardens and history”. This showed a similarity in self-regarding motivations. Again for the Non-Members, their responses were also very alike. The research tells us that the results show that these age brackets do not necessarily have any family responsibilities so can visit National Trust heritage sites for their own reasons.
Figure 6

<table>
<thead>
<tr>
<th>Participant Type</th>
<th>Age</th>
<th>Participants' Motivations for Attending a National Trust Heritage Site Event Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>18-25</td>
<td>“An event that provides and entertains all age groups”</td>
</tr>
<tr>
<td></td>
<td>26+</td>
<td>“Suitable for my son”</td>
</tr>
<tr>
<td>Non Member</td>
<td>18-25</td>
<td>“If activities were directed at my age group”</td>
</tr>
<tr>
<td></td>
<td>26-35</td>
<td>“To experience something new, it will be busy and buzzing”</td>
</tr>
<tr>
<td></td>
<td>36-45</td>
<td>“Something of Interest to the whole family”</td>
</tr>
<tr>
<td></td>
<td>46-55</td>
<td>“If I have free time”</td>
</tr>
<tr>
<td>Member</td>
<td>46-55</td>
<td>“Location?”</td>
</tr>
<tr>
<td>Non Member</td>
<td>46-55</td>
<td>“Nice weather, something that involved a degree of participation”</td>
</tr>
<tr>
<td></td>
<td>56+</td>
<td>“If the subject interested me and the timings were convenient”</td>
</tr>
</tbody>
</table>

(Figure 6: Participants Motivations for Attending a National Trust Heritage Site Event Day, Questionnaire results)

Figure 6 presents randomly chosen participant responses for the question:

- What would make you attend an event, regardless if you have attended one before?

Finally for this key theme, Figure 4 shows the responses given by participants on what would motivate them to attend an event day at a National Trust heritage site. It was interesting to see that many of the answers were similar to the general motivations as to why they visited a National Trust heritage site. This further backs up the results from Figure 3, with Members and Non Members in the age brackets 18-25 and 56+ saying that they’d be motivated to attend if the event either was directed at their ‘age group’ or of ‘interest’ to them. This once again shows a major motivation to attend an event day would be because it appealed to them personally.

For the age group 46-55, both the Member and Non-Member participant said they’d be motivated to attend a National Trust heritage site depending on the ‘weather’ or ‘location’. Unfortunately, these are hard to regulate but, an organisation does have a small degree of control over them in which they can hope to satisfy these visitors’ needs. For example, to overcome weather factors, the National Trust heritage site provides an array of event days as seasonal occurrences which makes it more likely to predict the elements. This is in agreement with interviewee Ann Fiddler who says;
“We’ve put a whole June event programme together for grownups to get them out in June to enjoy the gardens and the good weather we have”.

By combining Figure 5 and Figure 6 it offers valuable information on what potential visitor types are motivated by and what the organisation could do to adapt an event day to attract them.

Heritage sites such as Dyrham Park use this to develop an understanding of the types of experiences sought after by their visitors (See Appendix A for the range of event days held). It can help them to accommodate the extensive range of motivations across all visitor types. This can allow for the location to create a strategically designed event which will be an incentive to the chosen target market. The literature reinforces this as it was conversed how satisfying attendees shows an understanding of people’s motivations and overall expectations of the event criteria (Wysong, S, Rothschild, P, Beldona, S., 2011). It would stand to reason that the results collected do show that event days are highly effective by taking into consideration potential visitor motivations. An understanding of motivations can ultimately aid National Trust heritage sites in creating an event that will satisfy the different types of attendees, which in turn will encourage people to attend and funds will be raised.

4.4.3 Key Theme 3 - Influence of Event Days

In the literature it was said that event days can have a profound effects on visitors. If the events are effective enough they can be a benefit to an organisation as they create an added emotional value to an overall experience (Hover et al., 2014). This implies that the National Trust can use event days to make an attendees visit more fulfilling. If this is the case then the mentioned literature regarding events having a strong influencing power is correct (Preston, 2012). The information provided by interviewee Ann Fiddler, backed up the literature discussed. She explained the benefits of events to Dyrham Park and how they are used for making an experience more rewarding by saying:

“They can tell the story of what we do as a charity and what makes us special as Dyrham Park. We run events so that, even if we are not necessarily drawing extra visitors, we are managing their expectations. When people come they are pleasantly surprised of what we have on offer and that leads to a more fulfilling visit.”
Figure 7

(Figure 7: Do Event Days Affect Participants Decisions to Attend a National Trust Heritage Site, Questionnaire results)

Figure 7 is a graph showing the results collected for the question:

- Are you more likely to visit a National Trust Heritage Site if there is an event on?
  
  A. Yes, more likely to attend
  B. Does not affect my decision to attend
  C. No, less likely to attend

This question was key in comprehending the influence event days at National Trust heritage sites had over attendees. By gathering results on if event days affected participants decisions to visit a National Trust heritage site, this would show if they also had a positive or negative influence on people wanting to visit more or less. Regardless if they had attended an event before, it was interesting to see that a total of 34% were positively influenced by an event day saying that they would be more likely to attend a National Trust heritage site if an event was on. A total of 56% agreed that it did not affect their decision to attend a National Trust heritage site and a small 10% said they'd be less likely to attend.
Although more said they would not be affected, it was important to take into consideration that 50% of participants hadn’t attended an event day before. This could mean some ‘not affect’ responses would be from participants who had never experienced one before and that they would attend a National Trust heritage site anyway, because of their original motivations mentioned in Figure 5.

Looking further into the types of participants the results showed 44% of Non Members would be more likely to attend a National Trust heritage site if an event was on and 24% of Members agreed to this too.

The literature states that using events can be highly effective when using them to promote an organisation, as they can have a positive influence on the education of visitors and the protection of the heritage site (Richards and Palmer, 2008). Ann Fiddler says;

“Because what we’re trying to do, with many of our events, is relate back to the organisations cause. In the sense we are educating people at Dyrham.”

Promoting through an event can essentially provide visitors with the opportunity to become better informed of the overall organisation, (Golblatt et al., 2014). This can lead to events generating an increase in funding and the National Trust being able to express its overall purpose (Brassington and Pettitt, 2000). Ann Fiddler further backs up the literature by stating;

“The events can educate and inspire many people. So they can definitely have a positive influence on people wanting to visit more and to even become Members.”

However, the results attained from the Figure 4 graph contradict the literature, as for the 66% of participant responses, who answered ‘did not affect’ and ‘less likely’ showed that event days in general were not enough of an influence to make them more likely to attend.
Figure 8

(Figure 8: Do Calendar Event Days Affect Participants Decisions to Attend a National Trust Heritage Site, Questionnaire results)

Figure 5 is a graph showing the results collected for the question:

Are you more likely to partake in an event if it is a Calendar event?

The reason for this question was to see if the type of event had an influence on participant’s decisions. This question was more specified to see whether attendees would likely go to a National Trust event day if a particular event appealed to them. In the interview Ann Fiddler explained;

“Last year we ran over 100 programmable events, some were chargeable some were free.”

The researcher knew that these events at Dyrham included an array of Calendar events. National Trust heritage sites are known for their variety of Calendar events, such as the ones specified in the questionnaire;

- A Carriage Ride to see Father Christmas
- Easter Egg Hunt
- Halloween Woodland Trail
- New Year Boundary Walk
Ann Fiddler explained that putting on different events such as Calendar and seasonal ones are about:

“Managing visitor expectations, so if we chose to do nothing for Christmas, I’d have a lot of complaints.”

The results show that 54% of Members and 70% of Non-Members would be more likely to partake in an event if it was an event themed around a Calendar occasion. Even though 56% of participants, from Figure 7, originally said that events wouldn’t affect their decisions, Figure 8 displays a total of 62% saying they would be more likely to partake in one if it was a Calendar event. The graph results indicate that people would definitely be influenced by an event if it was something of interest and for many of the participants that would mean it being a Calendar event.

To clarify this, Ann Fiddler gave an answer for one of the most popular events in the Bristol area, saying;

“I mean Tyntesfield are a good example of effective events, I know that their Victorian Christmas has to be one of the most popular and successful events they do.”

In the literature Preston (2012) says that events are a flexible strategic marketing tool which implies they can be shaped to attract a variety of attendee types. Events days can influence people depending on the type of event it is. From the results collected, it showed that when asked about a more specific event, people’s minds can perhaps change. The National Trust combines potential visitor’s interests and motivations as mentioned in Figure 5 and 6 into an event and the results collected show that people are more likely to be influenced this way. By doing this they can enhance heritage related events in which aid with the overall management of the heritage site (Nyaupane and Timothy, 2010).

The results do correspond with the literature that events can in fact influence in a variety of ways, they can influence visitor decisions to attend and they can also influence impressions of a location (AIEST, 1987 as cited by Ritchie and Smith, 1991). By strategically marketing an influential event, organisations will see that event days can be highly effective.
4.4.3 Key Theme 4: Overall Attitudes of Attendees

It is imperative that the overall attitudes towards heritage, the National Trust and events are considered and how they can impact on the effectiveness of the event days. As mentioned in the literature heritage can be viewed as a part of a person’s fabric of life, (Leask and Yeoman, 1999, p.2). Their attitude towards heritage if positive can create an impulse to preserve the past (Robins, 2004). However, if attitudes are indifferent or negative this can have serious implications for heritage organisations trying to encourage support. When asked what she thought would attract a person to a National Trust heritage site and its event day, Ann Fiddler stated;

“Interests. People visit the National Trust for a variety of reasons, as long as they have a good impression and attitude or an interest in heritage, the organisation or just the event itself, people will come.”

Figure 9 and Figure 10 show the results for the Member and Non Member participants, in the questionnaire the participants were asked to tick the box that applied to their degree of agreement for the statements shown in the graphs. For Members and Non Members, results were very similar.

It is essential to comprehend how important heritage sites are to the public. The literature states the significance of heritage sites to people, with there being a strong belief that many find it important and valuable (McDonald 2012). Both Figures 9 and 10 show results that reinforce the literature, with a total of 97% of participants at least agreeing that heritage sites are important. It was also discussed in the literature that although many say they value heritage they are reluctant to make financial sacrifices towards its protection and conservation (Barthel-Bouchier, 2016). Figure 9 and 10 results can support this to an extent with only six participants disagreeing with the statement that the public have a responsibility to preserve heritage. The other 90% of participants agreed or strongly agreed to the statement which shows more want to help preserve it than don’t.

The literature clarifies that since 1895, two main principals have remained the same for the National Trust and these are the preservation and access to its heritage sites (Fuggles, 1988). Ann Fiddler, response in the interview corresponds with the literature;
“Without bodies like the National Trust so much would be lost by now and I think that the legal guardianship the National Trust has over its sites is really protecting these historic sites for many generations to come.”

Figures 9 and 10 show that 100% of participants agreed that the National Trust is important for the preservation of heritage sites.

This implies that to protect heritage sites there needs to be an organisation that can manages people’s motivations in order to get them to visit and to appreciate heritage. So when a heritage site combines a form of entertainment such as an event day, it can be an effective way to get attendees to enjoy themselves more by opening up and expressing themselves (Westwood, 2007). Combining both results, in the Figures 9 and 10, show that a total of 87% of participants agreed or strongly agreed that events held at the National Trust would encourage them to visit.

A person’s attitude can essentially impact the effectiveness of events. People won’t attend a National Trust heritage site if they aren’t interested in the organisation or its purpose. However it can then create the argument that if the events are of interest themselves, people don’t necessarily have to have a positive attitude towards heritage. Events are, as mentioned before, a positive form of promotion for the organisation. The overall role of promotion is to improve people’s awareness of the organisation (Ruskin-Brown, 2006), which can then leave them to create their own attitudes. Ann Fiddler emphasises this;

“I think that it’s amazing the amount of people that still come to a National Trust site and did not know we are a charity, a conservation charity which we are first and foremost. People’s attitudes can really change towards us for the better when they attend an event. It’s great, because we have a duty of care to look after the places that we have.”

Despite some people not caring for heritage, events can encourage through the means of entertainment, influence and education to learn more about it and to perhaps even gain an interest. By promoting the organisation through the event it can get people to attend and create their own attitudes and opinions when they arrive.
4.5 Chapter Summary

By thoroughly analysing the results, it is apparent that event days as a strategic marketing tool are an extremely important factor for the organisation, the National Trust. Event days are an effective way to provide the charity with promotional gain in terms of educating people of its purpose, motivating and influencing potential attendees to visit its heritage sites. This can then positively impact funding for the event day location, which can then use it to towards its conservation of the site and education of the people who visit it. Although there are differing opinions, there is no doubt that all participants agree that the National Trust is a hugely important organisation for the UKs heritage and that event days can have a positive influence on people’s motivations and attitudes. Event days are an effective strategic marketing tool that can better the majority of visitors’ experiences at a National Trust heritage site.
Figure 9

Members Degree of Agreement of Statements

(Figure 9: Members Degree of Agreement for Statements, Questionnaire results)

Figure 10

Non Members Degree of Agreement of Statements

(Figure 10: Non Members Degree of Agreement of Statements, Questionnaire results)
5.0 Conclusion

5.1 Conclusion of Study

This chapter is a summary of how well the dissertations research and results contributed to answering the overall aim and objectives of the study. It is a reflection of the research process and of how the findings have been analysed to create valuable justifications. Limitations of the study will be mentioned and what recommendations will be best to overcome them in future research. The aim of this study was to evaluate the effectiveness of event days as a strategic marketing tool for the National Trusts heritage sites. A heritage organisation wants to be able to promote history in ways that truly represents the particular era of the heritage site. The researcher wanted to see how an organisation, so involved with the past, could use modern day strategic marketing tools, such as event days, to promote their purpose.

The objectives have helped to form the study and to ensure that the researcher was able to justify the overall aim. The objectives of this study were:

1. To critically review literature surrounding the chosen organisation the National Trust and the importance of strategic marketing for the organisation.

The researcher knew that it would be beneficial to focus the research on a well-known heritage organisation so that, after the study had been completed, it could be adapted to others. The findings showed how nowadays, heritage sites unlock a whole new world with them being called a ‘utopia’ for many (Barthel-Bouchier, 2016, p.27) and one of the ways in which they do this is through the means of an experience. The research recognised that the National Trust is ultimately a salvation for heritage and its historic properties and grounds. The literature explained how conserving heritage was of paramount importance to the charity, (National Trust, 2018). It was significant for the researcher to get across the importance of strategic marketing in general for the organisation. The literature mentioned how the National Trust markets strategically, such as using event days as a strategic marketing tool and how its research strategy provides the organisation with a structured framework (National Trust, 2016).

2. To evaluate what makes event days an effective strategic marketing tool for National Trust heritage sites whilst considering visitor motivations to attend.
It was illustrated in the literature of how the National Trust has a passion to continually improve visitor experiences (National Trust, 2016). This included using event days as a strategic marketing tool. Events, overall, were evaluated and seen as an extremely positive strategic marketing tool for the National Trust and its heritage sites. Even though it was determined that visitors had their own motivations to go to a National Trust heritage site, event days were seen to have profound effects on visitor motivations by creating more of an emotional experience (Hover et al., 2014). The reviewing of the literature and research found that the understanding of visitor motivations could be used to make an extremely effective event (Westwood, 2007).

3. To analyse how event days help with the promotion of National Trust heritage sites, by looking at how different themed event days attract different visitor types. A specified National Trust heritage site, Dyrham Park, will be used to gather factual evidence.

There were many findings analysed that presented event days as an effective strategic marketing tool in terms of promoting the organisation, influencing attendance and educating visitors. Crowther, (2011) states that events can provide organisations with a strategic and versatile promotional method, meaning they can promote an organisation to a variety of target markets. This was interesting to see, as in the secondary research it showed how events attracted an array of visitor types. Preston, (2012) said that organisations use event days as part of the promotional aspect in its marketing mix. The findings showed that events could then promote the organisation and its purpose by better informing people (Brassington and Pettitt, 2000).

4. To understand how event days can influence and educate attendees and the impacts this can have with regards to helping with the protection of National Trusts heritage sites.

The study developed an understanding of event influences and how they can encourage people to learn more about the National Trust. Using events can have a positive influence on the education of National Trust visitors and the protection of the heritage site that they visit (Richards and Palmer, 2008). The National Trust can create engaging experiences that will attract visitors, which in turn will influence them to better understand the organisations overall purpose and to keep them coming back. Ann Fiddler, (Appendix D), said that the events can educate and have a positive influence on people wanting to visit more.
5. To recognise attitudes towards National Trust heritage sites and their event days through conducting primary research methods. The results found will be analysed in order to give recommendations for future research.

The study also recognised the positive impacts of conservation charities, such as the National Trust, and how heritage is being made increasingly accessible to everyone. It was discovered in the literature that the organisations two principals, preservation and access for the public, have remained the same for many years (Fuggles, 1988). In both the primary and secondary research the attitudes people had towards the organisation were recognised and that the National Trust was a really valued charity, with 100% of participants agreeing that it was of great importance for heritage sites (See Figure 9 and Figure 10). The literature showed that the National Trust can stimulate a relationship of respect between itself and the guest because of its authenticity of upholding visitor expectations (Zou, Huang, & Ding, 2014), meaning many people’s attitudes towards the organisations and its event days were very positive.

5.2 Limitations

When completing the dissertation, the researcher noticed that there were limitations that could have impacted the overall study. Unfortunately, when implementing secondary research, the researcher found that the literature on strategic marketing of heritage sites tended to be outdated. This caused an issue as the researcher did not want to give out of date information. Nevertheless, some of the literature found was extremely valuable regardless of its age. The researcher is confident that the references used are able to be applied to this study as they are still relevant to the present day.

Another limitation to the study would be age brackets used in the primary research questionnaire. Once all 100 questionnaires had been obtained it was noticeable that many Member participants were in the age bracket 56+. The researcher felt that it would’ve been useful to include higher age brackets to further look into how age demographics affected the studies aim and objectives.

The researcher managed to obtain an abundance of results from the questionnaire and semi-structured interview, but it was thought that some of the questions focused too much on the general marketing of events rather than how event days were a strategic marketing tool. Although these results could be useful, the researcher felt that if this was discussed it would move the study away from the main focus.
5.3 Recommendations

The dissertation's research question answer has been achieved; however the researcher understands that it is valuable to look at what other research could have been done to ensure that the answer could have been more clear and precise. The researcher has considered some recommendations which will be useful for future research.

To add further depth to this dissertation, the researcher would recommend that by overcoming the limitations to the study would benefit the overall findings, such as mentioned previously by having a specific focus on the marketing of event days. The researcher feels that by doing this it would establish the type of marketing used and the potential cost of it, which would emphasise whether event days are effective enough for organisations to use all the time.

Another recommendation would be to further establish exact market types and to perhaps use a visitor audience model from the National Trust. This would make the results far more precise than just using age demographics.

A final recommendation would be to use participants in the research that weren’t just Members and Non Members and to perhaps use some that had never visited National Trust heritage sites before. This would then additionally see how effective events days are as a strategic marketing tool at attracting potential visitors who didn’t know about the organisation.

5.4 Chapter Summary

This dissertation managed to answer the research question; how effective are event days as a strategic marketing tool? By having clear set objectives the researcher was focused on the findings needed to fulfil the studies aim. The conclusive results found that, by analysing the findings from both the primary and secondary research, that event days were an extremely effective strategic marketing tool and helped protect National trust through promotion, influence and education.
References


Appendices

Appendix A – Additional Evidence

Image: Showing all sites belonging to the National Trust (National Trust, 2018)

Image: Showing Location of Dyrham Park (National Trust, 2018)
<table>
<thead>
<tr>
<th>National Trust Heritage Sites</th>
<th>Event Days To Be Held in 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dyrham Park, South Gloucestershire</td>
<td>Deer Park Tour</td>
</tr>
<tr>
<td></td>
<td>Cadbury Easter Egg Hunt</td>
</tr>
<tr>
<td></td>
<td>Wild Garlic Pesto Making</td>
</tr>
<tr>
<td></td>
<td>Bulbs and Blossoms: Garden Tour</td>
</tr>
<tr>
<td></td>
<td>Hidden Water Walk</td>
</tr>
<tr>
<td></td>
<td>Thursday Toddler Wild Woodland Morning</td>
</tr>
<tr>
<td></td>
<td>The Lords Chamberlain Men perform The Tempest</td>
</tr>
<tr>
<td>Tyntesfield, Bristol</td>
<td>Tyntesfield 10km Run</td>
</tr>
<tr>
<td></td>
<td>Seasonal Food and Craft Market</td>
</tr>
<tr>
<td></td>
<td>TynteTots: Storytelling for Toddlers</td>
</tr>
<tr>
<td>Dyffryn Gardens, Cardiff</td>
<td>Gentlemen’s Afternoon Tea</td>
</tr>
<tr>
<td></td>
<td>Book Fair</td>
</tr>
<tr>
<td></td>
<td>Heritage Orchards and Cider Making Exhibition</td>
</tr>
<tr>
<td>Barrington Court, Ilminster</td>
<td>Jazz On The Lawn</td>
</tr>
<tr>
<td></td>
<td>Family Willow Workshop</td>
</tr>
<tr>
<td></td>
<td>Spring Nature Walk</td>
</tr>
<tr>
<td>Cliveden, Maidenhead</td>
<td>Bluebell Walk</td>
</tr>
<tr>
<td></td>
<td>Historical Interpreters</td>
</tr>
<tr>
<td></td>
<td>Outdoor Theatre: The Railway Children</td>
</tr>
</tbody>
</table>

Image: Showing a variety of event days held in some National Trust heritage sites

<table>
<thead>
<tr>
<th>Age Brackets</th>
<th>Evidence and Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>Younger people are motivated to learn if something promotes personal development (Cedefop, 2018).</td>
</tr>
<tr>
<td>25-35</td>
<td>Average age of first-time mothers in 2016 was 28.8 years (Office for National Statistics, 2018), so likely to have young children in this age bracket.</td>
</tr>
<tr>
<td>36-45</td>
<td>Also likely to have young children in this age bracket.</td>
</tr>
<tr>
<td>46-55</td>
<td>Still likely to be in full-time work and may still have to focus on family.</td>
</tr>
<tr>
<td>56+</td>
<td>Current average state pension age being 63 for women and 65 for men (Batchelor, 2018).</td>
</tr>
</tbody>
</table>

Image showing: Age brackets used and some evidence and information in relation
Appendix B – Ethics Approval and Ethics Application Form

DEVOLVED ETHICS APPROVAL APPLICATION SUMMARY

Student Name: Olivia Dembek
Module Name: Dissertation
Programme Name: Event Mgt

Student Number: ________
Module Number: ________
Supervisor Name: __________

To be completed by student and supervisor before submission to Ethics Approval Panel

<table>
<thead>
<tr>
<th>Application for ethics approval</th>
<th>Student Signature</th>
<th>Supervisor Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant information sheet</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Participant consent form</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Pilot interviews</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Pilot questionnaires</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Letter to participating organisation(s)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Confirmation of interviewee participation</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

First Submission [ ] Resubmission [ ]

Date: 15th December 2017

For use by the devolved ethics approval panel:

Panel Members

Module leader, Chair: ____________
Supervisor: ____________
CSM Ethics Committee Representative: ____________

Date: 13/12/17 Date of Reassessment: 18/12/17

Outcome:

Project Approved [ ] Reference number issued: 2016053583
Chair’s Action [ ]
Application not Approved [ ]

Comments for projects not fully approved:

- Encourage greater number of questionnaires
- Allow access to interviewees and their role within organisation
- Charte Phater details of remand in just role feints
- After probability sampling to improve convenience/Random
cent from not required for questionnaire
- Explain why interviewee has been chosen for award
- 

The original to be retained by the supervisor and a copy given to the student and module leader.
In the case of a re-submission being required this original form should be submitted with the re-submission a new, blank one.
Ethics Application Form

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document Ethics application guidance notes will help you complete this form. It is available from the Cardiff Met website. The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

PLEASE NOTE:
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.

**PART ONE**

<table>
<thead>
<tr>
<th>Name of applicant:</th>
<th>Olivia Dembek</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor (if student project):</td>
<td>Sara Johnson</td>
</tr>
<tr>
<td>School / Unit:</td>
<td>Cardiff School of Management</td>
</tr>
<tr>
<td>Student number (if applicable):</td>
<td>ST 20083492</td>
</tr>
<tr>
<td>Programme enrolled on (if applicable):</td>
<td>BA Hons Events Management</td>
</tr>
<tr>
<td>Project Title:</td>
<td>Event Days as a Strategic Marketing Tool for National Trust Heritage Sites</td>
</tr>
<tr>
<td>Expected start date of data collection:</td>
<td>16/11/2017</td>
</tr>
<tr>
<td>Approximate duration of data collection:</td>
<td>3 month</td>
</tr>
<tr>
<td>Funding Body (if applicable):</td>
<td>N/A</td>
</tr>
<tr>
<td>Other researcher(s) working on the project:</td>
<td>N/A</td>
</tr>
<tr>
<td>Will the study involve NHS patients or staff?</td>
<td>No</td>
</tr>
<tr>
<td>Will the study involve human samples and/or human cell lines?:</td>
<td>No</td>
</tr>
</tbody>
</table>
Does your project fall entirely within one of the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper based, involving only documents in the public domain</td>
<td>No</td>
</tr>
<tr>
<td>Laboratory based, not involving human participants or human samples</td>
<td>No</td>
</tr>
<tr>
<td>Practice based not involving human participants (e.g., curatorial, practice audit)</td>
<td>No</td>
</tr>
<tr>
<td>Compulsory projects in professional practice (e.g., Initial Teacher Education)</td>
<td>No</td>
</tr>
<tr>
<td>A project for which external approval has been obtained (e.g., NHS)</td>
<td>No</td>
</tr>
</tbody>
</table>

If you have answered YES to any of these questions, expand on your answer in the non-technical summary. No further information regarding your project is required.

If you have answered NO to all of these questions, you must complete Part 2 of this form.

In no more than 150 words, give a non-technical summary of the project:

The aim of the study is to look into Event Days as a Strategic Marketing Tool for National Trust Heritage Sites. There will be primary research undertaken which will provide information on how beneficial the event days are for the organisation in terms of education, promotion and influence. The event days will also establish how they market a heritage site by enticing potential attendees to visit. They will highlight what key motivations people have to make them want to visit a certain National trust heritage site. Data collected will also aid in the identification of what ways the event days are strategically marketed to attract visitors to National Trust locations which in turn will increase interest and get the specified National Trust heritage site more visitors. The researcher will look at the importance of heritage to the public and their thoughts on National Trust event days as a strategic marketing tool. The researcher will look at how event days as a strategic marketing tool contribute to the protection of National Trust Heritage sites, in terms of educating the public and raising funds for example entrance fees or general donations.

DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework

I confirm that I will abide by the Cardiff Met requirements regarding confidentiality and anonymity when conducting this project.

STUDENTS: I confirm that I will not disclose any information about this project without the prior approval of my supervisor.

Signature of the applicant:  

Date: 15/12/17

FOR STUDENT PROJECTS ONLY

Name of supervisor:  

Date:  

Signature of supervisor:
PART TWO

A RESEARCH DESIGN

A1 Will you be using an approved protocol in your project? No

A2 If yes, please state the name and code of the approved protocol to be used:

Click here to enter text.

A3 Describe the research design to be used in your project:

Method:
The information for the study will be obtained through two types of primary research methods.

One process will be a questionnaire given to two groups, Group A and Group B. Group A will be National Trust Members and Group B will be Non-Members. The other will be a semi-structured interview with a participant who will be a National Trust employee.

Questionnaire:
The questionnaire will have a pre-planned framework of appropriate questions to ask all the participants from Group A and Group B. This will also ensure standardisation.

To gather the information required a quantitative and qualitative method will be adopted to test the research aim.

The researcher aims to gain a large amount of data by completing as many completed questionnaires on the specific research date.

The researcher will hand out questionnaires to willing participants at a National Trust heritage site, Dyffryn Park Bristol.

The researcher will write a letter to the organisation to obtain permission to hand out questionnaires at this location during this month. (See attached – Page 10).

Participants will take 10 minutes completing the questionnaire.

Participants for questionnaire:
The number of participants will depend on the amount of questionnaires completed on the set testing dates. However, the numerical aim is 50 Group A participants and 50 Group B participants.

The sample population age and gender will vary, however this will not impact the study as the main

---

1 An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here.
research aims are to evaluate the effectiveness of Event Days as a beneficial and strategic marketing tool for the National Trusts Heritage Sites, therefore age and gender will not matter. Information sheets and consent forms will be given to participants prior to data gathering. All information and data that will be gained from participants in the study will be anonymous and confidential.

Semi-Structured Interview:
The chosen candidate for the interview will be a member of the marketing and events team. The interview will have a pre-planned framework of appropriate questions to ask the participant. This will also ensure standardisation. The researcher will conduct one semi-structured interview with an employee of the National Trust who will work for the marketing of a heritage site. The interview will consist of open ended questions to collect qualitative information. (See attached – Page 16).

By allowing freedom of response the researcher will gain opinions and thoughts of the participant which will be beneficial to the research. Contact with the willing participant will begin in November and the interview is will take place in February.

The interview will be recorded for the research process and will be 20 minutes in length.

Participant for Semi-Structured Interview:
The participant for the semi-structured interview will be contacted over the phone where they will confirm their participation. There will be only one participant taking part in the interview process. Their age and gender will not affect the studies aims. An information sheet and consent form will be given to the participant prior to data gathering. The researcher has an ethical obligation to ensure that participants understand that they have a right to withdraw from this study at any point and with no reason needing to be given. The participant will only have their name and occupation mentioned as a reference for the research if they have given their consent.

Sample and Methods of Analysis:
A convenience sampling method will be used for the questionnaire. All participants for the questionnaire will be unknown to the researcher and will be asked at random on the specific testing days in the grounds of the National Trust location. The researcher will remain professional whilst conducting all methods of data collection. A purposive sampling method will be used for the interview. The interviewee will be selected if they fit the participant requirements.

A4 Will the project involve deceptive or covert research? No
A5 If yes, give a rationale for the use of deceptive or covert research
Click here to enter text.
A6 Will the project have security sensitive implications? No
A7 If yes, please explain what they are and the measures that are proposed to address them
Click here to enter text.
### B Previous Experience

<table>
<thead>
<tr>
<th>B1 What previous experience of research involving human participants relevant to this project do you have?</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B2 Student project only</th>
</tr>
</thead>
<tbody>
<tr>
<td>What previous experience of research involving human participants relevant to this project does your supervisor have?</td>
</tr>
<tr>
<td>Currently undertaking a PhD involving qualitative and quantitative research methods.</td>
</tr>
</tbody>
</table>

### C Potential Risks

<table>
<thead>
<tr>
<th>C1 What potential risks do you foresee?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questionnaire:</strong></td>
</tr>
<tr>
<td>Participant drop outs may leave gaps in the research.</td>
</tr>
<tr>
<td>Participants may give misleading information which could be a risk to the study.</td>
</tr>
<tr>
<td>Participants may feel uneasy during completion of questionnaire.</td>
</tr>
</tbody>
</table>

| **Semi-Structured Interview:** |
| Participant drop outs may leave gaps in the research. |
| Participant may give misleading information which could be a risk to the study. |
| The interviewee may not want to answer questions if the information is not confidential or personal. |
| The interviewee may be offended by the questions. |

<table>
<thead>
<tr>
<th>C2 How will you deal with the potential risks?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questionnaire:</strong></td>
</tr>
<tr>
<td>A consent form and research description will be attached to the questionnaires for participants to read to ensure they are fully aware of their participation.</td>
</tr>
<tr>
<td>The researcher will ensure that all questions will be appropriate to ask participants.</td>
</tr>
<tr>
<td>Full consent from the organisation will be given for the researcher to hand out questionnaires on the specific research collection date.</td>
</tr>
<tr>
<td>The participants will be told that they have the right to withdraw their data at any time.</td>
</tr>
</tbody>
</table>

| **Semi-Structured Interview:** |
| A consent form and research description will be attached to the interview for the participant to read to ensure they are fully aware of their participation. |
| The researcher will ensure that all questions will be appropriate to ask the participant. |
| Full consent from the organisation will be given for the researcher to carry out the interview on the specific research collection date. |
| The participant will be told that they have the right to withdraw their data at any time. |
Appendix C – Questionnaire and Results List

Information

I am a student at the Cardiff School of Management and I am undertaking research for my dissertation. My working title is Event Days as a Strategic Marketing Tool for National Trust Heritage Sites.

I will be looking into how effective event days are as a marketing tool, for the future protection of National Trust Heritage Sites. I will need primary research in order to be able to answer my research question justifiably.

If you would prefer not to take part in the project then I thank you for your time and you need not complete the questionnaire. If you are happy to participate in this project please complete each question by either by putting your answer in the space provided, circling or ticking the appropriate response. When you have completed the questionnaire please return it to the researcher.

Submission will be taken as voluntary informed consent. All your responses are confidential and will only be used for the purposes of this research.

If you return this survey it will be taken as voluntary informed consent.

If you require any further information on this survey, please don’t hesitate to contact me on the email below:

St20083492@outlook.cardiffmet.ac.uk

Thank you in advance for taking the time to complete this survey,

Olivia Dembek

Cardiff Metropolitan University - ST 20083492

Cardiff School of Management
Cardiff Metropolitan University
Llandaff Campus, Western Avenue,
Cardiff, CF5 2YB
1. How old are you?
   - 18-25
   - 26-35
   - 36-45
   - 46-55
   - 56+

2. Are you a member of the National Trust?
   a. Yes
   b. No

3. Would you consider yourself as a regular visitor of National Trust Heritage sites
   a. Yes
   b. No

4. Please specify how many times a year you visit?
   - Never visited before
   - 1-2 times a year
   - 3-5 times a year
   - 5-7 times a year
   - 8+ time a year

5. Please could you say why you enjoy visiting a National Trust Site? E.g. House/Gardens/Family Time
6. Every National Trust site uses a variety of marketing methods to encourage visitors. One popular promotion technique that they organise is the different events that they hold throughout the year. Examples of National Trust events are:

- Deer feeding and tour
- A historical garden walk
- Night Run
- Hansel and Gretel day for toddlers

Have you attended a National Trust event previously?

a. Yes  
b. No

If you have, what National Trust event have you attended and why?

7. What would make you attend an event, regardless if you have attended one before?

8. Are you more likely to visit a National Trust Heritage Site if there is an event on?

a. Yes, more likely to attend  
b. Does not affect my decision to attend  
c. No, less likely to attend

Please provide a reason for your answer
9. The National Trust need visitors to attend their heritage site events, in the table below are examples of how they market their locations and their events. Please tick the box in which applies to you.

<table>
<thead>
<tr>
<th></th>
<th>Yes, I have seen National Trust events advertised this way and check them regularly</th>
<th>Yes, I have seen events advertised this way but I only check when I know I am visiting</th>
<th>No, I don’t check this form of advertisement regularly or at all</th>
<th>I didn’t know they were advertised this way</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location Websites</td>
<td>18</td>
<td>19</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Email</td>
<td>20</td>
<td>4</td>
<td>17</td>
<td>9</td>
</tr>
<tr>
<td>Membership Magazines</td>
<td>26</td>
<td>17</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Advertised around a National Trust location</td>
<td>15</td>
<td>17</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Brochures/Leaflets in information centres</td>
<td>18</td>
<td>17</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>97</td>
<td>74</td>
<td>60</td>
<td>19</td>
</tr>
</tbody>
</table>

10. What form of promotion do you feel works best with regards to making you visit, if any?
11. The National Trust offers a variety of calendar events throughout the year during different seasons. Examples are:

- A carriage ride to see Father Christmas
- Easter egg hunt
- Halloween woodland trail
- New Year Boundary Walk

Are you more likely to partake in an event if it is a calendar event?

a. Yes, more likely
b. Does not affect my decision
c. No, less likely

12. In 2016, the National Trust spent £32 million on restoration projects. If you knew more about how the protection of heritage sites relies on visitor donations, would that make you visit more?

a. Yes
b. Unsure
c. No

13. How well do you agree with these statements?

<table>
<thead>
<tr>
<th>Heritage sites are important, even though we do not directly benefit from them</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Don’t Know</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The National Trust is important for the preservation of heritage sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The public have a responsibility to preserve heritage sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By visiting a National Trust Heritage site, you feel as if you are helping to preserve it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events held at a National Trust Site will encourage people, like you, to visit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14. A standard entrance fee to Dyrham Park National Trust Heritage Site in Bristol is £11.90; do you feel that this is a reasonable price?

a. Yes  
b. Unsure  
c. No  

Please explain the reasoning behind your answer
Results List (- Number of participants who answered question)

How old are you?

- 18-25 - 18
- 26-35 - 15
- 36-45 - 19
- 46-55 - 15
- 56+ - 33

Are you a member of the National Trust?

a. Yes - 50
b. No - 50

Would you consider yourself as a regular visitor of National Trust Heritage sites?

c. Yes - 70
d. No - 30

Please specify how many times a year you visit?

- Never visited before - 0
- 1-2 times a year - 20
- 3-5 times a year - 33
- 5-7 times a year - 35
- 8+ time a year - 12

Please could you say why you enjoy visiting a National Trust Site? E.g. House/Gardens/Family Time -100

Every National Trust site uses a variety of marketing methods to encourage visitors. One popular promotion technique that they organise is the different events that they hold throughout the year. Examples of National Trust events are:

- *Deer feeding and tour*
- *A historical garden walk*
- *Night Run*
- *Hansel and Gretel day for toddlers*

Have you attended a National Trust event previously?

c. Yes - 53
d. No - 47

If you have, what National Trust event have you attended and why?
What would make you attend an event, regardless if you have attended one before?

- 100

Are you more likely to visit a National Trust Heritage Site if there is an event on?

d. Yes, more likely to attend - 34
e. Does not affect my decision to attend - 56
f. No, less likely to attend - 10

Please provide a reason for your answer

The National Trust need visitors to attend their heritage site events, in the table below are examples of how they market their locations and their events. Please tick the box in which applies to you. -100

What form of promotion do you feel works best with regards to making you visit, if any?

-100

The National Trust offers a variety of calendar events throughout the year during different seasons. Examples are:

- *A carriage ride to see Father Christmas*
- *Easter egg hunt*
- *Halloween woodland trail*
- *New Year Boundary Walk*

Are you more likely to partake in an event if it is a calendar event?

d. Yes, more likely - 62
e. Does not affect my decision - 32
f. No, less likely - 6

In 2016, the National Trust spent £32 million on restoration projects. If you knew more about how the protection of heritage sites relies on visitor donations, would that make you visit more?

d. Yes - 66
e. Unsure - 24
f. No - 10

15. How well do you agree with these statements? - 100

A standard entrance fee to Dyrham Park Trust Heritage Site in Bristol is £11.90; do you feel that this is a reasonable price?
d. Yes - 78
e. Unsure - 15
f. No - 7

Please explain the reasoning behind your answer
Appendix D – Consent Form for Interview, Prompts and Semi-Structured Interview Transcription

PARTICIPANT CONSENT FORM FOR INTERVIEW

Cardiff Metropolitan University Ethics Reference Number:
Participant name or Study ID Number: ST 20083492
Title of Project: Event Days as a Strategic Marketing Tool for National Trust Heritage Sites
Name of Researcher: Olivia Dembek

Participant to complete this section and by ticking the appropriate space, you are consenting:

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily. [ ]

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason. [ ]

3. I agree to take part in the above study. [ ]

4. I agree to the interview being recorded [ ]

5. I agree to the use of anonymised quotes in publications [ ]

6. I agree to the use of my organisations’ name to be in all publications [ ]

Signature of Participant: ___________________________ Date: 14/2

Name of person taking consent: ___________________________ Date: 14/2

Signature of person taking consent: ___________________________
<table>
<thead>
<tr>
<th>Order of semi structured Interview</th>
<th>Discussed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prior to question asking</td>
<td></td>
</tr>
<tr>
<td>- Ask participants approval to use recording systems</td>
<td></td>
</tr>
<tr>
<td>- Ask participant to sign and acknowledge consent form</td>
<td></td>
</tr>
<tr>
<td>2. Start of Interview - Background Information</td>
<td></td>
</tr>
<tr>
<td>- Ask participant to confirm name and what organisation they are involved in: National Trust</td>
<td></td>
</tr>
<tr>
<td>- Participants occupation and the positons roles</td>
<td></td>
</tr>
<tr>
<td>- How long they have worked for the National Trust</td>
<td></td>
</tr>
<tr>
<td>3. Participants views on the National Trust</td>
<td></td>
</tr>
<tr>
<td>- Why did the participant decide to work for the National Trust?</td>
<td></td>
</tr>
<tr>
<td>- How do they feel about working for the National Trust since being a part of the organisation?</td>
<td></td>
</tr>
<tr>
<td>- Why does the participant see the National Trust as an important part of the UKs heritage and history?</td>
<td></td>
</tr>
<tr>
<td>4. Discuss about Experience</td>
<td></td>
</tr>
<tr>
<td>- During their time at the National Trust, how many events has the participant worked on/marketeted?</td>
<td></td>
</tr>
<tr>
<td>- Differentiate between the events</td>
<td></td>
</tr>
<tr>
<td>- What is the main difference between organising an event to raise awareness and an event to raise funds?</td>
<td></td>
</tr>
<tr>
<td>- How has the participant marketed past events?</td>
<td></td>
</tr>
<tr>
<td>- What does the participant think is the best method of marketing for an event held at the National Trust?</td>
<td></td>
</tr>
<tr>
<td>- Why does the participant feel that the events are beneficial to the certain location (Dyrham)?</td>
<td></td>
</tr>
<tr>
<td>- Why does the participant feel that the events are beneficial to the overall organisation?</td>
<td></td>
</tr>
<tr>
<td>- Is past experience determinant to organising a successful and profitable event?</td>
<td></td>
</tr>
<tr>
<td>- What aspects does the participant feel attract a potential visitor to attending an event?</td>
<td></td>
</tr>
<tr>
<td>5. The Events</td>
<td></td>
</tr>
<tr>
<td>- How long does it take to plan an event, depending on scale and what marketing is needed – Leaflets/Website/Magazine</td>
<td></td>
</tr>
<tr>
<td>- The average target market for an event held</td>
<td></td>
</tr>
<tr>
<td>- How is an event beneficial to the general marketing of a National Trust site?</td>
<td></td>
</tr>
<tr>
<td>- What is the most popular event at (Dyrham)?</td>
<td></td>
</tr>
<tr>
<td>- How much money does the average event raise?</td>
<td></td>
</tr>
<tr>
<td>- Is there an importance to make events educational?</td>
<td></td>
</tr>
<tr>
<td>- What is done in the events to spread awareness for the National Trust?</td>
<td></td>
</tr>
<tr>
<td>- Is there a specific type of fundraising event that the participant organised more frequently?</td>
<td></td>
</tr>
<tr>
<td>- Why are seasonal events important?</td>
<td></td>
</tr>
<tr>
<td>What does the participant think is necessary for an event to have, what makes visitors come back?</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>
| 6. **Marketing Heritage**  
  - Discuss the average cost to run a National Trust site and why events are important for the protection and conservation  
  - The majority of the events have an educational purpose, why is this necessary?  
  - Can events encourage people to become National Trust members or volunteers?  
  - What type of event has proven be more successful for the organisation? In terms of raised profit and/ or awareness, (encouragement of memberships, donations and volunteering).  
  - What other way is the National Trust location (Dyrham) marketed?  
  - What is the most successful form of marketing in general? |
| 7. **End of Interview**  
  - Any additional fact and stats the participant can provide  
  - Thank participant for taking part |
Interview with Ann Fiddler – Visitor Experience Manager, Dyrham Park

Participant: So my names Ann Fiddler, I’m the visitor experience manager at Dyrham Park and my day to day job is to make sure that the park garden and house is run operationally and that everyone has a good time.

Interviewer: You are fine with me asking you these questions and for it to be used in my dissertation?

Participant: Yes.

Interviewer: If you could tell me how long you have worked at the National Trust?

Participant: I started here in October 2017.

Interviewer: Why did you decide to work for the National Trust?

Participant: I’ve worked in heritage sites since I was 21. I always knew I was heading in this direction for a career point of view but the move from English heritage to the National Trust was partly a career move, to further my career opportunities. But also the National Trust has fantastic reputation for their values and behaviours. So, kind of, how people are expected to behave and work with each other. That really appealed to me.

Interviewer: How do you personally feel about working for the National Trust?

Participant: I love it. I absolutely love it. I couldn’t have asked for a nicer team or nicer people and Dyrham Park is just such a lovely place to work.

Interviewer: Why do you see the National Trust as an important part of the UKs heritage and history?

Participant: Well they’ve been going for so long and they can show that they can run sites in a sustainable way and without bodies like the National Trust so much would be lost by now and I think that sort of the legal guardianship the National Trust has over its sites is really protecting these historic sites for many generations to come.

Interviewer: During your time at the National Trust how many events have you worked on or marketed? If you don’t know a specific number, that’s fine.

Participant: Last year we ran over 100 programmable events, some were chargeable some were free.

Interviewer: If you could give some detail on the different types of events that you run in Dyrham Park?

Participant: The events that I would class as proper events are ones that I charge for. So outdoor theatre, I suppose deer feeding to degree, some of the nature trails and other activities that have financial implications to them. But the programmable stuff, the free events, my goodness there are so many things. For the main summer for the children and families it’s the 50 things programme which aims to get children outside playing in nature. We also do, every day we do free guided walks and talks of the garden, the park and house tours. We’re looking to start conservation studio tours this year and all those sorts of things that are completely free.
Interviewer: How have you marketed past events? Or know how Dyrham Park has marketed past events?

Participant: For ones that we need to sell tickets for, that may have higher ticket price, so it could be the outdoor theatre. We use our website as our main kind of voice but we also use social media. Occasionally we will use adobe campaign software, but so far we have never needed to use that.

Interviewer: What do you think is the best method of marketing an event in the National Trust?

Participant: Website. It does depend who we are aiming at. At the National Trust we look at the life stage of our visitors. This can help us to understand their behaviours and what they want from us as an organisation. So this can be used to help us decide what event to put on and what marketing to use. So if it’s for younger people then social media is probably one of the more powerful options. But we know that every single one of our visitors, every single segmentation and life stage, always refer to the website.

Interviewer: Why do you feel events are beneficial to this certain location, so Dyrham Park?

Participant: It tells the story of what we do as a charity and what makes us special as Dyrham Park. Really, what makes us different to every other National Trust property so walks in the park, telling the story of the deer and the health, the conditions and history behind that? It makes us special. We run events so that, we are not necessarily drawing extra visitors but we are managing their expectations. When people come they are pleasantly surprised of what we have on offer and that leads to a more fulfilling visit. They then, a lot of the time, want to come back again, to learn more about us.

Interviewer: Why do you feel events are beneficial to the overall organisation?

Participant: Same really, I think that it’s amazing the amount of people that still come to a National Trust site and did not know we are a charity, a conservation charity which we are first and foremost. People’s attitudes can really change towards us for the better when they attend an event. It’s great, because we have a duty of care to look after the places that we have. I think the variety of event programming that we do is honestly one of the best ways to attract and inspire people with what we do. If people want to come in and collect pears from the Perry Orchard that have fallen down then we turn that into cider which we sell and make money from to run it. But watching children fill up buckets full of pears they are actually taking part in our conservation effort.

Interviewer: What aspects do you think will attract a potential visitor to attending an event?

Participant: Interests. People visit the National Trust for a variety of reasons. As long as they have a good impression and attitude or an interest an in heritage, the organisation or just the event itself, people will come. Reputation is also a big one. We do market our outdoor theatre; it’s been running for so many years. We use the same theatre group; they have a strong connection and a steady following so by reputation people will come. Where we have photographs is a big thing as well. Since 2015, Dyrham Park has been trying to focus on its spirit of place, which is something every not place has. It is a one page summary of what is special about each property and ours is all about the 17th century which is a very unique period of history where our site originates from. I mean the house and the layout of the park,
we’re trying to focus more of our events programming on it. Obviously when trying to move onto new events and programming you don’t have a lot of photographs so that has proved an absolute challenge but most people prefer visual, particularly with social media pictures, it doesn’t get picked up.

**Interviewer: How long does it take to plan an event?**

Participant: We are just at the point now where we are running our whole events programme a year and a half in advance so we already know what we are doing for Christmas and the idea is that we get to 18 months and then three years in advance so we can better plan so it really depends. Often what we will do is we will plan a February half term programme which will have valentines cards making but actually it might be weather dependent and might be something we’ve decided on the week before. You know we have a series of activities to choose from so we have contingencies. With the theatre we signed our contract back in November, marketing materials arrived yesterday and most of those will go out after Easter and that’s not until July so that is a bigger scale event because were looking to sell up to 600 tickets for 2 nights. So that needs to go out in advance as much as possible.

**Interviewer: What is the most likely segmentation/target market to attend an event?**

Participant: Explorer Families. Explorer Families and Curious Minds are the majority of our programming at Dyrham and what they are focused at and yes particularly school holidays it’s all about Explorer Families and then away from that we try and do more for the grownups so this year we’ve upped the efforts in June, which actually although it is a beautiful month- it’s warm and lovely and the gardens look lovely, it’s actually quite a quiet month for us here. So we’ve put a whole June programme around for grownups to try getting them out in June to enjoy the gardens and the good weather we have. And we started last year and it was okay but this year we’ve upped our efforts again.

**Interviewer: What is the most popular event at Dyrham Park?**

Participant: Probably the deer feeding.

**Interviewer: How much money does that event raise?**

Participant: Probably about, well for all the months, probably about £3500, that covers most of the costs for the deer feeding.

**Interviewer: Is there an importance to make events educational?**

Interview Participant: Yes. Not all of our events are, but again it comes back to cause. Because what we’re trying to do, with many of our events, is relate back to the organisations cause. In the sense we are educating people at Dyrham.

**Interviewer: What is done in the events to spread awareness of the National Trust?**

Interview Participant: For most of our events, where we don’t charge which is the vast majority, we often will have a collection box out to remind people we are a charity and we provide the materials free of charge. It depends what we are doing to be honest. When we had the roof project on, it was before I was here; they did all sorts of guided walks and things on the roof. So there was a very easy win message in terms of put some money down a chute that ran the whole length of the building and that money goes back into paying to look after the roof. So that’s the sort of thing.
Interviewee: Why are calendar/seasonal events important for the National Trust?

Managing visitor expectations, so if we chose to do nothing for Christmas, I’d have a lot of complaints. Although we don’t do it to draw visitors, as we are quite high capacity particularly in our school holiday season, we use events to spread visitors so often they’ll be put over lunchtime to ease pressure off the tearooms. We’ll do them midweek on our quieter days and our school holidays and less on weekends because if the suns out we don’t need to do anything on a Sunday. We had over 1700 people last Sunday and we didn’t have any more parking for anyone. So this is part of the problem with Dyrham with lack of parking and soggy ground. But also we use programming events as I said with June, it’s a great month for gardening, so we put on lots of gardening related walks, tours and activities on for the grownups most of which are free and some are paying and it’s a selection of you could learn how to plant something or listen to a lecture on tulips and that is because part of my job as visitor experience manager is my visitor number goes up and down throughout the year and ideally want to level them as far as possible. I will build a programme up it’s actually to build numbers up because I can take more visitors in June but I can’t take any more in August.

Interviewee: What makes customers come back each time?

Participant: Customer service has to be number one and a well-run, operationally sound. Our regular visitors don’t expect fireworks for our events but do expect a friendly face. Enough material to cover whatever activity we are doing and explaining why we are doing it.

Interviewee: If it’s possible can you discuss the average cost that takes to run a National Trust site, and why events are important for the protection and conservation?

Participant: Well, at the end of 2016 Dyrham made just enough money to cover itself financially. Can’t remember the exact figure off the top of my head, but until the end of 2016 we had to borrow money from the head office, because we don’t have a big pot of money or a reserve. Our sites financial standing is dependent on how that site was handed over to the trust in the first place. Dyrham was purchased by the government in the 50’s as a reminder of what the Second World War was about, fighting for typical peace of the English countryside. Eventually that was handed over to the Trust, who took control in the 60’s. So we have no additional money, basically. Although most of our programming is free, I have to make some events charge for the experience, so that it can go towards other elements. You know whether its repairs in the house or for the park. The events keep the site running essentially. The events mean people come back and word of mouth spreads, people pay emissions budget, sign up as members, so though events themselves don’t earn a lot of money at Dyrham, there are other things that causes them to be successful and that is membership and emissions income and that’s what keeps Dyrham running.

Interviewee: Can events held at Dyrham encourage people to come National Trust members or volunteers, in your opinion?

Participant: Absolutely, yes. The events can educate and inspire many people, so they can definitely have a positive influence on people wanting to visit more and to even become Members. Something that we’re quite good at Dyrham, we are trying to find more reasons to do it, is what we call ‘visiting’. It means when people become a visitor we can actually get
them to be involved and help us with something. So like, children collecting apples in the, pears in the Perry orchard or even in the summer old lodge we’ve got plastic tractors that children can ride around, we will get warm water out, so they can wash the tractors down. That’s called ‘visitoring’.

**Interviewee:** What type of event has proven to be more successful for the organisation in terms of raise profit and or awareness, encouragement of memberships and donations and volunteering?

Participant: I can’t really speak on behalf of the organisation. I think it does vary. We’ve got so many countryside properties particularly in the Somerset area, in which they don’t have any pay for entry properties, so the only way they have of raising some income is through membership and events. The most successful ones were the ones that relate back to cause. So I know they do one in the Cheddar Gorge area, they do lots of outdoorsy kind of activities, where you can do a bit of camping and rock climbing. It’s actually turned into a festival and other parts of the South West are now adopting that as an idea. So that’s proven quite popular. I mean Tyntesfield are a good example of effective events, I know that their Victorian Christmas has to be one of the most popular and successful events they do.

**Interviewee:** Any additional facts you can provide?

Participant: Just that the National Trust is growing at quite a rate, whether it’s because, well partly because, of the change of direction the organisation is trying to be more open. And more come in and play at our sites, they’re your sites as well sort of approach. But also, I really do believe that the more technology builds up in people’s lives the more important, particularly parents with children are going to think it’s important to come to places like this where they are out with a bit of fresh air and away from a TV or a phone screen and I think that will only continue to grow. In fact the National Trust is working with a number of academics looking into the benefits on mental health and to generally health wise being outside in the countryside.

**Interviewee:** Thank you very much for you time.
Appendix E – TurnItIn Receipt