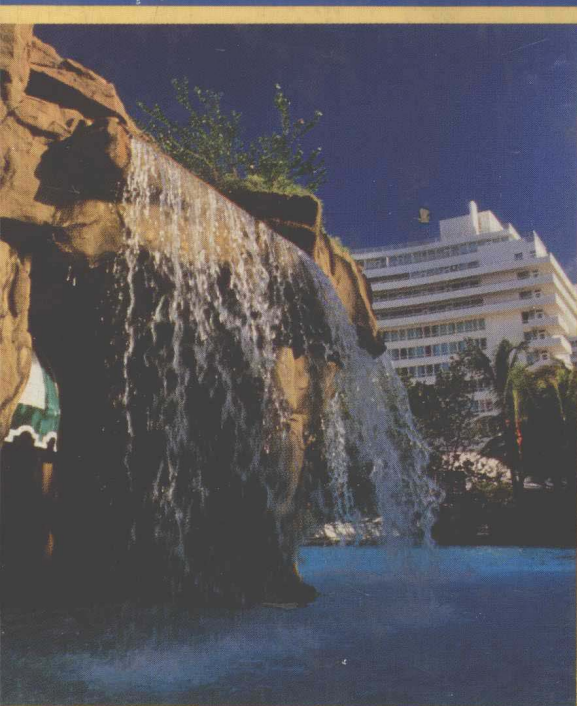


HOSPITALITY *and* TRAVEL MARKETING

ALASTAIR M. MORRISON



Hospitality and Travel Marketing

Alastair M. Morrison



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Dedication

*This book is dedicated to Allison, my co-pilot,
fellow marketing enthusiast, and wife.*

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Foreword

The idea of hospitality and travel marketing is a complex one, dependent upon many interrelated elements. In the past few years, more people in our industry have begun to realize the importance good marketing plays in an organization's success. This role will become even more critical in tomorrow's marketplace because of many factors affecting our industry.

Our customer base is rapidly changing, and operators are finding that strategies that once worked well are no longer effective. Our markets are becoming harder to define. Competition is a rapidly growing factor as operators in all segments come up with extremely innovative and dynamic ways to market their goods and services. We've carved out successful marketing niches aimed at groups we weren't even aware of months earlier. The pace is growing faster and so is the price we pay for making mistakes.

This somewhat intimidating environment is what today's college graduates are facing. And, as tomorrow's managers, they must have a thorough knowledge of marketing and what it takes to succeed. In the foodservice segment, for example, I feel it's important for our Red Lobster restaurant managers to have a good fundamental grasp of the dynamics of marketing within their market area. This knowledge helps them to put together a realistic operating plan and to adapt quickly to changing conditions, both of primary importance.

In talking to college graduates during my travels around the country, I often find their college coursework has not prepared them for the "real world" of hospitality marketing. I think this textbook will help remedy that. Professor Morrison has distilled marketing's fundamentals into seven core principles. I feel these themes reflect a thoughtful, well-balanced approach that provides a realistic framework for study. Core principle number one, the marketing concept (the belief that satisfying customers' needs and wants is first priority) is especially important for success in our industry, no matter what product or service is involved.

The book is well organized around an easy-to-follow system model, bridging the gap between theory and reality. This system enables students to look at marketing as a continuous process that may be modified as necessary. The case studies also bring home real-life applications of marketing principles that work in today's marketplace.

Overall, *Hospitality and Travel Marketing* presents a clear and rational look at how marketing works in our industry. No matter what segment students ultimately choose to work in, the knowledge gained in marketing will serve them well.

Jeff O'Hara
President, Red Lobster

Preface

This book began on my very first day as a college teacher at Purdue University in August 1985. Like many of my peers in hospitality and travel education, there was no introductory marketing textbook that quite fitted my needs and those of my students. The existing texts in the field were either too narrowly focussed, dealing only with restaurants, hotels, or travel agencies, or were written for practitioners rather than college students. They lacked many of the essentials of an effective college text, including learning objectives, assignments, glossaries, instructor's manuals, test banks and other ancillaries. The content tended to be slanted in one direction, usually the authors' "pet" areas, resulting in unbalanced treatment of many other important marketing issues.

Hospitality and Travel Marketing is designed to fill a void in the marketing textbooks for our industry. It is unique because it avoids the "compartmentalized" thinking characteristic of various segments of our business. As we move into the 20th century, the need and value of cooperative marketing efforts among hotels, airlines, restaurants, travel agents, and others will increase. This accelerating push for "partnership" is a major theme of *Hospitality and Travel Marketing*. Our students are tomorrow's managers, and need to share with us a broader perspective of our industry than just restaurants, lodging, or the travel agency business. Surely, marketing is one of the areas of study in which students should be encouraged to take a broad, long-term view of their chosen industry and career field.

The target market for this book is the student in 2- or 4-year college courses in hotel, restaurant, or travel industry marketing. It was written with the student in mind, and was extensively reviewed by college students as well as college marketing teachers. Several special features are included to increase student learning and interest.

Systematic Sequence of Book

One of the major strengths of *Hospitality and Travel Marketing* is its clear structure and organization. Students new to marketing often fail to grasp how each element fits together and get lost in the jargon of our discipline. This book is organized around the **hospitality and travel marketing system** model. The model serves as a "road map" for students in understanding how the various marketing functions and techniques are related. It reflects a simple, common-sense approach to marketing that students can easily follow and comprehend. The text's five parts and nineteen chapters follow the chronological flow of the hospitality and travel marketing system.

Learning Objectives and Review Questions

Every chapter opens with a comprehensive set of **learning objectives** addressing the main points covered in the chapter. **Review** questions allow students to review how well they've learned the material related to each objective. The test bank supplied to adopting teachers has been carefully prepared to match the text's learning objectives and review questions.

Key Concepts and Terms

Marketing is a discipline with a language almost of its own. To help students cope with the many new words and ideas, a list of **key concepts and terms** is located at the beginning of each chapter. Every listed item is also boldfaced and defined in the chapter when first mentioned. For easy review of all key terms, a glossary is included near the end of the text.

Chapter Assignments

Hospitality and Travel Marketing contains 76 **chapter assignments** (4 per chapter). These are provided to give students another type of learning experience, and the opportunity to apply what they've learned in the chapter. Teachers may also find them useful as individual or group projects. Many of the assignments require students to do a combination of secondary (library) and primary research.

Excellence Cases

Most chapters include an **excellence case** describing an organization that has enjoyed great success in applying marketing approaches and techniques related to the chapter's topic area. Each case is carefully linked to chapter materials so that students have real-life examples of how organizations in our industry have made excellent applications of the various elements of marketing. Cases are drawn from a broad range of industry segments, including food service, lodging, destination marketing, car rentals, and tour wholesaling. They cover a wide spectrum of organizations, from industry giants like The Walt Disney Company and McDonald's to a small country inn.

Color Insert

Hospitality and Travel Marketing includes a 16-page color insert showing some of the best examples of advertising and sales promotions in our industry. Not only is this an attractive visual aid for students, but it also highlights why these promotions are so effective.

The book has been carefully organized into five parts in line with the hospitality and travel marketing system model. **Part One** (Introduction to Marketing) clearly explains marketing and its evolution in our industry. It highlights the important differences between marketing services and marketing products. This part also introduces the hospitality and travel marketing system. **Part Two** (Planning: Research and Analysis) provides a detailed description of the research and analysis techniques that are an essential first step in planning the marketing effort. **Part Three** (Planning: Strategy, Positioning, and Objectives) looks at the alternative marketing approaches available to hospitality and travel organizations. Detailed coverage of market segmentation is included, as well as an extensive review of consumer and industry trends. The concept of positioning also receives in-depth treatment. **Part Four** (Implementing the Marketing Plan) discusses how each element of a marketing plan is developed and implemented. Chapters are devoted to the product-service mix, packaging, and programming, distribution channels, communications, advertising, sales promotion, personal selling, public relations and publicity, and pricing. **Part Five** (Controlling, Measuring, and Evaluating the

Plan) discusses the final steps in marketing planning and implementation—marketing management, evaluation, and control.

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Alastair Morrison is a member of the faculty in Purdue University's Restaurant, Hotel, and Institutional Management Department. He also holds the position of Associate Director of the Restaurant, Hotel, and Institutional Management Institute (R.H.I.M.I.), Purdue's outreach agency providing educational services to hospitality/travel industry practitioners.

Mr. Morrison has hospitality and travel industry experience in the United States, Canada, United Kingdom, and France. Prior to joining the Purdue University faculty, he spent 11 years in Canada as a management consultant specializing in the hospitality and travel industry. In 1980, along with two partners, he established a private consulting firm called *The Economic Planning Group of Canada*, now one of the leading companies in the field. This book reflects Alastair's international background and his unique blend of practical and academic experience. A native of Scotland, he has both lived and worked in three different countries. His work and educational background have given him the basic ingredients for an effective marketing textbook—an in-depth knowledge of marketing theory plus a clear understanding of what actually works in practice.

Alastair has had extensive experience in publishing, including 11 years of writing hospitality and travel manuscripts on behalf of Tourism Canada and other government agencies. He has developed a correspondence course for Purdue University's Restaurant, Hotel, and Institutional Management Institute titled "Achieving Professional Excellence: Travel and Tourism Marketing Management," and written a variety of articles related to marketing in the hospitality and travel industry. He is also the co-author with Robert Christie Mill of *The Tourism System* (Prentice-Hall, Inc. 1985.)

Career Summary

- 1985–86: Assistant Professor, Department of Restaurant, Hotel, and Institutional Management, Purdue University.
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- 1979–80: Vice-President, Inntrec Group Inc., Management Consultants, Waterloo, Ontario.
- 1974–79: Senior Consultant and Consultant, Pannel Kerr Forster, Toronto, Ontario.

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PART I

Introduction to Marketing

PART ONE

WHAT IS MARKETING?



WHERE ARE WE NOW?



WHERE WOULD WE LIKE TO BE?



HOW DO WE KNOW IF WE GOT THERE?



HOW DO WE GET THERE?



HOW DO WE MAKE SURE WE GET THERE?



1

Marketing Defined

LEARNING OBJECTIVES

Having read this chapter, you will be able to:

1. Define marketing and explain the six marketing fundamentals used in this book.
2. Compare and contrast the roles of marketing during four evolutionary "eras."
3. Describe the 13 symptoms of a production and sales orientation.
4. Explain the "marketing myopia" concept.
5. Describe the 11 characteristics of a marketing or customer orientation.
6. List the benefits of adopting a marketing orientation.
7. Explain the "core principles of marketing."
8. Describe the environment for marketing in the hospitality and travel industry.
9. Explain the reasons for the increasing importance of marketing in the industry.

CHAPTER OVERVIEW

Why is marketing such a hot topic in today's hospitality and travel industry? Why is it expected to be the key management function by the year 2000? This chapter addresses these questions by explaining the evolution of marketing. It describes the differences between production and marketing orientations, and emphasizes the importance of adopting a marketing orientation in today's competitive climate.

The "core principles of marketing" are identified and described. This chapter also outlines the benefits of marketing and shows that the hospitality and travel industry has been slow to recognize these benefits.

KEY CONCEPTS AND TERMS

Competition	Marketing-organization era
Controllable factors	Marketing-orientation era
Core principles of marketing	Market segmentation
Customer needs	Organizational objectives and resources
Customer wants	Production orientation
Economic environment	Production-orientation era
Exchange process	Product life cycle
4 Ps	Sales orientation
Hospitality and travel industry	Sales-orientation era
Hospitality and travel marketing environment	Service industries
Legislation and regulation	Societal and cultural environment
Marketing	Societal-marketing-orientation era
Marketing-department era	Target markets
Marketing manager	Technology
Marketing mix	The marketing concept
Marketing myopia	Uncontrollable factors
Marketing or customer orientation	Value



ou're probably new to marketing, wondering how this subject might help further your career objectives. What if you knew that marketing will be the most important management activity in our industry by the year 2000? What if we told you that every manager will need to be familiar with the basic principles of marketing?

Are you now more interested in marketing? Well, what is so magical and dynamic about this powerful subject? The best place to start seems to be with a definition of the term.

DEFINITION OF MARKETING

How would you define marketing? Write down your ideas on what you think is involved and compare them later with this book's definition. If you're like most people unfamiliar with marketing, you probably listed such things as advertising, selling, and other sales promotions (e.g., coupons, in-store displays). As you'll soon realize, these aspects of marketing are only the tip of the iceberg. Even more marketing work goes on behind the scenes. For example, how and why does a company decide to spend millions of dollars on advertising? What are the reasons for promotions? Why do all organizations do things just slightly differently? These are just a few of the many behind-the-scenes marketing decisions that companies must make.

This book's definition is based on the following six marketing fundamentals:

SIX MARKETING FUNDAMENTALS

1. **Satisfaction of Customer Needs and Wants**—The primary focus of marketing is on satisfying **customers' needs** (gaps between what customers have and what they'd like to have) and **customer's wants** (needs of which customers are aware).
2. **Continuous Nature of Marketing**—Marketing is a continuous management activity, not a one-time set of decisions.
3. **Sequential Steps In Marketing**—Good marketing is a process of following a number of sequential steps.
4. **Key Role of Marketing Research**—Using marketing research to anticipate and identify customer needs and wants is essential for effective marketing.
5. **Interdependence of Hospitality and Travel Organizations**—There are many opportunities for cooperation in marketing among organizations in our industry.
6. **Organization-Wide and Multidepartment Effort**—Marketing is not the sole responsibility of one department. To work best, it takes the effort of all departments or divisions.

When you combine these six marketing fundamentals, the following definition of **marketing** emerges:

Marketing is a continuous, sequential process through which management in the **hospitality and travel industry*** plans, researches, implements, controls, and evaluates activities designed to satisfy both customers' needs and wants and their own organizations' objectives. To be most effective, marketing requires the efforts of everyone in an organization and can be made more or less effective by the actions of complementary organizations.

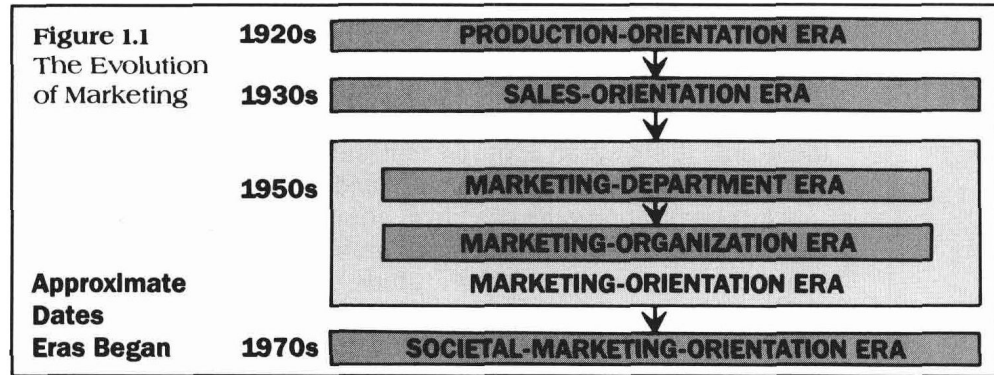
*A group of interrelated organizations providing personal services to customers who are away from home.

EVOLUTIONARY ERAS OF MARKETING

Now that you know what marketing is, you might be interested in some historical background of the subject. There are differences between the way that marketing evolved in nonservice industries and the way it developed in **service industries** (organizations primarily involved in the provision of personal services), which includes the hospitality and travel industry, figure 1.1.

Marketing in Nonservice Industries

Among manufacturing and packaged-goods companies, marketing has evolved during four distinct "eras": (1) production, (2) sales, (3) marketing, and (4) societal marketing. The changes in management thinking about marketing developed during these four eras because of technological advances, productivity improvements, intensified competition, expanding market demand, increased management sophistication, changing societal values, and other factors.



1. **Production-Orientation Era.** The **production-orientation era** was the first evolutionary stage in the development of marketing; it began with the Industrial Revolution and lasted into the 1920s. During this era, the production capacities of factories could not keep pace with demand. Demand exceeded supply. Every item that was manufactured could be sold, and management's emphasis was on producing as many goods as possible. Customers' needs and wants were of secondary importance. Henry Ford summed up production orientation when he said, "They (customers) can have any color they want, as long as it's black." The Ford Motor Company has come a long way since then.
2. **Sales-Orientation Era.** Gradually, technological advances in production and increased competition changed the emphasis of marketing. Beginning in the 1930s, there was now enough capacity to meet demand. As competition intensified, the emphasis switched from production to selling. Customers' needs and wants were still of secondary importance; beating the competition by outselling them was first priority. This was the **sales-orientation era**, which lasted until the 1950s.
3. **Marketing-Orientation Era.** The **marketing-orientation era** resulted from even more intense competition and technological advances; supply now exceeded demand. It was also a result of greater management sophistication and the advancement of marketing as an academic discipline. Organizations began to realize that selling alone didn't guarantee satisfied customers and more sales. Customers had more choices than ever before, and could select the products and services that best matched their needs. It made good sense to give customers' needs a higher priority than just selling. During this time organizations began adopting **the marketing concept** (acting on the assumption that satisfying customers' needs and wants is first priority).

This era had two stages—the **marketing-department era** and **marketing-organization era** (figure 1.1).¹ In the marketing-department era, the need to set up new departments to coordinate marketing activities gained acceptance. Sales departments and divisions were renamed and reorganized; their responsibilities were expanded to include the related functions of advertising, customer service, and other marketing activities. It was more effective to have all marketing responsibilities in one department, rather than dividing them among

several different departments. Marketing was not yet looked at as a long-term activity.

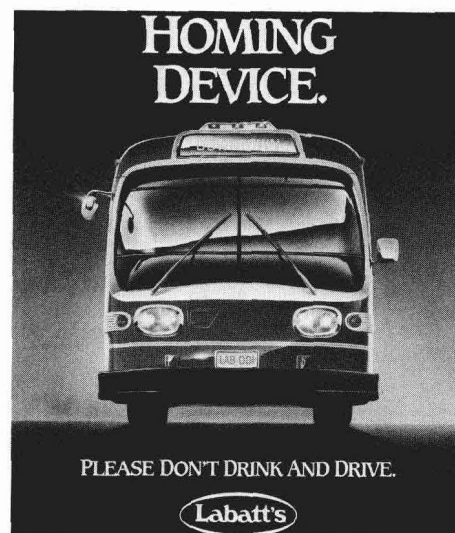
"That's not our problem; it's the marketing department's." This might have been a typical statement of a factory-floor supervisor in the marketing-department era. It shows an attitude that satisfying customers' needs is solely a marketing department responsibility, and not the concern of other departments.

An organization-wide change of attitude occurred with the onset of marketing-organization era. "It's everyone's problem if our customers are not satisfied" is a statement that typifies this attitude. The marketing department might have the prime responsibility for marketing-related activities, but all departments played a role in and were affected by customer satisfaction levels. Marketing was seen as a long-term, organizational concern. Survival of the company hinged not only on satisfying customer needs in the short term, but also in the long term. The definition of marketing used in this book is based on a **marketing-organization orientation**.

4. **Societal-Marketing-Orientation Era.** **Societal-marketing orientation** is the final evolutionary era. Beginning in the 1970s, organizations started to recognize their social responsibility in addition to their profit and customer-satisfaction objectives. A prime example in the hospitality industry is brewers and distillers that use advertising to fight drunk driving and alcoholism, figure 1.2.

Almost all basic marketing textbooks describe these eras by chronicling the histories of a few major manufacturing companies. After reading these books, you're left with the impression that there are no organizations in existence today with production or sales orientations; this is definitely not true. Another misleading impression you might have is that if an organization has a marketing orientation, it automatically follows that managers and staff of the organization

Figure 1.2 Labatt's warns against drinking and driving: an example of societal marketing and social responsibility. (Courtesy of Labatt Brewing Company and Camp Associates Advertising Limited, J. McIntyre)



have the same orientation. This is not always the case. You might also assume that all organizations must have passed through these evolutionary stages, and at roughly the same time. This confusion is caused by mixing two slightly different concepts—the evolutionary stages in the development of marketing as a management activity (which you've just read about) and the orientations of individual organizations and their employees (which is discussed later).

Marketing in the Service Industries

The hospitality and travel industry, along with other service industries, has not followed the same historical evolution in marketing that you've just read about. In fact, the industry is lagging behind manufacturing and packaged-goods firms in its use of marketing by perhaps as much as 10 to 20 years.

Why, you ask, has the hospitality and travel industry sat back and let this happen? Many different reasons for this fact are explored in this book, the principal one being that many managers have “come up through the ranks.” Former chefs and cooks manage restaurants, ex-airline pilots create airline companies, hotel company presidents were front desk clerks, and tour wholesaling company executives used to be tour guides. As these managers advanced, their individual business environments, training, and education stressed the technical details of the business, rather than customers and their needs. Few **marketing managers** (managers responsible for marketing) with manufacturing and packaged-goods firms have ever worked on the floors of their factories. The statement “In order to market this business, you must know it inside out” reflects a common management attitude in our industry. To modify an old saying, “If you don't know how to cook, you shouldn't be in the marketing department.”

A second reason that our industry lags behind is that major technological breakthroughs came later than they did in the manufacturing and packaged-goods industry. The introduction of mass production as a manufacturing concept is normally credited to Henry Ford in the early 1900s. Mass production did not arrive in the hospitality and travel industry until three or four decades later. For example, consider commercial airline travel. Pan American offered the first transatlantic passenger flight (in a flying boat) in 1939, figure 1.3a. The year 1952 marked the advent of the Holiday Inn concept, figure 1.3b. The inaugural flight of British Airways, then BOAC, came even later—in 1946. The first wide-bodied jet took to the air in 1970. The now-familiar golden arches of McDonald's first welcomed customers in 1955, figure 1.3c. That same year, Walt Disney revolutionized the commercial attraction business by opening North America's first theme park, Disneyland, figure 1.3d. Because of this technological time lag, our managers have had 30 years or less to perfect their marketing skills; others in the manufacturing and packaged-goods industries have had 60 to 70 years. In addition, a large part of these 30 years has been spent perfecting technology and operating systems for greater efficiency and profitability.

MARKETING OR CUSTOMER ORIENTATION

We promised to talk about the orientations of individual organizations and their employees; it's now time. You've probably noticed how many times the words