

Marketing for Hospitality and Tourism

Philip Kotler • John T. Bowen • Seyhmus Baloglu
Contributions by Cristian Morosan

EIGHTH EDITION
GLOBAL EDITION



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • Sao Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan



BRIEF CONTENTS

PART I **Defining Hospitality and Tourism Marketing and the Marketing Process 23**

1. **Creating Customer Value and Engagement Through Marketing for Hospitality and Tourism 25**
2. **Services Marketing Concepts Applied to Marketing for Hospitality and Tourism 56**
3. **Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships 79**

PART II **Understanding the Marketplace and Customer Value 107**

4. **Analyzing the Marketing Environment 109**
5. **Managing Customer Information to Gain Customer Insights 138**
6. **Consumer Markets and Consumer Buying Behavior 178**
7. **Organizational Buyer Behavior 204**
8. **Customer-Driven Marketing Strategy: Creating Value for Target Customers 226**

PART III **Designing Customer Value-Driven Strategy and Mix 255**

9. **Designing and Managing Products and Brands: Building Customer Value 257**
10. **Internal Marketing 294**
11. **Pricing: Understanding and Capturing Customer Value 318**
12. **Distribution Channels Delivering Customer Value 353**

- 13. Engaging Customers and Communicating Customer Value and Advertising 380
- 14. Promoting Products: Public Relations and Sales Promotions 417
- 15. Professional Sales 444
- 16. Direct, Online, Social Media, and Mobile Marketing 481

PART IV **Managing Hospitality and Tourism Marketing 513**

- 17. Destination Marketing 515
- 18. Next Year's Marketing Plan 558

CONTENTS

To the Student 13

Preface 17

About the Authors 20

PART I Defining Hospitality and Tourism Marketing and the Marketing Process 23

1 Creating Customer Value and Engagement Through Marketing for Hospitality and Tourism 25

YOUR PASSPORT TO SUCCESS 27

CUSTOMER ORIENTATION 28

WHAT IS HOSPITALITY AND TOURISM MARKETING? 29

MARKETING IN THE HOSPITALITY AND TRAVEL INDUSTRIES 30

Importance of Marketing 30

Tourism Marketing 30

Definition of Marketing 31

MARKETING HIGHLIGHT 1.1 HOW FOUR SEASONS HOTELS AND RESORTS DELIGHTS ITS CUSTOMERS 31

The Marketing Process 32

UNDERSTANDING THE MARKETPLACE AND CUSTOMER NEEDS 32

Customer Needs, Wants, and Demands 32

Market Offerings: Tangible Products, Services, and Experiences 34

Customer Value and Satisfaction 34

Exchanges and Relationships 35

Markets 35

DESIGNING CUSTOMER VALUE-DRIVEN MARKETING STRATEGY 35

Selecting Customers to Serve 36

Marketing Management Orientations 36

PREPARING AN INTEGRATED MARKETING PLAN AND PROGRAM 38

MANAGING CUSTOMER RELATIONSHIPS AND CAPTURING VALUE 38

Customer Relationship Management 39

Customer Engagement and Today's Digital and Social Media 41

Partner Relationship Management 42

CAPTURING VALUE FROM CUSTOMERS 42

Customer Loyalty and Retention 43

Growing Share of Customer 43

Building Customer Equity 43

THE CHANGING MARKETING LANDSCAPE 45

The Digital Age: Online, Social Media, and Mobile Marketing 45

Sustainable Marketing—the Call for More Environmental and Social Responsibility 46

Rapid Globalization 47

Co-Creation 47

The Sharing Economy 48

WELCOME TO MARKETING: YOUR PASSPORT TO BECOMING A SUCCESSFUL MANAGER 49

CHAPTER REVIEW 50

IN-CLASS GROUP EXERCISES 52

EXPERIENTIAL EXERCISES 53

REFERENCES 53

2 Services Marketing Concepts Applied to Marketing for Hospitality and Tourism 56

THE SERVICE CULTURE 58

CHARACTERISTICS OF SERVICE MARKETING 58

Intangibility 58

Tangible Evidence 59

Inseparability 60

Variability 60

Perishability 62

THE SERVICE PROFIT CHAIN 62

MANAGEMENT STRATEGIES FOR SERVICE BUSINESSES 63

Managing Service Differentiation 63

Managing Service Quality 64

MARKETING HIGHLIGHT 2.1 SERVICE DIFFERENTIATION IS HARDER TO ACHIEVE, YET SOME MANAGE THROUGH ART 65

Managing Service Productivity 66

Resolving Customer Complaints 66

MARKETING HIGHLIGHT 2.2 RECOMMENDATIONS FOR IMPROVING SERVICE QUALITY 67

Managing Employees as Part of the Product 68

Managing Perceived Risk 69

Managing Capacity and Demand 70

CHAPTER REVIEW 75

IN-CLASS GROUP EXERCISES 76

EXPERIENTIAL EXERCISES 76

REFERENCES 76

3 Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships 79

NATURE OF HIGH-PERFORMANCE BUSINESS 81

- Stakeholders 81
- Processes 82
- Resources 82
- Organization 82

CORPORATE STRATEGIC PLANNING: DEFINING MARKETING'S ROLE 83

- Defining the Corporate Mission 84
- Setting Company Objectives and Goals 86
- Designing the Business Portfolio 86

MARKETING HIGHLIGHT 3.1 ACCORHOTELS GROUP: MARRIAGE WITH ONEFINESTAY, A LUXURY VACATION RENTAL PLATFORM 88

PLANNING MARKETING: PARTNERING TO BUILD CUSTOMER RELATIONSHIPS 90

- Partnering with Other Company Departments 90
- Partnering with Others in the Marketing System 91

MARKETING STRATEGY AND THE MARKETING MIX 91

- Customer Value-Driven Marketing Strategy 92
- Developing an Integrated Marketing Mix 93

MANAGING THE MARKETING EFFORT 94

- Marketing Analysis 94
- Goal Formulation 97
- Marketing Planning 98
- Implementation 99
- Feedback and Control 99

MEASURING AND MANAGING RETURN ON MARKETING INVESTMENT 99

CHAPTER REVIEW 100

IN-CLASS GROUP ACTIVITIES 102

EXPERIENTIAL EXERCISES 102

REFERENCES 103

PART II Understanding the Marketplace and Customer Value 107

4 Analyzing the Marketing Environment 109

THE COMPANY'S ENVIRONMENT 111

THE MICROENVIRONMENT 111

- The Company 111
- Existing Competitors 112
- Suppliers 113
- Marketing Intermediaries 114
- Customers 116
- Publics 116

THE COMPANY'S MACROENVIRONMENT 117

- Competitors 117

MARKETING HIGHLIGHT 4.1 GO TOKYO—MAKING TOKYO THE WORLD'S CHOICE BY DESTINATION DIGITAL MARKETING 118

- Demographic Environment 119
- The Changing American Family 124
- Economic Environment 125
- Natural Environment 126
- Technological Environment 127
- Political Environment 128
- Cultural Environment 129

RESPONDING TO THE MARKETING ENVIRONMENT 131

- Environmental Scanning 131

CHAPTER REVIEW 132

IN-CLASS GROUP ACTIVITIES 134

EXPERIENTIAL EXERCISES 134

REFERENCES 134

5 Managing Customer Information to Gain Customer Insights 138

MARKETING INFORMATION AND CUSTOMER INSIGHTS 140

- Marketing Information and Today's "Big Data" 141
- Managing Marketing Information 142

THE MARKETING INFORMATION SYSTEM 142

- Assessing Information Needs 142
- Developing Marketing Information 143

MARKETING RESEARCH 151

- Defining the Problem and Research Objectives 152
- Developing the Research Plan 153

MARKETING HIGHLIGHT 5.1 ETHNOGRAPHIC RESEARCH: WATCHING WHAT CONSUMERS REALLY DO 156

MARKETING HIGHLIGHT 5.2 ZMET: GETTING INTO THE HEADS OF CONSUMER 160

MARKETING HIGHLIGHT 5.3 PROS AND CONS OF ONLINE RESEARCH 162

MARKETING HIGHLIGHT 5.4 A "QUESTIONABLE" QUESTIONNAIRE 164

- Implementing the Research Plan 168
- Interpreting and Reporting the Findings 168

MARKETING HIGHLIGHT 5.5 RESEARCH PROBLEM AREAS 169

MARKETING HIGHLIGHT 5.6 HSMAI'S KNOWLEDGE CENTER: A GREAT SOURCE OF MARKETING INFORMATION 170

INTERNATIONAL MARKETING RESEARCH 171

MARKETING RESEARCH IN SMALLER ORGANIZATIONS 172

CHAPTER REVIEW 172

IN-CLASS GROUP ACTIVITIES 174

EXPERIENTIAL EXERCISES 174

REFERENCES 175

6 Consumer Markets and Consumer Buying Behavior 178

A MODEL OF CONSUMER BEHAVIOR 179

PERSONAL CHARACTERISTICS AFFECTING CONSUMER BEHAVIOR 180

Cultural Factors 180

Social Factors 183

MARKETING HIGHLIGHT 6.1 AYAM BRAND'S SOCIAL MEDIA INFLUENCER CAMPAIGN 186

Personal Factors 188

Psychological Factors 191

MARKETING HIGHLIGHT 6.2 SENSORY MARKETING—A POWERFUL TOOL FOR HOSPITALITY BUSINESSES 192

THE BUYER DECISION PROCESS 195

Need Recognition 195

Information Search 196

Evaluation of Alternatives 196

Purchase Decision 197

Postpurchase Behavior 197

MARKETING HIGHLIGHT 6.3 UNIQUE ASPECTS OF HOSPITALITY AND TRAVEL CONSUMERS 198

CHAPTER REVIEW 199

IN-CLASS GROUP EXERCISES 200

EXPERIENTIAL EXERCISE 201

REFERENCES 201

7 Organizational Buyer Behavior 204

THE ORGANIZATIONAL BUYING PROCESS 206

Business Markets 206

Market Structure and Demand 206

Nature of the Buying Unit 207

Types of Decisions and the Decision Process 207

PARTICIPANTS IN THE ORGANIZATIONAL BUYING PROCESS 207

MAJOR INFLUENCES ON ORGANIZATIONAL BUYERS 209

ORGANIZATIONAL BUYING DECISIONS 210

1. Problem Recognition 210

2. General Need Description 210

3. Product Specification 210

4. Supplier Search 211

5. Proposal Solicitations 211

6. Supplier Selection 211

7. Order-Routine Specification 211

MARKETING HIGHLIGHT 7.1 CORPORATE PROCUREMENT'S INVOLVEMENT IN PURCHASING MEETINGS 212

8. Performance Review 212

E-Procurement and Online Purchasing 212

Business-to-Business Digital and Social Media Marketing 213

HOSPITALITY GROUP MARKETS 214

Conventions 214

Convention Bureaus 215

ASSOCIATION MEETINGS 216

Corporate Meetings 216

Small Groups 217

Incentive Travel 217

SMERFs 218

MARKETING HIGHLIGHT 7.2 GREEN MEETINGS ABOUT GREEN HOSPITALITY 219

Segmentation of Group Markets by Purpose of the Meeting 220

Restaurants as a Meeting Venue 221

DEALING WITH MEETING PLANNERS 221

CHAPTER REVIEW 222

IN-CLASS GROUP EXERCISES 223

EXPERIENTIAL EXERCISE 224

REFERENCES 224

8 Customer-Driven Marketing Strategy: Creating Value for Target Customers 226

MARKETS 228

MARKET SEGMENTATION 228

Geographic Segmentation 229

Demographic Segmentation 230

MARKETING HIGHLIGHT 8.1 CHILDREN WANT PETS, BUT PARENTS DON'T 231

Psychographic Segmentation 233

MARKETING HIGHLIGHT 8.2 W HOTELS: A LIFESTYLE HOTEL 234

Behavioral Segmentation 235

MARKETING HIGHLIGHT 8.3 EURO SPACE CENTER: TARGETING TEACHERS AND CORPORATES 236

Using Multiple Segmentation Bases 237

Requirements for Effective Segmentation 238

MARKET TARGETING 239

Evaluating Market Segments 239

Selecting Market Segments 240

Choosing a Market-Coverage Strategy 242

MARKET POSITIONING 243

Positioning Strategies 243

Choosing and Implementing a Positioning Strategy 244

Differentiating Competitive Advantages 244

Choosing the Right Competitive Advantages 247

Selecting an Overall Positioning Strategy 248

Communicating and Delivering the Chosen Position 248

Positioning Measurement: Perceptual Mapping 249

CHAPTER REVIEW 250

IN-CLASS GROUP ACTIVITIES 252

EXPERIENTIAL EXERCISE 252

REFERENCES 252

PART III Designing Customer Value-Driven Strategy and Mix 255

9 Designing and Managing Products and Brands: Building Customer Value 257

WHAT IS A PRODUCT? 259

PRODUCT LEVELS 260

Core Products 260

Facilitating Products 260
 Supporting Products 261
 Augmented Product 262

BRANDING STRATEGY 267

Building Strong Brands 267
 Brand Equity and Brand Value 268
 Brand Positioning 269
 Brand Name Selection 270
 Leveraging Brands 271
 Brand Portfolios 272

MARKETING HIGHLIGHT 9.1 EXTENDING YOUR BRAND TO CHINA: WHAT NAME DO YOU USE? 273

THE NEW-PRODUCT DEVELOPMENT 274

Idea Generation 275

IDEA SCREENING 277

Concept Development and Testing 278
 Marketing Strategy 279
 Business Analysis 279
 Product Development 280
 Test Marketing 280
 Commercialization 281

PRODUCT LIFE-CYCLE STRATEGIES 281

Introduction Stage 283
 Growth Stage 283
 Maturity Stage 283
 Decline Stage 285
 Product Deletion 286

INTERNATIONAL PRODUCT AND SERVICE MARKETING 287

CHAPTER REVIEW 288

IN-CLASS GROUP EXERCISES 289

EXPERIENTIAL EXERCISES 289

REFERENCES 290

10 Internal Marketing 294

INTERNAL MARKETING 295

Post Face-to-Face Guest Relations 296

MARKETING HIGHLIGHT 10.1 HOTEL OKURA AMSTERDAM'S FIVE-STAR COMMUNITY 297

THE INTERNAL MARKETING PROCESS 297

Establishment of a Service Culture 298
 Development of a Marketing Approach to Human Resources Management 302
 Dissemination of Marketing Information to Employees 310

MARKETING HIGHLIGHT 10.2 INTERNAL MARKETING IN ACTION: LEWIS HOTELS 311

CHAPTER REVIEW 314

IN-CLASS GROUP EXERCISES 315

EXPERIENTIAL EXERCISE 315

REFERENCES 315

11 Pricing: Understanding and Capturing Customer Value 318

FACTORS TO CONSIDER WHEN SETTING PRICES 320

Internal Factors Affecting Pricing Decisions 321
 External Factors Affecting Pricing Decisions 324
 Competitors' Prices and Offers 330

GENERAL PRICING APPROACHES 331

Cost-Based Pricing 331
 Break-Even Analysis and Target Profit Pricing 332
 Value-Based Pricing 333
 Competition-Based Pricing 334

PRICING STRATEGIES 334

New-Product Pricing Strategies 334
 Existing-Product Pricing Strategies 335

REVENUE MANAGEMENT 338

MARKETING HIGHLIGHT 11.1 SEGMENTED PRICING: THE RIGHT PRODUCT TO THE RIGHT CUSTOMER AT THE RIGHT TIME FOR THE RIGHT PRICE 338

Dynamic Pricing 341
 BAR Pricing 342
 Rate Parity 342
 Nonuse of Revenue Management 342
 Overbooking 343

PSYCHOLOGICAL PRICING 343

Price Endings 343
 Promotional Pricing 344
 Value Pricing—Low Price Approach 344

MARKETING HIGHLIGHT 11.2 RYANAIR USES VALUE PRICING TO ATTRACT CUSTOMERS AND GAINS REVENUE FROM EXTRA SALES 345

PRICE CHANGES 346

Initiating Price Changes 346
 Responding to Price Changes 347

CHAPTER REVIEW 348

IN-CLASS GROUP EXERCISES 350

EXPERIENTIAL EXERCISE 350

REFERENCES 350

12 Distribution Channels Delivering Customer Value 353

PARTNERING TO ADD VALUE 354

Supply Chains and the Value Delivery Network 354
 Nature and Importance of Distribution Systems 355
 Nature of Distribution Channels 355

HOSPITALITY DISTRIBUTION CHANNELS 358

Direct Channels 359
 Online Travel Agencies 360
 Global Distribution Systems 361
 Travel Agents 362

MARKETING HIGHLIGHT 12.1 CHANGING MARKET DYNAMICS 362

Travel Wholesalers and Tour Operators 363
 Specialists: Tour Brokers, Motivational Houses, and Junket Reps 364
 Hotel Representatives 365
 National, State, and Local Tourist Agencies 365

Consortia and Reservation Systems 365
 Restaurant Distribution Channels 366

CHANNEL BEHAVIOR AND THE ORGANIZATION 367

Channel Behavior 367
 Channel Organization 368

MARKETING HIGHLIGHT 12.2 RESTAURANT FRANCHISING 370

CHANNEL MANAGEMENT 372

Selecting Channel Members 372
 Determining Responsibilities of Channel Members 374
 Selecting Business Location 374

CHAPTER REVIEW 376

IN-CLASS GROUP EXERCISES 378

EXPERIENTIAL EXERCISES 378

REFERENCES 379

13 Engaging Customers and Communicating Customer Value and Advertising 380

THE PROMOTION MIX 382

INTEGRATED MARKETING COMMUNICATIONS 382

The New Marketing Communications Model 383

MARKETING HIGHLIGHT 13.1 THANKS, JUST DON'T CALL IT ADVERTISING: IT'S CONTENT MARKETING 385

The Need for Integrated Marketing Communications 387

DEVELOPING EFFECTIVE MARKETING COMMUNICATION 387

A View of the Communication Process 387

STEPS IN DEVELOPING EFFECTIVE COMMUNICATIONS 389

Identifying the Target Audience 389
 Determining the Communication Objective 389
 Designing the Message 391
 Selecting Communication Channels 392

MARKETING HIGHLIGHT 13.2 THANK YOU—A GREAT PERSONAL COMMUNICATION 393

Selecting the Message Source 394
 Collecting Feedback 395

SETTING THE TOTAL PROMOTION BUDGET AND MIX 396

Setting the Total Promotional Budget 396
 Shaping the Overall Promotion Mix 397

ADVERTISING 401

Major Decisions in Advertising 401
 International Advertising Decisions 411

CHAPTER REVIEW 412

IN-CLASS GROUP EXERCISES 414

EXPERIENTIAL EXERCISES 414

REFERENCES 414

14 Promoting Products: Public Relations and Sales Promotions 417

PUBLIC RELATIONS 419

Major Activities of PR Departments 419

MARKETING HIGHLIGHT 14.1 EXTREME SPORTS BRING PUBLICITY AND TOURISTS 421

Publicity 421

THE PUBLIC RELATIONS PROCESS 422

Conducting Research 422
 Establishing Marketing Objectives 423
 Defining the Target Audience 424
 Choosing the PR Message and Vehicles 424
 Implementing the Marketing PR Plan 426
 Evaluating PR Results 426

PR OPPORTUNITIES FOR THE HOSPITALITY INDUSTRY 427

Promoting Individual Properties 427
 Promoting via Storytelling 427
 Crisis Management 428

MARKETING HIGHLIGHT 14.2 CHESHIRE'S BEST KEPT STATIONS, CHESHIRE, UNITED KINGDOM 429

Sales Promotion 431
 Local Area Marketing (Neighborhood Marketing) 438

CHAPTER REVIEW 439

IN-CLASS GROUP EXERCISES 441

EXPERIENTIAL EXERCISE 441

REFERENCES 441

15 Professional Sales 444

RESULTS 446

MANAGEMENT OF PROFESSIONAL SALES 447

NATURE OF HOSPITALITY SALES 447

Competitive Analysis and Competitive Sets 448

SALES FORCE OBJECTIVES 449

Sales Volume 449
 Upselling and Second-Chance Selling 450
 Market Share or Market Penetration 450
 Product-Specific Objectives 450

SALES FORCE STRUCTURE AND SIZE 451

Territorial-Structured Sales Force 451
 Market-Segment-Structured Sales Force 452
 Market-Channel-Structured Sales Force 452
 Customer-Structured Sales Force 452
 Combination-Structured Sales Force 453
 Sales Force Size 453

ORGANIZING THE SALES DEPARTMENT 455

- Inside Sales Force 455
- Field Sales Force 457
- Team Sales 458

RELATIONSHIP MARKETING AND STRATEGIC ALLIANCES 458**RECRUITING AND TRAINING A PROFESSIONAL SALES FORCE 460**

- Importance of Careful Selection 460
- Establishing a Profile of Desired Characteristics
- Matching the Corporate Culture 460
- Matching Career Acquisitions with Corporate Objectives 460
- Sales Force Training 461

MANAGING THE SALES FORCE 463

- Selecting Sales Strategies 464
- Sales Force Tactics: Principles of Personal Selling 465
- Motivating a Professional Sales Force 469
- Evaluation and Control of a Professional Sales Force 471
- Peer-to-Peer Sales 474
- Networking 474

SOCIAL SELLING: ONLINE, MOBILE, AND SOCIAL MEDIA TOOLS 475

- Social Selling: Online, Mobile, and Social Media Tools 475

CHAPTER REVIEW 476**IN-CLASS GROUP EXERCISES 478****EXPERIENTIAL EXERCISE 478****REFERENCES 479****16 Direct, Online, Social Media, and Mobile Marketing 481****DIRECT AND DIGITAL MARKETING 483**

- The New Direct-Marketing Model 483
- Benefits of Direct and Digital Marketing to Buyers and Sellers 484
- Forms of Direct and Digital Marketing 485

DIGITAL AND SOCIAL MEDIA MARKETING 485

- Marketing, the Internet, and the Digital Age 485
- Online Marketing 487
- Social Media Marketing 491
- Mobile Marketing 496

CUSTOMER DATABASES AND TRADITIONAL DIRECT MARKETING 498

- Database Uses 498
- Personalization, Disclosure of Information, and Value for the Customers 500

RELATIONSHIP MARKETING AND LOYALTY PROGRAMS 501

- Benefits of Customer Relationship Management 502
- Loyalty Programs 503

TRADITIONAL FORMS OF DIRECT MARKETING 505

- Direct-Mail Marketing 505
- Telephone Marketing 505
- Kiosk Marketing 506
- Interactive TV 506

ONLINE PRIVACY AND SECURITY 507**CHAPTER REVIEW 508****IN-CLASS GROUP EXERCISES 509****EXPERIENTIAL EXERCISE 510****REFERENCES 510****PART IV Managing Hospitality and Tourism Marketing 513****17 Destination Marketing 515****MARKETING TOURISM DESTINATIONS 517**

- The Globalization of the Tourist Industry 517
- The Tourism Destination 518
- Destination Marketing System 519
- Destination Competitiveness 521
- Sustainable Tourism 524

TOURISM DEVELOPMENT AND INVESTMENTS 527**MARKETING HIGHLIGHT 17.1 CUBA TOURISM DEVELOPMENT: A TIME TRAVEL 528**

- Tourism Events and Attractions 529
- Destination Life Cycle: Rejuvenating a Destination 535

SEGMENTING AND MONITORING THE TOURIST MARKET 536

- Agritourism 538
- Space Tourism 539
- Multiday Hiking and Religious Pilgrimages 539
- Medical Tourism 540
- Genealogical Tourism 541
- Identifying Target Markets 541
- Classification of Visitor Segments 542
- Monitoring the Tourist Markets 543

COMMUNICATING WITH THE TOURIST MARKET 544

- Competition for Visitors Involves Image Making 544
- Branding Destinations 545
- Effectiveness of Advertising/Promotion 546
- Developing Packages of Attractions and Amenities 546
- Creating and Managing Visitor Experiences 547

ORGANIZING AND MANAGING TOURISM MARKETING 549

- National Tourism Organizations 549

Regional Tourist Organizations: State
Associations and Convention and Tourist
Bureaus 550

CHAPTER REVIEW 551

DISCUSSION QUESTIONS 553

EXPERIENTIAL EXERCISE 553

IN-CLASS GROUP ACTIVITIES 553

APPENDIX A: 2018 TRAVEL AND TOURISM

COMPETITIVENESS INDEX 553

REFERENCES 554

18 Next Year's Marketing Plan 558

PURPOSE OF A MARKETING PLAN 560

PREPARING A MARKETING PLAN 561

Section I: Executive Summary 561

Section II: Corporate Connection 562

Section III: Environmental Analysis and
Forecasting 563

**MARKETING HIGHLIGHT 18.1 THE INDIGO PEARL RESORT: FACEBOOK STRATEGY
AND PLANNING THE INDIGO PEARL 568**

Section IV: Segmentation and Targeting 568

Section V: Next Year's Objectives and Quotas 571

Section VI: Action Plans: Strategies and
Tactics 575

Section VII: Resources Needed to Support
Strategies and Meet Objectives 580

Section VIII: Marketing Control 581

**PRESENTING THE PLAN AND PREPARING FOR THE
FUTURE 583**

Section IX: Presenting and Selling the Plan 583

Section X: Preparing for the Future 584

CHAPTER REVIEW 585

IN-CLASS GROUP EXERCISES 586

EXPERIENTIAL EXERCISE 587

REFERENCES 587

**Appendix A The Five-Gap Model
of Service Quality 589**

**Appendix B Forecasting Market
Demand 593**

Case Studies 600

Glossary 657

Index 666