

41 Johnston Street
London, UK SW6 5SP

July 31, 2022

Toby Bartholomew
Managing Director
Wadworth Brewery
41-45 Northgate St
Devizes, UK SN10 1JW

Dear Mr Bartholomew,

Here is my report, A Causal Analysis and Feasibility Report on Attracting Customers to The Kings Arms. The report investigates why The Kings Arms is still struggling after lifting lockdown restrictions and makes recommendations as to how to restore the pub to its pre-pandemic status. I hope this report is helpful, and I thank you for the opportunity and guidance.

As a long-term resident of Fulham and an employee at The Kings Arms, it was easy to spot the stark contrast between the success of pubs in the area. However, I struggled to understand why some were thriving and others were not. The staff at The Kings Arms and survey participants were a great aid in making sense of my observations. Mr Timothy Brown, manager of The Kings Arms, was especially helpful in offering me valuable instruction and support.

Ideally, I believe The Kings Arms would benefit from expanding their beer garden. However, I cannot conclusively recommend this due to my limited access to the brewery's financials. An expansion would mean a long closure period for The Kings Arms and a temporary loss of income, and I am unsure if this is financially feasible.

I enjoyed my investigation and learned a great deal about the workings of a pub. If there are any questions, I would be happy to help. Please feel free to phone at 647-9130-542 or email at matildamurray1@gmail.com.

Sincerely,



Matilda Murray

**A Causal Analysis and Feasibility
Report on Attracting Customers to
The Kings Arms**

Prepared for: Toby Bartholomew,
Managing Director of Wadworth
Brewery

By: Matilda Murray, UBC Student
31st July, 2022

Table of Contents

Abstract	1
Introduction	2
Background on The Kings Arms	2
Issue and Purpose of Report	2
Methods of Inquiry	3
Scope of Investigation	3
Data Section	4
Amount of Customers at The Kings Arms	4
Amount of Customers at The Golden Lion and White Horse	5
Comparison and Analysis of Customer Amounts	5
Summary and Analysis of Interview Findings	6
Survey Findings on Enjoyment of A Pub	6
Summary and Analysis of Enjoyment Findings	8
Survey Findings on Beer Gardens, summary and analysis	10
Demographics and analysis	10
Estimated Cost of Refurbishment	11
Feasibility Assessment	12
Conclusion	12
Summary of Investigative Findings	12
Recommendations	13
Works Cited	14
Appendices	15
Appendix A: Interview Transcript	15
Appendix B: Current Kings Arms Beer Garden - Image 1	20
Appendix C: Current Kings Arms Beer Garden - Image 2	21
Appendix D: Survey Questions	21
List of Illustrations:	
Figure 1: A comparison of pre and post-pandemic customer amounts	4
Figure 2: The average amount of customers in a night at other pubs (Post-pandemic)	5
Figure 3: The mean enjoyably of pubs being investigated	6
Figure 4: What elements of the pub make The Kings Arms enjoyable	7
Figure 5: What elements of the pub make The White Horse or The Golden Lion enjoyable	7
Figure 6: Percentage of pub goers who think beer gardens are important	8
Figure 7: Opinions on The Kings Arms' beer garden	9
Figure 8: Opinions on nearby pub's beer gardens	10
Figure 9: Percentage of pub goers under 31	10
Table 1: A table showing the estimated costs and total of refurbishing the beer garden	11

Abstract:

The Kings Arms has been struggling to attract customers since it lost most of its customer base in the pandemic. The limited amount of customers The Kings Arms is serving means that the pub is struggling to make a significant profit. By interviewing long-term employees at The Kings Arms, it was discovered that most of the office workers, who were the main customer base, are now working from home permanently. An observational count demonstrated that nearby pubs such as The Golden Lion and The White Horse are doing exponentially well. Surveys conducted with customers at The Kings Arms and nearby pubs indicated that what made other pubs more popular was a well-maintained and attractive beer garden, which tends to appeal to customers in their twenties. An estimated cost to refurbishment was calculated and suggests that to change the beer garden is would cost approximately £10,000. Once operating at optimal capacity The Kings Arms would be able to pay back the cost of refurbishment in a matter of weeks. The findings suggest that to start turning a considerable profit, The Kings Arms must refurbish their beer garden to attract a new group of younger customers.

Introduction

An Overview of The Kings Arms:

The Kings Arms is a pub in the London borough of Fulham, owned by Wadworth brewery. Boasting a max capacity of 250 people and a fully stocked bar with 20 different beers and six different ales on tap the pub is well suited to catering to a huge amount of people. The pub also has seven 54-inch TVs throughout the space to allow for visibility from all angles and a small beer garden.

Furthermore, the pub has a beautiful kitchen and pizza oven staffed by three talented chefs who serve lunch, dinner and nibbles daily. Located a 15-minute walk from Fulham Football Club stadium, Craven cottage, The Kings Arms is lucky enough to be one of the closest pubs to the stadium and thus garners significant business from football fans on match days. Workers from offices such as Clarion Events, Maxgo Business Solutions, Fuse Venture Partners and Parallel Consulting would come by for the lunchtime specials or after-work drinks.

Issue and Purpose:

The pandemic hit the hospitality industry hard. Like other pubs and restaurants, The Kings Arms was forced to close for a significant time due to lockdown measures. Once reopened, they were forced to operate at a reduced capacity meaning that The Kings Arms couldn't significantly profit from major events such as the Euros. Furthermore, the office workers were forced to work from home, even after the UK lifted some lockdown measures. Moreover, many football matches had to be cancelled due to the pandemic. The pandemic has meant that profits have stagnated for the past few years. The UK lifted COVID-19 restrictions on 19th July 2021, meaning that The Kings Arms was allowed to operate at max capacity and with no restrictions. However, The Kings Arms is still struggling with the lack of customers.

Meanwhile, nearby pubs such as The Golden Lion and The White Horse are thriving with London's social scene reopening. The issue is that whilst the rest of London has reopened, nearby offices have

chosen to remain permanently remote or implement a hybrid system. Thus, The Kings Arms has lost most of its customers and, therefore, its' income. This report investigates why pubs such as The Golden Lion and The White Horse thrive in a post-pandemic London whilst The Kings Arms is still struggling. From the findings in this report, one can implement a solution to attract customers to The Kings Arms.

Methods of Research and Enquiry:

Near identical **surveys were conducted at The Kings Arms, The White Horse and the Golden Lion**, the questions for which can be found in Appendix D. **Seventy-four customers completed** the survey, twenty seven from The Kings Arms and forty seven from the other nearby pubs. The surveys were designed to **understand better the pubs' customers**, such as their age and smoking habits. The surveys also questioned **what the customers liked about the pub they were at and their opinions on beer gardens**. In addition, some **employees at The Kings Arms were interviewed** to understand better the workings of the pub and its customer base. Furthermore, **secondary research into the demographics of Fulham** was undertaken. Finally, a **rough estimate of the cost of refurbishing** the beer garden was conducted from contractor quotes and DIY websites to assess the plan's feasibility better.

Scope of The Investigation:

This report addresses the lack of customers at The Kings Arms and the sources behind it. The report also investigates what can be done to attract more customers and the feasibility of any possible solutions. To investigate these elements I will ask these five questions:

1. What do our current customers think?
2. What draws customers to other more popular pubs?
3. What is the cost of remodelling?

4. What are the demographics of the area, e.g. average income, age?
5. Can other changes be implemented, such as changing the food or drinks menu?

Data Section

Average Amount of Customers Present at each Pub:

The Kings Arms:

The bouncer's occupancy count was taken from 4 different Friday nights spread out through a year, both before and after pandemic restrictions. The count displays how many people entered the pub from 5pm until last orders at 11pm. From the 4 counts a mean was calculated.

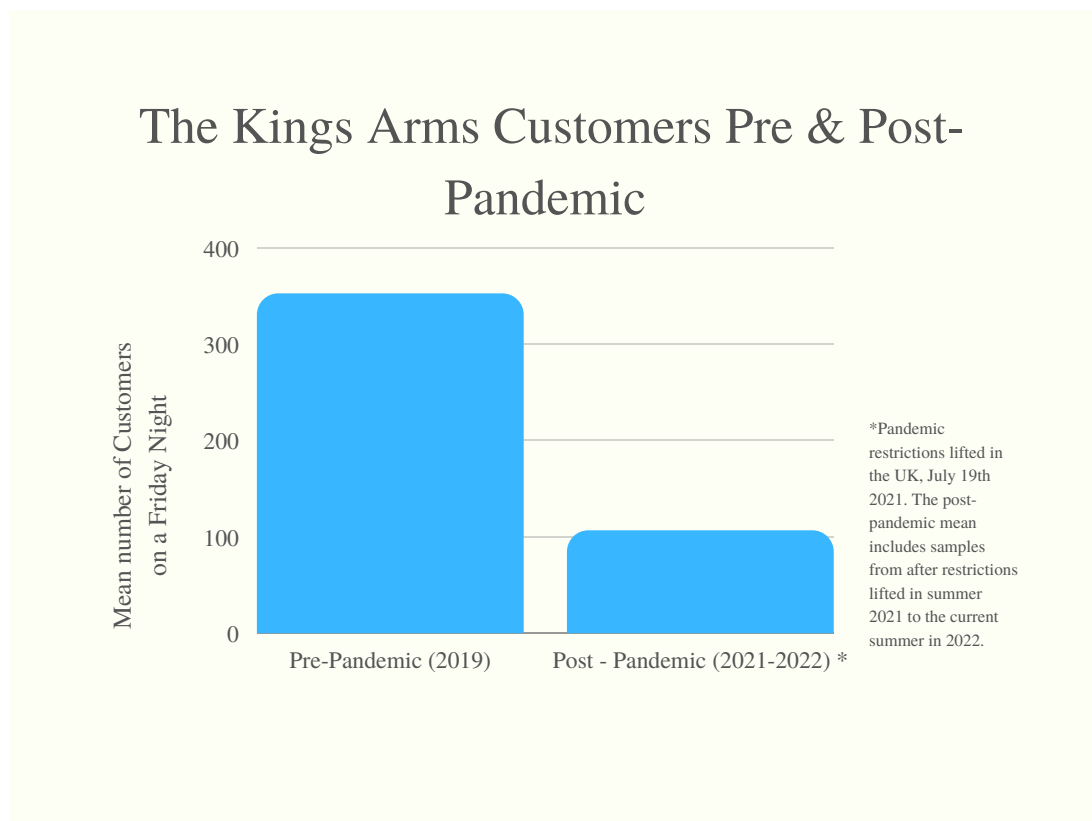


Figure 1: A comparison of pre and post-pandemic customer amounts.

The data shows that pre-pandemic, an average Friday night would have about 300 customers. Since lifting COVID-19 restrictions, an average Friday night now sees about 100 customers. The data

shows that despite lifting restrictions, Kings Arms has been unable to revert back to its pre-pandemic occupancy.

The Golden Lion and White Horse:

An observational count was taken on Friday and Saturday night for both pubs. The count started at 5pm and finished at last orders at 11pm. The count is a total of how many people entered the pub throughout the night. From the count a mean was calculated.

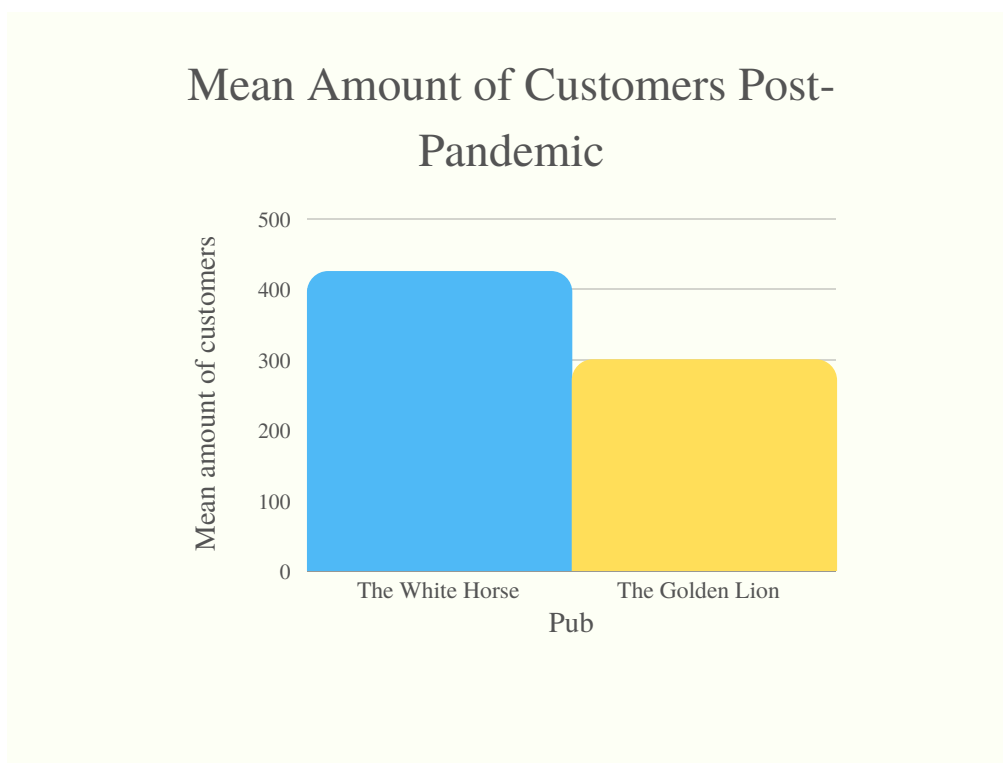


Figure 2: The average amount of customers in a night at other pubs (Post-pandemic)

Pubs such as The White Horse and The Golden Lion are seeing an average of about 300 to 400 people a night, even in post-pandemic conditions; this is a stark comparison to The Kings Arms. The White Horse and The Golden Lion are all within walking distance of The Kings Arms, with The Golden Lion being just 100 m down the road, yet they continue to thrive. Thus, it would be inconceivable to blame The Kings Arms' location for their lack of customers and it must be due to another reason. The data shows that pubs are capable of thriving post-pandemic, and the pandemic

cannot be entirely blamed for The Kings Arms lack of success.

Interview Findings:

Interviews were anonymously conducted with three long term employees at The Kings Arms. Here a summary of the findings. A transcript can be found in Appendix A.

The interviews highlighted the significance of not having the office workers around anymore and how significant a source of income they were for The Kings Arms. All three employees blamed the lack of customers on the office workers working from home. However, all the employees noted that they would often get a surge of young customers on weekday nights when The Golden Lion would close its beer garden early due to noise pollution laws. The Kings Arms is not subject to the same laws as they do not neighbour residential homes, so the garden can stay open until closing time. Thus, it would be logical to take advantage of the situation and make the beer garden more alluring. When asked what could be done to attract more customers many suggested refurbishing The Kings Arms and also doing more to advertise.

Survey findings:

Pub customers were asked how much they enjoyed their experience on a scale of 1 to 10, with ten being the most enjoyable.

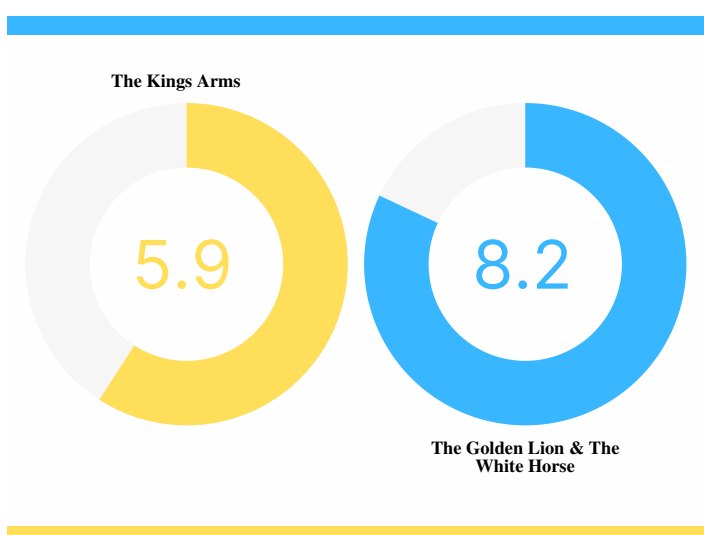
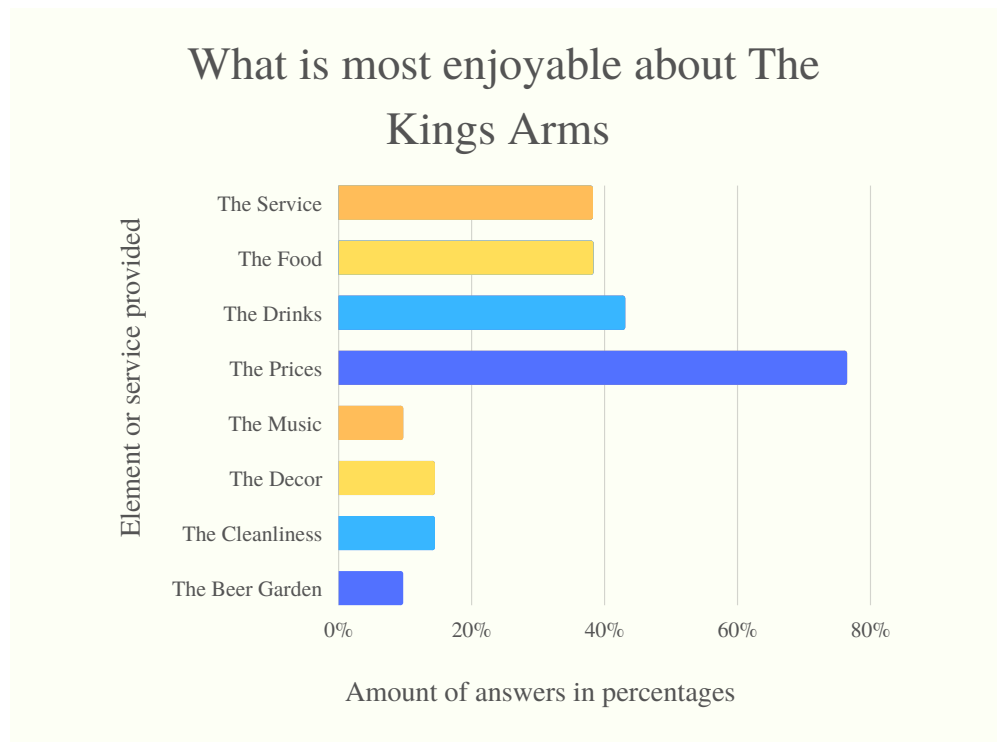


Figure 3: The mean enjoyability of pubs being investigated. 10 being the highest score.

The mean enjoyability for The Kings Arms was 5.91, dramatically different from The Golden Lion and The White

Horse, who had a combined mean of 8.20. Thus, one can ascertain that people at The Golden Lion and The White Horse enjoyed themselves more than customers at The Kings Arms.

Figure 4: What elements of the pub make The Kings Arms enjoyable.



When Pub goers were asked what they enjoyed at the pub, the top two most favoured answers for The Kings Arms were the prices and the drinks. Meanwhile, the two least popular answers were the beer garden and the music.

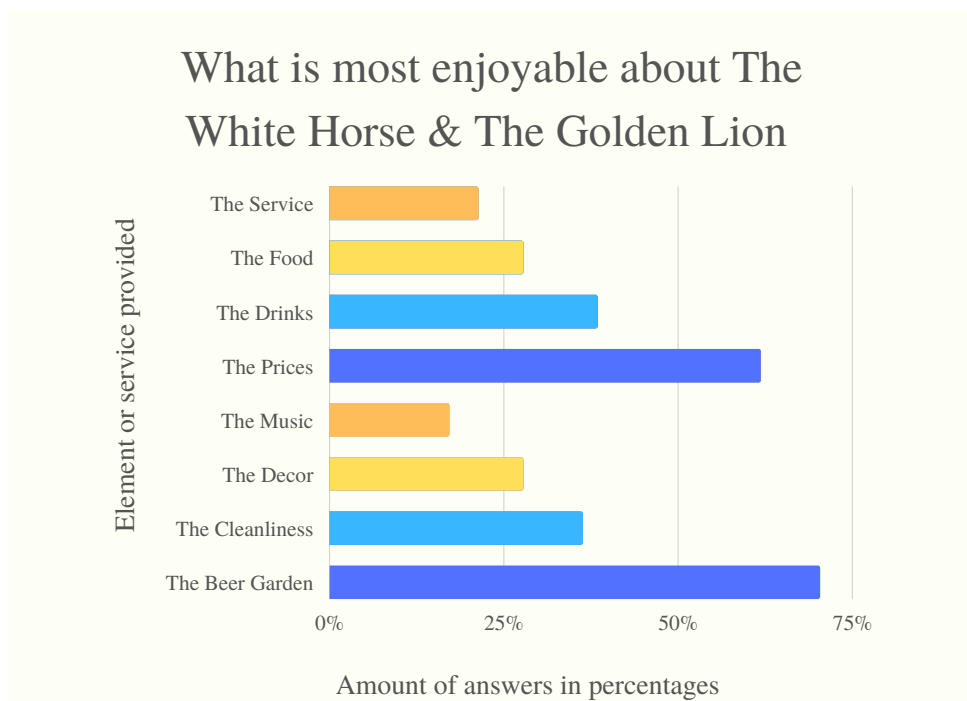


Figure 5: What elements of the pub make The White Horse or The Golden Lion enjoyable.

Summary and Analysis of Enjoyment Findings:

Customers at The Golden Lion and The White Horse were also asked what makes the pub they are at enjoyable, the two most common answers were, the prices and the beer garden. The two least popular answers were the service they received and the music.

The survey findings suggest that The Golden Lion and White Horse customers enjoyed themselves more due to the pubs' beer gardens. The findings from both surveys were relatively similar apart from one outlier, the beer garden. The Kings Arms and other nearby pubs, The White Horse and The Golden Lion, also offered competitive prices, good drinks and similar music. When the significant difference between survey findings is the beer garden, we can assume that a beer garden is a deciding factor in a pub's popularity and enjoyability. The findings also suggest that other changes such as altering the food and drinks menu or changing the prices would do little to attract customers due to people finding similar levels of enjoyability in these areas. The correlation of enjoyment and a beer garden is also backed by the survey. The survey showed that more than three quarters of pub goers thought having beer garden was moderately to extremely important (Figure 6).

Beer Garden Opinions, summary and analysis:

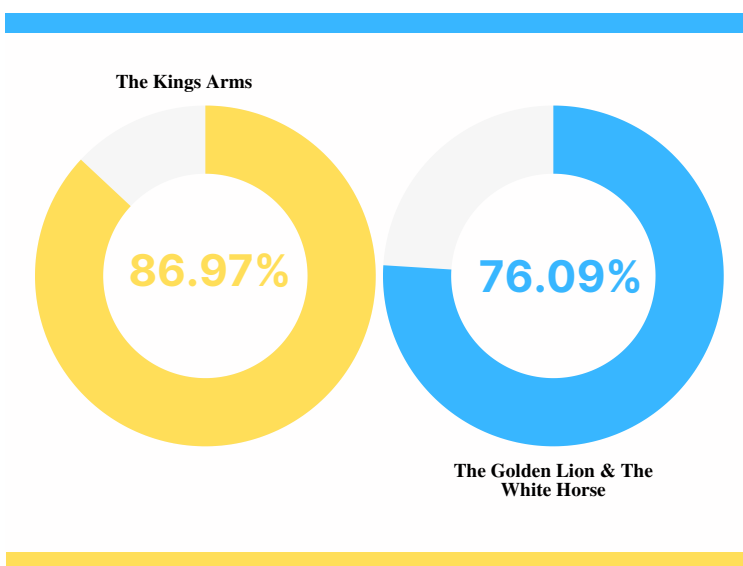


Figure 6: Percentage of pub goers who think beer gardens are important.

The Kings Arms also has a beer garden which would suggest that the pub should be just as attractive as other nearby pubs. When questioned about the appearance of The Kings Arms' beer garden, the answers were

often negative, with the most common responses being that the space was small, dirty and rundown (Figure 7). This is in stark comparison to peoples opinions on the beer gardens at The Golden Lion and The White Horse where the most common responses were more positive with people saying that the areas were big, beautiful and well maintained (Figure 8). The evidence demonstrates that having a beer garden is vital and many consider it to be an essential element of a pub. However, simply having a beer garden is not enough. What truly attracts customers and makes a pub experience more enjoyable is the appearance of the beer garden. Customers prefer a pub that has a beer garden that is beautiful, well maintained and clean. The popularity of The White Horse and The Golden Lion, as shown in Figure 2, also suggests that a beer garden not only ensures optimum customer satisfaction, but also attracts more customers.

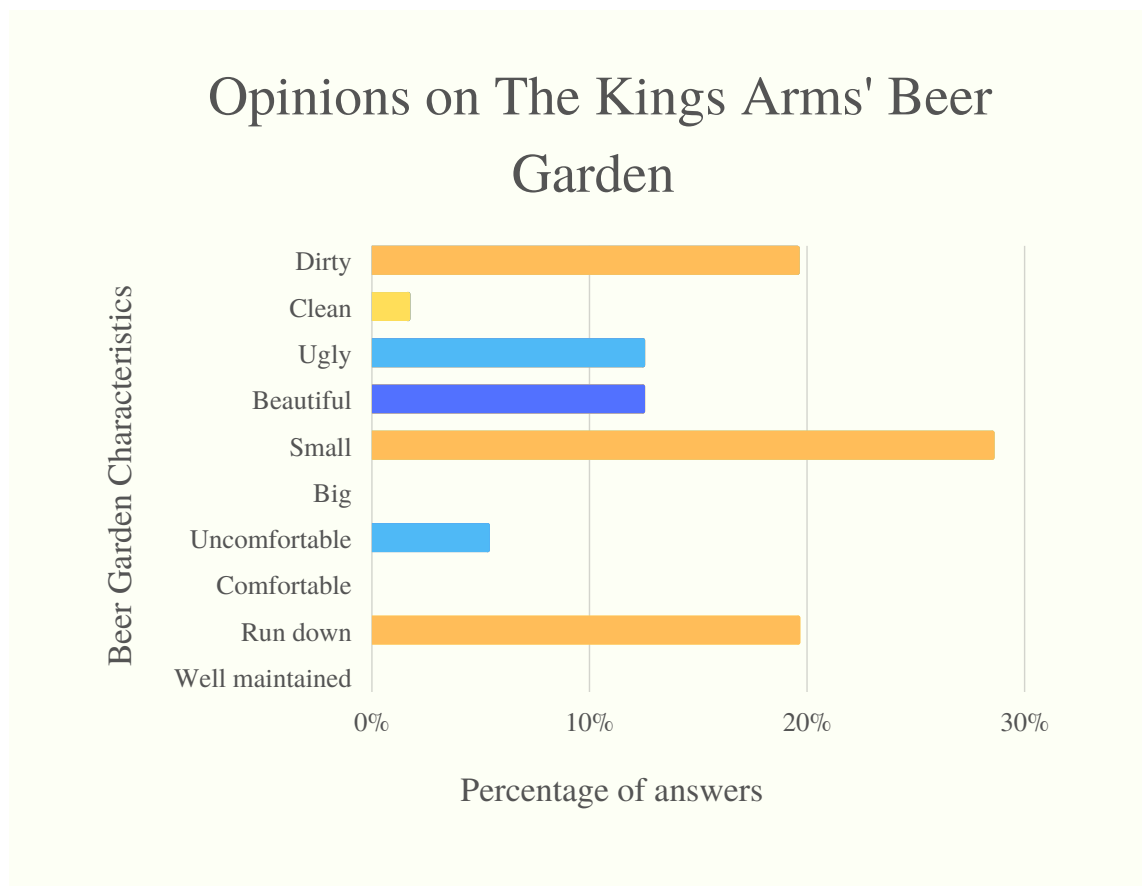


Figure 7: Opinions on The Kings Arms' beer garden.

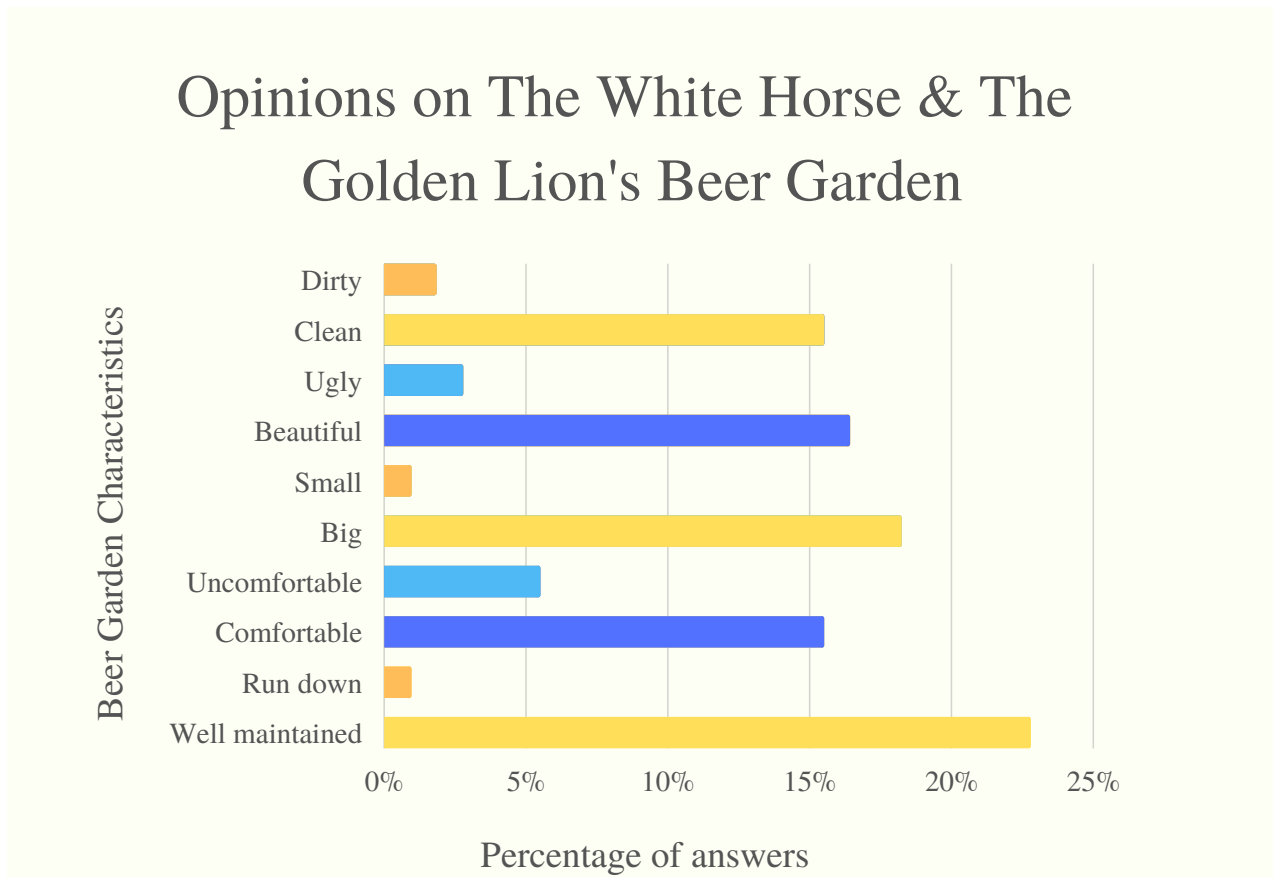


Figure 8: Opinions on nearby pub’s beer gardens.

Demographics:

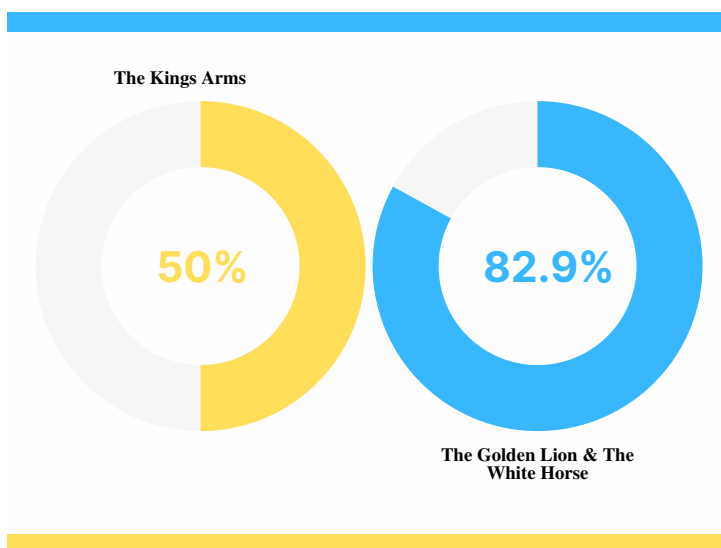


Figure 9: Percentage of pub goers under 31.

What is notable from the survey findings is that The Golden Lion and The White Horse possessed a larger proportion of individuals aged 30 or younger (82.9%) than The Kings Arms (50%). Paired with the survey findings mentioned above,

suggests that an attractive and well-maintained beer garden is alluring to younger customers. The Kings Arms should try to cater towards younger individuals. The office workers were often commuters and not local to Fulham, and statistics show that Fulham has 32% more individuals in their 20s than the regional average (The Move Market). When a considerable portion of Fulham's people are under 30, and employees note that only young people are going out, it is reasonable that The Kings Arms adapts to cater to a younger customer base.

Estimated Cost of Beer Garden Refurbishment:

The Kings Arms beer garden is undoubtedly in need of some modifications, as the survey shows. Employees also noted that the decking was "starting to rot and one of the wooden benches has broken" and another also suggested that it could do with a refurbishment (see Appendix A). These observations are also backed by images of The Kings Arms' beer garden in Appendixes B and C which also demonstrate a need for remodelling.

<u>Total estimated cost of re-furbishment</u>		
Item	Quantity	Total estimated cost
Removal of rotting deck and Replacement with pavement		£6000
Paving Slabs	54 SQM worth	£986.58 - £3330.18
Pressure washer Cleaning service	1 Time	£200
Picnic Benches	4	£672-£920
Tables	7	£315-£770
Chairs	14	£1680-1820
Plants, outdoor cushions and decor		£1000
	Total	£10,853 - £13,840

Table 1: A table showing the estimated costs and total of refurbishing the beer garden.

The total cost of refurbishment is a rough estimate, the estimated costs were based on quotes from contractors: LW Renovations, Sigma Construction and E&S Building Contractors. Estimates for paving slabs, garden furniture and outdoor decor were estimated based off prices at DIY shops such as B&Q and Wicks. The cost of pressure washing was based off two quotes from Jet Wash Drives LTD and PS Power Washing. There is some variation of the total cost, as this is dependent on what kind of furniture and decor is bought.

Feasibility assessment:

As noted in the interviews, The Kings Arms can easily make £10,000 a weekend at optimum working capacity. When full of customers again, The Kings Arms would be able to repay the cost of the refurbishment in a matter of weeks. When considering what The Kings Arms has been capable of making, funding a refurbishment of the beer garden is a worthwhile investment as it will restore The Kings Arms to former glory and allow the pub to increase its revenue again.

Conclusion

Summary of Findings:

From my investigation into The Kings Arms and other pubs, I determined that the lack of customers at The Kings Arms was due to office workers no longer being in the area. My investigation into the demographics of Fulham and my interviews with pub employees highlighted that the majority of Fulham's customer base is in their twenties or early thirties. Other pubs were more successful at attracting customers because the younger customers preferred their spacious, well-maintained beer gardens. Refurbishing The Kings Arms' beer garden will allow the pub to compete with other nearby establishments, as they would then be catering to the preferences of younger customers. My findings predict an estimated cost of £10,000 is needed to make the necessary alterations to the garden, which I believe is a worthwhile investment due to its ability to increase profits. The lack of

customers has caused The Kings Arms' profits to suffer; making changes is the most plausible solution to increase revenue.

Recommendations:

The current profit outputs at The Kings Arms are not sustainable. However, The Kings Arms is capable to increasing its revenue if they attract more customers to the pub. In order to do so I make the following recommendations:

1. It is advised that the beer garden at The Kings Arms be refurbished to look well maintained and inviting like other nearby pubs. Renovating the beer garden would attract more customers, especially those under 30 who are enjoying their post-pandemic freedom.
2. Another recommendation is that the pub begins opening the skylight and all three double doors again to create the feel of a more open and larger space in lieu of being unable to expand the beer garden.
3. Once refurbished, it is recommended that a focus is put on advertising, particularly on Instagram, to reach out to potential Kings Arms customers and inform people of the update of the beer garden. Instagram is particularly popular with those in their twenties and thirties, who The Kings Arms is hoping to attract.

Works Cited:

How old are the people living in Hammersmith and Fulham 007D - Addison, Hammersmith and Fulham? The Move Market. (n.d.). Retrieved July 21, 2022, from <https://themovemarket.com/area/age/addison-hammersmith-and-fulham/hammersmith-and-fulham-007d>

Appendices

Appendix A: Interview Transcript

Employees at The Kings Arms were interviewed anonymously and will thus be referred to as Employee 1, 2 and 3.

Interviewee: Employee 1

Interviewer: Matilda Murray

Date of Interview: 18th July, 2022

Location of Interview: The Kings Arms, 425 New Kings Rd London, UK SW6 4RN

[Begin Transcript 00:00:10]

Interviewer: What kind of customers did you typically serve before the pandemic?

Employee 1: The lunchtime crowd was usually people from the offices. We would get big groups of 15 or more at a time. They would come for a sandwich or a wrap from the lunchtime menu. We would typically make about £750 in just two hours. The office workers would then come back in the evening for a drink or two.

[00:00:32]

Interviewer: Before the pandemic how busy would you get in the evenings, especially on the weekends?

Employee 1: Friday evenings were always super busy. The pub would be filled with office workers. They would celebrate the end of the week, typically racking up huge tabs on the company card. I think many companies used Friday night drinks at The Kings Arms to help boost morale.

[00:00:54]

Interviewer: What kind of customers are you typically serving post-pandemic?

Employee 1: We have been serving quite a few young people. We've had to check a lot of IDs recently. The beer garden at The Golden Lion closes at 9:30 due to the neighbours complaining about the noise. So the youngsters from The Golden Lion will have to come to us and cram into our garden, which doesn't close until 11:30. It's the only time we really get a surge of people.

[00:01:07]

Interviewer: Post-pandemic how busy do you get in the evenings, especially on the weekends?

Employee 1: It's dead most of the time. We get no one in during the day or on weekday evenings and we'll get a small crowd of people on weekends, but nothing like we used to have.

[00:01:24]

Interviewer: Post-pandemic, how often do you work and what is your workload like?

Employee 1: I used to work the daytime shift, which was great. I would come in at about 9:30 in the morning and prep for opening, and I would be done by 5 or 6 when the evening shift came to take over. Now we only open in the evenings because no one comes in during the day. It's really frustrating because I never get any evenings off to see my friends.

[00:02:02]

Interviewer: What do you think the cause is for the decline of customers is?

Employee 1: It's clearly because there are no office workers anymore; many probably won't return. The few who have come in have explained that they are implementing a hybrid model and only have to come in Tuesday through Thursday. Some only had to come into the office once a week.

[00:02:33]

Interviewer: Do you think there are any changes that can be made to the pub that can help it recover?

Employee 1: I'm not sure. The only people who seem to be going out are young people, lots of university students and young professionals, most under 30. The younger ones seem to enjoy the beer garden, but it's looking a little grubby and weathered. It hasn't had any TLC since we first opened years ago, it could probably do with a good clean, but it's impossible to properly clean that deck.

[End Transcript 00:03:01]

Interviewee: Employee 2

Interviewer: Matilda Murray

Date of Interview: 18th July, 2022

Location of Interview: The Kings Arms, 425 New Kings Rd London, UK SW6 4RN

[Begin Transcript 00:00:07]

Interviewer: What kind of customers did you typically serve before the pandemic?

Employee 2: At lunchtime, we got a lot of office workers coming in, except on Sundays when families were coming for the Sunday roast special. The evenings are typically filled with office workers again, as they usually came in to have a couple of drinks after work.

[00:00:39]

Interviewer: Before the pandemic how busy would you get in the evenings, especially on the weekends?

Employee 2: Saturdays were reasonably busy, but Friday evenings were always packed with office workers. But, the really hectic days were when Fulham had a match. The pub would be filled wall-to-wall with hundreds of football hooligans or demanding pints. It would be endless hours of non-stop pulling pints. You couldn't even stop to wipe the beer dripping down your arms. It was chaos but such a great adrenaline rush. We could easily make 10K on a match day.

[00:01:16]

Interviewer: Post-pandemic how busy do you get in the evenings, especially on the weekends?

Employee 2: Nowadays, we get a handful of the old regulars, very few office workers and a lot more young people. They all come from The Golden Lion when it's too full, or they get kicked out. We often get people coming from Putney high street as well. Lots of people will do pub crawls that start at the top of the high street and end across the bridge in Fulham.

[00:01:38]

Interviewer: Post-pandemic how busy do you get in the evenings, especially on the weekends?

Employee 2: The only time we get busy is about 9:30 on weekdays when The Golden Lion closes their beer garden early, and all the young people come over. The Golden Lion's beer garden is lovely as they re-did it a few years ago. I think that's why people typically go there first. We've had a few people arrange events or parties, but they always cancel because someone has Covid.

[00:02:09]

Interviewer: Post-pandemic, how often do you work and what is your workload like?

Employee 2: It's been a massive issue for most of us. Almost all of us only work part-time now as there's no need for as many people to be on shift. Probably a good thing we don't need that many people. Since Brexit happened, there's no one to hire; every restaurant and bar in London is looking for help. Many of us are looking at getting other jobs or at least other part-time ones. Work is no longer fun, most shifts are so quiet you end up standing there doing nothing for hours.

[00:02:51]

Interviewer: What do you think the cause is for the decline of customers is?

Employee 2: Everyone works from home now, so there's no one coming in for lunch or after-work drinks. I think most people like the freedom of working from home. It's easier to set your hours, and you don't have to spend a fortune to live in London. I think the pandemic has changed the work scene permanently. A lot more young people are going out. I think most of them are making up for lost time after being forced to waste two years of their life indoors.

[00:03:25]

Interviewer: Do you think there are any changes that can be made to the pub that can help it recover?

Employee 2: Maybe start advertising again? Instagram has been kind of neglected since the pandemic hit. Oh! And the floorboards in the garden could do with being redone; they're starting to rot, and one of the wooden benches has broken too. It's honestly becoming a bit of a safety hazard.

[End Transcript 00:03:58]

Interviewee: Employee 3

Interviewer: Matilda Murray

Date of Interview: 18th July, 2022

Location of Interview: The Kings Arms, 425 New Kings Rd London, UK SW6 4RN

[Begin Transcript 00:00:03]

Interviewer: What kind of customers did you typically serve before the pandemic?

Employee 3: Usually office workers, people in their thirties and upwards. We would get a lot of football fans in on match days. Sunday was usually family day; people would come in for a Sunday roast. We're usually a pub that caters to older people.

[00:00:27]

Interviewer: Before the pandemic how busy would you get in the evenings, especially on the weekends?

Employee 3: Friday evenings were always the busiest; five or six of us working on the bar, it would be all hands on deck. Nowadays, you don't need more than three working a Friday evening shift.

[00:00:56]

Interviewer: What kind of customers are you typically serving post-pandemic?

Employee 3: We are serving a strange array of customers now since we reopened. We still see a handful of regulars, usually families and the elderly, who come in for their Sunday Roast, but we don't see the offices as much. We get some young people in now which is different.

[00:01:24]

Interviewer: Post-pandemic how busy do you get in the evenings, especially on the weekends?

Employee 3: We really don't get busy on weekends anymore. Sometimes it's so dead we have to close early as it's just not profitable to stay open. Match days are also quieter now. I think many other fans are worried about catching COVID, so they would rather stay at home and watch the game.

[00:02:02]

Interviewer: Post-pandemic, how often do you work and what is your workload like?

Employee 3: I am definitely working a lot less now. My shifts often get cancelled, we close early, or I'm asked to go home because there are too many people on shift and too few customers. It's really annoying; I need the money, and it's a waste of my time to only come in for 2 hours and then be asked to leave. If I do get to stay I end up standing around doing nothing most of the time.

[00:02:42]

Interviewer: What do you think the cause is for the decline of customers is?

Employee 3: I spoke to someone from Clarion, and they're working remotely from now on. It's cheaper than renting an office space, and they're not the only office to implement the system. Many are enjoying working from home, so I think companies have compromised and implemented a hybrid method. So I blame the lack of customers on there being no office workers about.

[00:03:17]

Interviewer: Do you think there are any changes that can be made to the pub that can help it recover?

Employee 3: “The place is just run down and sad looking, especially outside. It looked terrible before, but after the Euros last summer, it was absolutely trashed by people celebrating. We don't really do anything to advertise also. The girl who used to run our Instagram moved back to Australia during the pandemic, and non of us are great with social media.”

[End Transcript 00:04:01]

Appendix B: Current Kings Arms Beer Garden - Image 1

Source: Photo taken by Tyler Shepherd. (October 2021). https://www.google.com/maps/uv?pb=!1s0x48760f74c230b451%3A0xfa78502407b9799f13m117e115!4shttps%3A%2F%2Flh5.googleusercontent.com%2Fp%2FAF1QipO-7F11oUz9VjTW0vNtLT4a9SNmB7d_7oCyBvUN%3Dw530-h320-k-no!5sthe%20kings%20arms%20fulham%20-%20Google%20Search!15sCgIgAQ&imagekey=!1e10!2sAF1QipPHWT6pEBBGG9IyzO5xVXJ82O95G-TW8O48XXoq&hl=en&sa=X&ved=2ahUKEwiBrO-YwaT5AhWgl4kEHQEiBboQoip6BAhZEAM

Appendix C: Current Kings Arms Beer Garden - Image 2

Source: From the official Kings Arms Instagram Page. (July 2022). @kingsarmsfulham

Appendix D: Survey Questions:**Q1. Age (years)**

- 18-21
- 22-25
- 26-30
- 31-35
- 36-45
- 46+

Q2. Which pub are you at? (only for those surveyed at The White Horse or Golden Lion)

- The White Horse
- The Golden Lion

Q3. On a scale of 1-10 how much are you enjoying the pub you are in?**Q4 - What is enjoyable about the pub you are in?**

- The service
- The food
- The drinks
- The prices
- The decor
- The cleanliness
- The beer garden

Q5 - Do you smoke or vape?

- Yes
- No
- Occasionally/Socially
- Prefer not to say

Q6 - How often do you attend the pub you are in?

- First time visiting
- 1-5 times a year
- 1-2 times a month
- 1-2 times a week
- 3+ times
- Prefer not to say

Q7 - How important is it for a pub to have a beer garden?

- Very important
- Moderately important
- Slightly important
- Extremely important
- Not at all important

Q8 - The pub's beer garden is...

- Well Maintained
- Big
- Beautiful
- Clean
- Comfortable
- Uncomfortable
- Ugly
- Dirty
- Small
- Rundown

Q9 - The decor at the pub you are attending is...

- A good colour palette.
- A bad colour palette
- Classy
- Tacky
- Beautiful
- Unattractive
- Suitable for a pub
- Unsuitable for a pub
- Creates a comfortable feel
- Creates an uncomfortable feel