Marketing Plan for Hotel Imperio Inn
An Advice about a Strategy to Attract New Segments

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1/11/2016
FOREWORD

I am writing my thesis in Guatemala due to the fact that I am interested in the development process of a country which has little tourist arrivals but is looking for growth opportunities in the tourism industry. I would like to be part of the process and start with a case study at a hotel which has not worked out the marketing plan yet. I hope to get an idea on how to develop the economy by improving the tourism sector of a developing country.

During my study of Tourism and Leisure Management I found out that the area of marketing is most appealing to me. While working at my management internship company, which was a luxury hotel in Mexico, this was approved by a feeling of workflow in terms of many creative ideas, the feedback of the company tutor, whom I apparently inspired, and of course some of my best grades for the related reports through the whole study. Afterwards I felt like I really contributed positively to the development process of the whole company, which belongs to a worldwide known hotel chain. The company tutor announced to use several parts of my advice. This of course confirms my interest and talent in the field and motivates me. I felt eager to continue with marketing related tasks and finally suggested to write a marketing plan for the Hotel Imperio Inn in San Mateo, Guatemala, for my final thesis. The country and region was also chosen due to the knowledge of the country’s tourism and business contacts that are already available to me. For my study I had chosen luxury hotels for the simple reason that I hoped to retrieve valuable input for smaller and less successful companies.

After this thesis semester I imagine having a profession in a marketing department in the tourism industry. I am curious to learn more about market trends, customer behavior and improving a business in general. Currently, I am focusing on my thesis to have the adequate degree, a Bachelor of Arts in Tourism and Leisure Management, and correlate the skills to obtain the desired occupation and help to increase tourist arrivals in developing nations to cultivate their economy.

Eventually, I would like to thank Hotel Imperio Inn and its employees for the opportunity and support, Saxion University of Applied Sciences and the related education, my examiners (Mrs. Ellen Schulten, Mr. Eric Wagelaar and Mr. Marc Vink) and research teacher (Mrs. Geertje Tonnaer) for their valuable feedback, all participants of the panel discussion and expert interviews (Mr. Bruno Strati, Sales Manager of Hotel Milser and Inge Keusemann-Gruben, Head of Tourism at Duisburg Marketing) and finally my family, host family and friends who supported me.

11th January 2016

Luisa Maria Bauer
MANAGEMENT SUMMARY

The background information gives an insight into Hotel Imperio Inn. Their source market are couples, about 70% Guatemalans, 30% foreigners both coming for leisure and business purposes. Coziness, Comfort, Elegance, Spaciousness, Innovation and Quality are the values of Hotel Imperio Inn. The vision of Hotel Imperio Inn is ‘Being a leading company and providing the best service quality by applying continuous improvement, including the values that characterize Hotel Imperio Inn and enable competitiveness in a comfortable and elegant atmosphere.’ The mission is ‘Optimizing the means in order to improve the service quality, while offering Luxury, Comfort and Elegance by a team of highly trained and committed people to serve the guests in the best possible way. The organization is hierarchical, consisting of six staff members and the general manager. The central issue of Hotel Imperio Inn is a lack of knowledge about the new segments, their characteristics, needs and demands and their perception of the hotel. So, the ambition is to get to know those new segments, as well as obtaining information on how to approach and satisfy them.

The management question is ‘How to improve marketing aspects according to the characteristics, needs and demands of the new segments of Hotel Imperio Inn?’ The objective of this thesis project is therefore: ‘To advice Hotel Imperio Inn on a marketing plan on the behavior of potential customers and an approach to attract the new segments.’ Furthermore, the questions for the advice are: What are the Persona Profiles for the new segments of Hotel Imperio Inn? What can be done additionally to get to know the new segments better? How to approach the new segments of Hotel Imperio Inn by making use of the marketing mix? The main objective of the research is to get to know the new segments in detail, approach them and familiarize with their characteristics, needs and demands. Hence, the research questions are targeted towards this objective, incorporating geographic, demographic, lifestyle and behavioral characteristics, needs and demands of the new segments and their approach through the marketing mix: product, price, place and promotion.

Marketing, market segmentation and consumer behavior are the three core concepts of the literature reviews to the operationalization. The research strategy is to gather qualitative knowledge about characteristics, needs and demands of the new segments. Later, to figure out how to approach them with the elements of the marketing mix. The instruments used for research are Panel Discussion, in-depth interviews and literature research. The Panel consists of five Guatemalans, and three San Salvadoran and two US-Americans which represent the incoming tourists of Guatemala. In-depth interviews will be undertaken with one marketing expert and one manager of a four star hotel. The data analysis of these instruments is executed by open and axial coding in combination with memos.

The Advisory part includes a detailed marketing strategy based on product, price, place and promotion. Besides, an advice on how to improve the current marketing performance of Hotel Imperio Inn, recruitment of people and deployment of means, financial implications on the project implementation, marketing goals, a marketing plan and the final implementation plan are developed. The thesis is rounded off by an afterword.
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1. INTRODUCTION

This thesis project is about a marketing plan for Hotel Imperio Inn. The advice aims towards a strategy to attract new segments. This introductory chapter gives background information on the client, reasons for the thesis project (including the current situation, future goals and the management problem), the approach for the advice, the information needs, research questions, core concepts and finally a reading guide for the remainder of the thesis proposal.

1.1 BACKGROUND INFORMATION

Hotel Imperio Inn (HII) is a luxury hotel situated in San Mateo, Quetzaltenango in Guatemala along the Pan–American Highway. The hotel started with five guest rooms in 2011, and re-opened with a total of 17 guest rooms on the 14th January of 2014. The interior design is of colonial-style. The guest room types offered are individual, twin, triple and two junior suites. Likewise, the hotel counts with a restaurant, a bar and an event hall (Hotel Imperio Inn, 2015; Mirna Yasmin San Barrera, 2015).

The main segment of the source market are couples staying for one night. There are about 70% Guatemalan visitors and 30% of foreign nationalities. The main purposes of travel are leisure and to some extent business. People coming for business purposes are from close surroundings. There are a lot of transients. It is the only luxury hotel in San Mateo between many motels for car stops on the highway. Nonetheless, Hotel Imperio Inn is looking for guests who stay for more nights. The month of highest occupancy with a fully booked hotel is September. This is owing to the fair of San Mateo and the national Independence Day which is celebrated with a week-long fair in Quetzaltenango that is visited by people worldwide. The Holy Week in April is the main event in Guatemala, but only helps the hotel to occupy half of the rooms. It must be pointed out that the overall occupancy throughout the whole year is low (~10%) from Monday to Thursday, on the weekend (from Friday to Sunday) the tendency rises (to about 15%) (Mirna Yasmin Sac Barrera, 2015).

According to the website of Hotel Imperio Inn (2015) Coziness, Comfort, Elegance, Spaciousness, Innovation and Quality are the values of Hotel Imperio Inn. The vision of Hotel Imperio Inn is ‘Being a leading company and providing the best service quality by applying continuous improvement, including the values that characterizes Hotel Imperio Inn that enable competitiveness in a comfortable and elegant atmosphere.’ The mission is ‘Optimizing the means in order to improve the service quality, while offering Luxury, Comfort and Elegance by a team of highly trained and committed people to serve the guests in the best possible way. Every day Hotel Imperio Inn strives to find excellence in personal satisfaction, growth of the company and to be able to give full attention to its guests. A service that they and their families deserve.’

The organization of the hotel is hierarchical. Staff members can make suggestions. The final decision is, however, up to the General Manager. There is the administration, responsible for the reception and managing operations, housekeeping and the restaurant, maintenance and security. The security officer is also the owner and co-founder of the hotel.
1.2 REASONS OF THE THESIS PROJECT

The main reason of this thesis project is that the occupancy is really low (about 10%) all year through except for the month of September. Higher occupancy provides an opportunity to increase business (increased marketing budget, expand market, partners, higher income for staff, etc.). The ambition is to adapt marketing to the new (desired) segment’s needs and demands to increase occupancy levels. The desired guests are business guests and leisure guests which stay for a longer period of time. The central issue of Hotel Imperio Inn is a lack of deeper qualitative knowledge about the new segment’s characteristics, needs and demands. The new desired segments (so far only geographically segmented) are Guatemalans, Salvadorians and US-Americans, as those show the highest incoming arrivals to Guatemala (INGUAT, 2014). Therefore, the ambition is to really get to know and understand those new segments, to gain deeper qualitative knowledge about them as well as obtaining information on how to approach and satisfy them. The quantitative ambitions for the business performance of 2017 are 30% occupancy during the week and 50% during the weekend and four days of average overnight stays per guest.

The ambition of this thesis is to design a marketing plan for Hotel Imperio Inn based on the characteristics, needs and demands of future guests. Maynor Gramajor, the General Manager of the hotel stated (individual interview, February 27, 2015) that the hotel facilities are already satisfactory, however investigation into the market in terms of customer’s needs are still missing. The long-term goal for Hotel Imperio Inn is to implement the marketing plan of this thesis based on deeper qualitative knowledge about potential customers. The management question of this thesis is the following:

**Management Question:** How can Hotel Imperio Inn market new clients according to characteristics, needs and demands in order to improve the business performance on customer satisfaction?

The objective of this thesis project is to answer the management question. ‘To advice Hotel Imperio Inn on a marketing plan based on the needs and demands of newly defined customer segments and adapt product, price, place and promotion of the hotel accordingly, so that occupancy levels and average overnight stay increase.’

Hence, the questions that are going to be answered in the advisory part are:

- What are suitable marketing strategies to attract the new segments (from Guatemala, El Salvador and the USA) of Hotel Imperio Inn by making use of the marketing mix?
- What are suitable marketing goals and a marketing plan for 2016 and 2017?
- What would be a successful implementation plan (including recruitment of employees and deployment of means) and what are the financial data of the implementation?
- Which critical success factors, performance indicators and strategic targets can be set for 2017?
- What are the forecasts of occupancy levels and average overnight stay for 2016 and 2017?
1.3 RESEARCH QUESTIONS AND CORE CONCEPTS

In order to solve the management problem, knowledge has to be gathered about future client’s demographic, geographic, lifestyle and behavioral characteristics and their needs and demands in terms of product, price, place and promotion. **The main objective of this research is to get to know the deeper thoughts of the new segments of Hotel Imperio Inn by their characteristics and the according needs and demands in terms of the marketing mix.** The strategies to attract future customers will be designed by the marketing mix. The core concepts are marketing, market segmentation and consumer behavior. Correspondingly, two central research questions, followed by sub questions, have been formulated which incorporate these core concepts.

**Central Question 1: What segments can be defined amongst future clients of Hotel Imperio Inn?**

1a. What are the demographic characteristics? (Document analysis, marketing interview)
1b. What are the geographic characteristics? (Document analysis, marketing interview)
1c. What are the lifestyle characteristics? (Panel method)
1d. What are the characteristics of socio–cultural behavior? (Panel method)
1e. What are the elements of geographic, demographic, lifestyle and behavioral characteristics? (Literature research, marketing interview)
1f. What are segment specific needs and demands of future clients of Hotel Imperio Inn? (Panel method, literature research, combination of outcomes of both central questions)

**Central Question 2: What are the needs and demands of future clients of Hotel Imperio Inn:**

2a. In terms of Product?
2b. In terms of Price?
2c. In terms of Place?
2d. In terms of Promotion?
(Literature review, panel method, in–depths interviews)

1.4 READING GUIDE TO THE THESIS

The thesis structure is comparable to a house with theoretical framework as the base which is constructed first and precisely. Then the house will be stable when starting to build high walls. Field research analyzes the elements of the theoretical framework properly, to build the roof or advice for the client. For the research part, the theoretical framework tackles search methods, the relationship of core concepts and the thesis project, a literature review on the definitions of these core concepts and its unraveled aspects, followed by the operationalization. The approach to the field research includes a description of the qualitative research strategy, data collection methods, a sampling plan (data sources) and data analysis methods. Research findings will be presented, discussed and conclusions will be made. The third part, the advice, consists of a marketing strategies and an implementation advice on the marketing plan including financial data, recruitment of employees and deployment of means. Different advice options will be given.
2. THEORETICAL FRAMEWORK

The theoretical framework consists of a description of the literature selection – including search engines, search terms and criteria used to evaluate search results – the relationship between the core concepts and the thesis project and a literature review of the core concepts. The three core concepts are marketing, consumer behavior and market segmentation. By reviewing trustworthy resources the core concepts will be defined and unraveled for the purpose of operationalization.

2.1 LITERATURE SELECTION

The first selection criteria was that sources had to be scientific, reliable and valid. Therefore the AAOCC criteria, triangulation and snowball method were used. Information had to be relevant for the tourism industry and this thesis, related to marketing, understandable per definition and with the core concepts (marketing, market segmentation and consumer behavior) incorporated. For the core concepts at least three citations per concept were aimed for. Sources had to be specialized in marketing, scientific, obtained from diverse media channels and from known marketing authors (for instance marketing books, marketing video channel from a university). Details on search engines and search terms used and the application of the AAOCC criteria per source can be found in Appendix IV.

2.2 CORE CONCEPTS: DEFINITIONS, ASPECTS AND RELATIONSHIPS

The similarities of all definitions found on the core concept marketing add up to the following: ‘A process to deliver products (or goods) and services to the consumer and other stakeholders.’ Westwood (2002) and Wright (1999) additionally talk about satisfying customer’s needs and wants. The tools to manage marketing is advised to be done through the marketing mix while the abilities of the company, requirements of the customers and the environment are crucial to think through (Westwood, 2002). The American Marketing Association Board (2007) also states that communication and the society are involved. Tousley, Clark and Clark (1962) and Converse, Huegy and Mitchell (1965) see the necessity of a physical component while Wright (1991) narrows it down to the company’s resources. According to (Heidi Cohen, 2011) Dr. Philip Kotler sees marketing as ‘the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services’. For this thesis Westwood (2002) includes essential aspects and a good overview of which actions have to be undertaken to write an effective marketing plan. The definition of Mr. Kotler also dives into the aspects of segmentation and consumer satisfaction; the other core concepts of this thesis.

Market segmentation might be summed up (by all definitions) as a process to separate the market into diverse groups with similar needs, characteristics or behavior. The Marketing Segmentation Company highlights the marketing or value proposition, consisting of four aspects from the Marketing Mix. B2Bwhiteboard (2012) agrees with the importance of the Marketing Mix.
Internet Times (2015) argues that the criteria for this are that the segments need to be ‘definable, accessible, actionable and profitable and have a growth potential’. The magazine, part of The Economic Times of India, further explains one business will concentrate only on a part of the market due to limitations in time, budget and effort limitations. A ‘definable’ segment therefore represents a ‘mass of people who can be identified and targeted with reasonable effort, cost and time.’ Furthermore, it is to evaluate if marketing actions are in line with the segment (accessibility and opportunity for action), if it is profitable and if growth of the value of the segment is assured. If segmentation is undertaken correctly and credit is given to the needs, desires, uses and paying ability of customers, than success in business is possible. Meaning after the mass is defined, the business has to make sure that their available resources can be targeted respectively if its segments have accessibility. The next step would be to figure out if the segments act in response to its marketing actions like advertisements, schemes and promotions. Finally, it has to be analyzed if it is profitable to sell to the segments, meaning if figures and values are increasing and its product and market share grows in sales, usage, value and profit.

The Market Segmentation Company (2015) explains market segmentation as a splitting up of (potential) clientele of a market into different groups or segments with similar interests and needs fulfilled by a distinct marketing proposition. A marketing proposition is further defined as tools which give a ‘differential advantage’ by developing the combination of benefits sought by clients and those provided by the business. These tools of the four Ps might be translated into the customer value proposition: ‘benefits, costs, relevant image and convenience’ for the client (The Marketing Segmentation Company, 2015). This idea is unique compared to the two other definitions by underlying the importance of a combination of business and client involvement and translates the theory into benefits for the client which makes the understanding more tangible. To construct a successful value proposition, the business has to get to know the segment’s characteristics and needs in depths.

B2Bwhiteboard (2012, January 29) offers over 1,000 educational videos on marketing topics of business study sources. Their CEO Nigel Bairstow got his PhD at the University of Technology Sydney, started a marketing career and is a lecturer (B2bwhiteboard, 2015). The company’s YouTube platform describes market segmentation as ‘partitioning the market into distinct buyer groups with different needs, characteristics or behavior who might require unique products or adapted marketing mixes.’ Here again the marketing mix, respectively the four Ps, are pointed out. In three definitions the importance of the customer becomes clear. Depending on the definition, a company may adjust its business to the consumer’s needs, find customers that fit their business and/or develop the combination between benefits sought of clients and the company. ‘Needs-based’ or ‘benefit’ segmentation appears to be the most favorable course of action.

The core concepts of consumer behavior can be defined by the following five references. The Mihaylo College of Business and Economics (n.d.) puts it as products, services and also ideas and experiences which an individual or a group primarily investigates in, then purchases and includes the understanding of customer’s thoughts, emotions and actions. During the purchasing process the consumer wonders about when to buy, where to buy, how to pay and how much to buy. Similarly Hoyer, MacInnis and Pieters (2012)
describe consumer behavior as their totality of decisions made in relation to ‘the acquisition, consumption and disposition of goods, services, activities, experiences, people and ideas’. They add that this process happens during an undefined time span.

Swarbrooke and Horner (2007) simply put consumer behavior as the reasons why people buy specific products and how they make decisions to buy those. B2Bwhiteboard (2012, January 2) gives a very close version of that, moreover including the aspects of when and how of decision-making. In addition, the American Marketing Association (n.d.) already tries to analyze consumer’s motivations stating that it is the dynamic communication influenced by attraction, perception, behavior and the environment which come to the exchange of aspects (cited by Mooij, 2011, p.21). The complete definitions of all three core concepts and their performance on the AAOCC criteria can be found in Appendix III and IV.

Pride and Ferrell (1991) state ‘every marketing strategy consists of two elements: (1) the target groups of buyers (target market) at whom the marketing will be aimed, and (2) the marketing mix of strumpets with which one would approach the new segments and ‘manipulate’ them’ (as cited in Fourie, 2008, p.186). Hence, the focus of the research part of the thesis will lie on the new segments of Hotel Imperio Inn and the Ps of the marketing mix to include the most crucial elements for its marketing strategy. The traditionally elements of the marketing mix are the 4Ps: Product, Price, Promotion and Place (Kotler, 2013). The Place may also be called distribution or process of delivery (Clarity Marketing Ltd, 2005; Davidson & Rodgers, 2006). Davidson and Rodgers (2006) further state that those elements are ‘controllable’ for the organization, no matter the venue or destination.

Table 2.1.2.a: Common Elements or Dimensions for Segmenting Customer Markets, Drstoney (2015)

<table>
<thead>
<tr>
<th>Demographic: population characteristics</th>
<th>Geographical: where people live</th>
<th>Lifestyle: people’s attitudes and values</th>
<th>Behavioural: loyalty to a product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age, Gender, Education, Family size, Family life cycle, Occupation, Social class, Religion, Ethnicity</td>
<td>Urban, Suburban, Rural, Regional, City size, Climate, Landforms</td>
<td>Consumer opinions and interests, Socioeconomic group, Motives, Personality, Aspirations</td>
<td>Purchase occasion, Benefits sought, Loyalty, Use rate, Price sensitivity</td>
</tr>
</tbody>
</table>

Equally important, is to create Persona profiles by the segmentation of the new segments. According to Drstoney (2012) the common elements for segmenting customer markets are based on demography, geography, lifestyle and socio-cultural behavior (see table 2.1.2.a). Its aspects can be used to construct Persona profiles after in–depths investigation into the new segments, while demography and geography comprise rather quantitative and lifestyle and behavior rather qualitative elements. Since in–depth
knowledge about the new segments of Hotel Imperio Inn is highly relevant to solve the management problem, all elements (except for the socioeconomic group and use rate) are going to be used.

Scott (2007) argues when learning about the new segments, the company's marketing becomes more effective. Besides, interviews are the best tool to gather information and to then create Persona profiles. Scott further points out that reading what the new segments reads help a great deal to understand its goals and aspirations, needs, problems and solutions to those problems and decisions. Thereupon, products and services can perfectly adapted to the new segments' needs. Additionally, the new segments’ perception of the hotel rooms is asked for by Hotel Imperio Inn. Directly including it in the Panel Discussion which is the main tool to create the Persona Profiles, seems expedient to the author. It is incorporated in the lifestyle, as opinions are important in this rubric.

Table 2.1.2.b: Demographic, Lifestyle and Behavioral Consumer Characteristics in Theory, Diverse Sources

<table>
<thead>
<tr>
<th>Demographic (Age, gender, family size, life cycle, income, religion, race, social class, education, occupation)</th>
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<tbody>
<tr>
<td>Age</td>
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<td>Gender</td>
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<td>Family size</td>
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<td>Life cycle stage</td>
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<td>Income</td>
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<td>Religion, race, nationality</td>
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<tr>
<td>Social class</td>
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<tr>
<td>Occupation and education</td>
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</table>

Geographic (Urban, suburban, rural, regional, city size, climate, landforms) Corporations have the choice between several or one nation(s), the southwest of a specific country, only in the city center, forests or at the coast; warm or humid regions, depending on the product and living environment of potential customers (Thomas, 2007).

Lifestyle (Lifestyle, consumer opinions, socioeconomic group, motives, personality, aspirations) Activities, interests, values and opinions, interaction with his/her environment (Types: for instance conservative, liberal, health and fitness conscious, adventurous, status conscious) (Vashisht, 2005, p.91). Consumers opinions Opinions are the thought process of the consumer. It is linked to activities and interests, or shortly AIO. Nowadays agencies put the brand online to get quick responses of the public's opinions about it, so the management can react to that (Marketing91, n.d.).
Motives  People’s motives seem to depend on their needs illustrated by Maslow's hierarchy pyramid containing physiological, safety and security, love and belonging, esteem and self-actualization needs (Psychology of Learning Motivation, 2011).

Personality  Psychological characteristics that show how a person responds to his/her environment; marketers endow their product with brand personalities that correspond to consumer personalities (Vashisht, 2005, p.91).

Aspirations  Shaziyaa Khan (2012) states that there are two types, intrinsic (the individual’s wishes) and extrinsic aspirations (related to the environment). Examples are: being a successful business man, holidays in the Caribbean, travel the world, fly to Mars, going global with the company, a cruise for the parents, having 1mln Euro on the bank account, etc.

Behavior (Purchase occasions, benefits sought, loyalty, price sensitivity)

| Purchase occasions |或 buying on occasions means specific products are bought depending on the location such as sweets on fairs and alcohol on parties (Marketing91, n.d.). |
| Benefits sought | Which benefits or advantages the consumer seeks in a product for instance a computer for office work, downloading movies, gaming can be benefits sought (Marketing91, n.d.). |
| Loyalty | 1. Keep existing customers, gain new ones to retain growth of a business. The higher the loyalty, the more likely it is that the customer base enlarges (Marketing91, n.d.). 2. There are three kinds of behaviors: loyal to use, loyal to others, switchers (Donnelly, Harrison, Megicks & Chartered Institute of Marketing, 2009, p.134). |
| Price sensitivity | The question here is if consumers are willing to pay more for a qualitative better product or not (Yankelovich and Meer, February 2006). |

Socioeconomic group – including income, education and occupation – is already dealt with in the four other topics of consumer behavior, and is therefore not further elaborated (American Psychological Association, 2015). The use rate (behavioral characteristics) means the quantity to which consumers use products (light, medium and heavy). Marketing campaigns can be more effective when migrating customers to more appropriate products (Donnelly et all., 2009, p.134). The use rate is also not relevant for Hotel Imperio Inn, as its main core product are hotel rooms. Those are no perishable products and the price of hotel rooms does not go down when the use rate increases.

Kotler argues that the ‘marketing mix is a set of controllable variables that the firm can use to influence the buyer’s response.’ (Kotler, 2013). It is of need to break down the aspects of the marketing mix into sub aspects to have a complete operationalization, to then be able to design the interview guides and panel discussion guide for further research. A further objective is to already gain expert knowledge for the in-depths interviews to be able to ask sub questions targeted on creating a suitable marketing mix for HII.

The Product can be split up into three elements, the core product, the actual product and the augmented product. The core product is basically the core benefit or service for the customer, so the benefit the product provides him or her. The actual product contains the packaging, brand name, quality level, design and features which all support the selling process of the product. Eventually the augmented product is additional customer service after-sales and consists of the installation, warranty, service and delivery and credit. The product fulfills customer’s needs and wants (Armstrong & Kotler, 2000).
According to Dwyer (2015) the **benefits** depend on each individual (with a new watering system for the garden a busy business woman and mother safes some sleep, while a gardening company stays competitive and keeps clients happy) which makes it dangerous to create products based on benefits sought, it however helps to understand customers better and develop additional services or use the knowledge for promotion.

As the **packaging**, as part of the actual product, triggers emotions of the target customer, it needs to be functional, innovative, efficiently communicated, eye-catching, developed in material, design, shape and color, etc. If the packaging is designed extravagant the producer is allowed to charge more, while new design trends can increase sales (Interpack, n.d.). The **brand name** helps to stand out and receive customer loyalty and a competitive advantage. Linguists, computer programs and internal creativity techniques are used to find an adequate brand name, which may be related to the company’s services, or have Latin or Greek origin (like Accenture or Zonagen), use unique abstractions to remember (Blackberry, Apple, Yahoo), abbreviations (UPS—United Parcel Service of America) or are named by the founder or a partner (Yamaha). To have positive prospects the brand shall differentiate from competitors, be easy to remember, trigger the senses of the audience, support positioning, establish a personal character, symbolize more global things than only the product of the company (Hinge, 2015).

‘**Product quality** is one of the major positioning tools. It is the characteristics of a product or service that bear on its ability to satisfy stated or implied customer needs’ claims Quizlet (2015). Intercontinental Hotels Hanoi for instance have a quality officer who regularly checks the quality of products and services based on hotel standards. If the seating is not healthy for guests anymore, it has to be renewed (Trang Ming Pham, Duty Manager Intercontinental Hotels Hanoi, 2014). **Product design** and new products can make the change in sales revenue, as original products can dominate premium pricing. Determining characteristics, features and performance of a product or service is key to success. It requires to be functional, attractive in price and time, meaning to be made in high quality to low costs (Reference for Business, 2015). **Features** need to be promoted mentioning the benefits for the consumer to add value. A benefit is a result that is caused by product features. For instance the speed dial feature of a watch may provide the result that the consumer safes valuable time to meet a deadline (Douglas & Entrepreneur, 2000).

Stasch (2010) states **installations** and/or service may be too complex for clients. For the company to be successful it shall be its own responsibility or go to its channel system. The company Hotel Installations does ‘*cosmetic surgery to properties*’ like the Marriott Hotel at Lake Mary in Florida, USA. Their services include painting, carpeting, changing the wall base, flooring, texture coating, and so on (Hotel Installation, 2012). In 1975 the Magnuson–Moss Warranty Act was established in the USA which states that **warranties** on consumer products shall be expressed in ‘simple and readily understood’ words. The advantages are increased effect, effective selling tools (creating trust and simplicity for consumer’s comparison to other products) and a plan for problem solution which decreases consumer complaints (Small Business Notes, n.d.). Management Study Guide (2013) states **after sales services** or customer services as part of sales management ensure through activities that customers are satisfied with products or services or are even
positively surprised about it and stay loyal. As customers are the assets of any company, their needs and
demands need to be fulfilled which results in positive word-of-mouth. There are various after sales
service techniques like product installation support, a section on the website for complaints, exchanging
wrecked products, asking for feedback and keeping the communication going.

Pro Mach (2011) believes that speed and a small footprint of the delivery process is of essence and
therefore developed an automate program. This causes less labor costs and more time for other business
activities, less industrial accidents, etc. A trade credit, a short-term financing resource is linked to the
sales of products and services and are provided to the customer by the terms of payment. Trade credits
are extensively used in France (by 80%) and accounts payable increase more effectively than short-term
options of banks (Anne–France DELANNAY, n.d.).

The Price or cost to the customer is the list price as well as discounts, allowances, payment periods and
credit terms (Maurya, 2012). There are quantity discounts (for customers who buy in bulk), cumulative
quantity (discount mounts as quantity does), seasonal (time related), cash (paid before certain date), trade
(for channel members fulfilling their tasks) and promotional (temporary decreased price to encourage
vending) discounts (Net MBA, 2010). Castelar Articles (2005) states that allowances are useful to set the
price as allowances offer to lower the list price (similar to discounts, but additionally items add up to it).
Trade-in and promotional allowances are the main types. Trade-ins reduce the price of a product due to
its usage-status. Promotional allowances reward participants for advertising, sales support or customer
research (Zeepedia, n.d.). They are comparable to funds offered to the supply chain members by the
producer to integrate a promotional strategy (Castelar Articles, 2005). Payment period means the time
span customers are entitled to compensate a bill for the products and services a company provided. The
time span can depend on the requirements of competitors, the relationship between company and
customer (and the customer’s credit history) and the location respectively country. There are diverse
means of payment, like credit cards or direct debit payment. After financial information was transmitted,
ads are send out to customers and credit terms are required to complete the product price. Google is also
relating payment periods and credit terms, so if the financial record is good, the monthly credit limit rises
(Castelar Articles, 2005). A credit term determines the time a customer has to pay the product or service
delivered by a company. That may be three months, or only seven days, depending on the size of the
business, industry standards and competitors. To not experience a cash flow shortage trade discounts
support the movement of the cash flow from accounts receivable (BizFilings, 2012). Pricing strategies like
set by the Pricing Strategy Matrix, embedding economy, penetration, skimming and premium pricing
strategies focused on price in relation to product quality, are recommended (Research Methodology,
2013). Skimming (starting at a high price) or penetration pricing (starting at a low price) are suggested for
new products, as their objective is to increase the profit or the market share (Net MBA, 2010).

The Place is supposed to mean convenience for the customer. Relevant topics are channels, coverage,
assortments, locations, inventory and transportation (Maurya, 2012). Distribution channels are the various
intermediaries (retailers, wholesalers) between the places of production to consumption. They assure
place, time and quantity match (Jain, 2010). The market coverage strategy depends on internal (quantity of
target markets) and external dynamics. Concentrated marketing aims for maximum penetration on few specified areas. The strategy market segmentation opts to design products according to demands, while niche marketing (small segment rather ignored or forgotten, meaning little competition) is one option to enter a market. Undifferentiated marketing is based on market aggregation or globalization, using one marketing mix for the whole market. Differentiated marketing, where market segmentation is essential, divides a heterogeneous market into groups applying separate marketing mixes. The groups may be divided by geographic, demographic, psychographic characteristics and the nature of the consumers (We Learn, 2012). When talking about assortments, its depth and width are crucial. A deep assortment offers varieties of a product, while a broad assortment offers many diverse products. There are core, basic and edge assortments. Core assortments are the main ones, essential for the company. Basic ones are used to the greatest extent, supporting the core assortment. Edge assortments are used to a small amount to provide supplementary services (Economypoint.org, 2011). The location of products and services sale can be brick stores or facilities or the internet. The main building may be at a central place to allure many people while additional facilities may be out of town or industrial estate to save renting costs (Davidson Communications, n.d.). Inventory levels are to be measured through past and current sales, stage of competition and economic position. Inventory with different features need a sufficient quantity on stock to complete requests instantly and satisfy customers. Modes of transport like roads, waters, air or pipelines ensure the physical movement of products from product to consumption. Costs, nature of product, consumer demand, distance, warehousing facilities and others need to be taken into account (Jain, 2010).

Promotion or communication of the product includes sales promotions, advertising, the sales force, public relations (PR) and direct marketing (DM) (Maurya, 2012). According to Jain (2010) sales promotions are particular offers (such as gift coupons, premiums, discounts, contests, free samples or gifts) given out for a short time span to generate sales. Advertising is communicating the product to the consumer (via television, print, radio, press, internet, direct selling, hoardings, mailers, contests, sponsorships, posters, clothes, events, colors, sounds, visuals and people or rather endorsements). An advertising agency may help with that (Times Internet, 2015). Sales promotion intended for sales people is called sales force promotions. Sales force promotion objectives may be relevant to augment the sales volume, to introduce new products, minimize selling costs, compensate competitive promotions, develop internal working processes or new prospect lists. Other activities (such as sales meetings or manuals, training programs, videos etc.) deal with the development of sale people’s skills (Drypen.in, 2009). Public relations is trying to establish relationships with (potential) stakeholders (such as customers, shareholders, banks, financial institutions, the government, suppliers, competitors, intermediaries and the general public). Personal selling or direct marketing is face to face communication among the company and its customers (best when the market is concentrated, the product of high value) (Jain, 2010).

Additional Ps (such as people, process and physical evidence), similar models like the Four As (availability, affordability, acceptability and awareness) and different models are trying to establish a hold in the market. Marketers try to find a better model than the four Ps. However until now it is still the leading marketing model (Kotler, 2013).
Hotel Imperio Inn needs to get acquainted with the demographic characteristics to know who their guests really are in order to provide a better service and attract their target group through the right approaches (such as distribution channels). Characteristics need to be connected to the needs and demands in terms of the 4P's to make clear which marketing strategies are of use for Hotel Imperio Inn. Relevant combinations are explained in Table 2.1.2.b above. For instance, age and family life cycle stage are linked to the needs of people. A school child has different needs than a grandmother, as well as a child of six has different needs than a child at the age of 13 (Marketing91, n.d.). The family size gives insight about the usage rate and size of wrapping, while the geographic characteristics define the location of the suppliers, type of product and living environment of potential customers (Udemy blog, May 1, 2014). Please see Appendix IV for further combinations.

The management question will be answered if all elements of segmentation and the 4P's are elaborated based on the research questions. The elements are important to give in-depth information for Hotel Imperio Inn to be able to translate consumer characteristics and needs and demands into a marketing strategy to increase the occupancy rate and average overnight stay. To already have an overview of all elements of the marketing plan, the operationalization of the core concept marketing, consumer behavior and market segmentation has been designed based on the theoretical framework.

Demographic and geographic characteristics will be obtained from document analysis and the marketing interview. Lifestyle and characteristics and characteristics of socio-cultural behavior are going to be received by the panel discussion. Need and demands in terms of product, price, place and promotion will be gathered via the panel discussion, literature research and in-depths interviews. The outcomes will show what are segment specific needs and demands of future clients of Hotel Imperio Inn.
3. METHODOLOGY

The approach to the field research, so how the field research of the thesis is planned is consistent of the description of a research strategy, data collection methodology, a sampling plan and data analysis methods. So, after having discussed the content of the research, now the terminology and techniques to obtain data will be displayed. The main purpose of the field research is to answer the research questions.

3.2.1 THE RESEARCH STRATEGY

Snap Surveys (2011) point out that qualitative research is discovering opinions of the new segments, underlying reasons, motivations, expands ideas and dives deeper into a problem. The aim of the thesis is a complete, detailed description of the new segments in form of Persona profiles and a marketing strategy based on the marketing mix. The central research questions ‘What segments can be defined amongst future clients of Hotel Imperio Inn?’ and ‘What are the needs and demands of future clients of Hotel Imperio Inn?’ are looking for the opinion of the new segments and details of the market and dig deeper into the issue of not knowing future clients. For this holistic case study the deductive approach was selected as based on Research Methods Knowledge Base (2006) and Prof. Dr. Burney (2008) this top down or waterfall approach (from the general to the specific) starts with theory and turns available facts or premises (obtained from observation) into logic conclusions.

According to Global Guideline (2015) explanatory research is applied to explain behavior of the market. Questionnaires, group discussions, interviews, random sampling are valuable here. Therefore, those instruments (except for the questionnaire, as it is quantitative with another research conduction) will be utilized to get explicit information from the future guests and the reasons for their characteristics, needs and demands. This case study uses multi-methodology.

3.2.2 DATA COLLECTION METHODS AND SAMPLING PLAN

The focus of the data collection lies on the panel discussion to get to know the new segment’s characteristics, needs and demands. Additionally, their perception of the Hotel Imperio Inn’s guest rooms are of essence, therefore observation during a hotel tour will be included. The results will be of major use to create the Persona Profiles. Aside, in-depths interviews with people from the marketing and hotel industry will be undertaken to obtain additional knowledge and support by experts from the field; and finally literature research will added. It is crucial to answer all research questions by means of the research instruments.

Priyanga from the TBAK College for Women Kilakarai (2013) state that in-depths interviews are used to discover motives, desires, needs, feelings and behavior of a sample. About Money (n.d.) elaborates that it is the most flexible method for data collection. Sobrepeña from Paliparan NHS (2011) further states that interviews serve to clarify information. In correspondence with the Research Methods Knowledge Base (2006) the type of non-probability sampling used, is called purposive sampling. Next to that, also snowball sampling is going to be applied which means to approach potential participants through another
person of the sample already gathered. The field experts will be approached by the same sampling types.
Universities and luxury hotels will be contacted to find an appropriate marketing expert and a manager of
a hotel.

A panel discussion with the new segments will be undertaken with Guatemalans and incoming tourists.
The purpose is to figure out qualitative lifestyle and behavioral characteristics, needs and demands of
potential customers. The results will be used to support the advice of this paper. The sample for the
session is set at the amount of approximately ten people, as eight to ten is believed to be the ideal
number to retrieve deeper conversations and to hear various opinions (Groups Plus, 2008). The
moderator’s main task is to ask participants, no active participation in the responding process. Incentives
might be a discount card for an overnight stay at Hotel Imperio Inn (second night free), regional books,
souvenirs from the city of San Mateo in Quetzaltenango or other stimuli. Literature research accessed
through online search engines will be another research data method of this paper. Demographic and
geographic characteristics are quantitative data and will therefore be elaborated through a document
analysis.

In addition, individual in-depths interviews are considered to be hold with two experts of the field. One
marketing expert and one manager of a four star hotel are seen to make the perfect fit for the data for a
marketing plan for Hotel Imperio Inn. For the interview guides a semi-structured technique is chosen for
the purpose of flexibility with additional questions and adjustments and at the same time, including key
words, making the later analysis easier and more useful (Hartas, 2010).

<table>
<thead>
<tr>
<th>Data Source/ Research Instrument</th>
<th>Sample</th>
<th>Selection</th>
<th>Method to Gain Information</th>
<th>Information Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panel Discussion With New Segments</td>
<td>10</td>
<td>5 GUA, 3 SV, 2 USA</td>
<td>Semi-structured panel discussion guide, moderator techniques</td>
<td>Lifestyle and behavioral characteristics, needs and demands of new segments</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>In-Depths Interviews With Field Experts</th>
<th>a. Hotel Management 1</th>
<th>a. Luxury hotel, no competitor of HII, manager with expertise in hotel marketing</th>
<th>Semi-structured interview guides (including interviewee techniques), compare the outcomes of the interviews with those of the panel discussion</th>
<th>How to develop a marketing mix based on consumer behavior</th>
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<td></td>
<td>b. Marketing Expert 1</td>
<td>b. Marketing and segmentation expertise</td>
<td></td>
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</tr>
<tr>
<td>Literature Research</td>
<td>–</td>
<td>GUA, SV, USA</td>
<td>Using government websites for specific statistics</td>
<td>Demographic and geographic characteristics</td>
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Table 3.2.2.a: Sampling Plan, own Illustration
The sample size of qualitative research is small. The sample of ten people was chosen to have a representative number of opinions, to have a chance to embrace all participants (especially silent ones) and ask follow-up questions. Audio-records will be made during the discussion to be able to recheck responses to analyze patterns afterwards and focus on moderating during the session. The duration set for the panel discussion is approximately one hour (Radford University, n.d.).

In like manner, it is vital to know which sample has the largest theoretical relevance for this thesis project. As the hotel is located in San Mateo and mainly looking for business people (30% occupation during the week) from the surroundings, the Guatemalan participants will be business people from San Mateo and furthermore from Quetzaltenango, as there are more tourists and the occupancy of luxury hotels is higher due to centricity and more touristic attractions. The Panel will be held in Spanish to get qualitative details and in depths explications from respondents. The author respectively moderator provides the sufficient level of Spanish for this and support from the hotel is warranted as well. International leisure tourists will be approached, as the hotel would like to be occupied by more foreign nationalities on the weekend (about 50%). According to INGUAT, the Guatemalan Tourism Institution (2014) most international arrivals in 2014 came from El Salvador (795,614) and the USA (447,140). (These nationalities are also highest in amount of visitors in 2012 and 2013; see Appendix VI, Table 3). Therefore, the participants for the Panel Discussion will be divided into those nationalities by approximate percentages of tourist arrivals to Guatemala (meaning the quantitative relation to each other). That reckons among five Guatemalans (GUA), three Salvadorians (SV) and two US-Americans (USA). It would be favorable to find participants who all speak a sufficient level of either English or Spanish to be able to have a discussion.

### 3.2.3 DATA ANALYSIS METHODS

The overall data analysis methods that are going to be used for the expert interviews and the discussion are coding and memos. To be more specific, open coding is used on the transcripts of the audio files of interviews and discussions and axial coding is used to build theme groups of (sub) core concepts and key words–related to the operationalization. In open coding, as a first step, the text is being divided into conceptual elements or categories. Axial coding is then used to build links between those elements. The list of codes starts with the core concepts and is then being developed during the structuring process of interviews. Moreover, in terms of memos there are three different forms, namely code memos (issues in the coding process), operational (ideas for further investigation) and finally theoretical memos (definitions of terms) (Decrop, 2006). All three types of memos are going to be used for this thesis project.

Khandkar from the University of Calgary (n.d.) states that the advantage of open coding is that raw data can be structured into concepts which build a framework for the analysis. The way open coding is undertaken furthermore ensures validity. Memos are used to note thoughts or ideas in between to not forget them for later use; to explain a concept in more detail and to make structuring and merging similar codes and concepts of the transcripts easier (Khandkar, n.d.).
4. RESEARCH RESULTS

The research results present the panel discussion outcomes which provide deeper information of the characteristics of an average Guatemalan, Salvadorean and US-American to understand their lifestyle and behavior. Together with the in-depth interviews it offers insight into needs and demands of future clients of Hotel Imperio Inn. As demographic and geographic characteristics are quantitative elements and the report is based on a qualitative approach, these particular information can be found in Appendix VII.

4.1 SUMMARY OF PANEL DISCUSSION

The outcomes of the panel discussion are the most important part of the research, as they gathered deeper qualitative information of the new segments (Guatemalans, Salvadoreans and US-American) of Hotel Imperio Inn. They are essential to answer the management question.

Guatemalans:

*Ardani* (27, miner) checks all available brochures before a trip, announcements and which comforts the hotel offers according to his current needs and if there is one which satisfies all his required services he reserves through the hotel website. The ‘perfect’ hotel room should be well organized, clean, with a television, a hard bed (due to hip problems), hot water shower and a balcony with a nice view. The services required are internet (Wi-Fi), room service and maintenance preferably every two days. The employees shall be friendly and good communicators. Hotel facilities shall include a restaurant (three daily meals of typical Guatemalan and international food and buffet), garden (to relax and with a football field), parlor games, café, bar. When shopping he pays in cash and likes to buy gifts for his family and neighbors like typical things of the destination, clothes and food. About activities, he likes to leave to get to know the offer of types of food of the city or village, do sports (football, swimming, running and riding the bike), getting to know the destination (nature, lakes, lookouts), making friends to get to know even more of the city. Travel time is preferably in March during the Holy Week (Eastern). The hotel should present itself through channels like the internet (own website, booking websites like Despegar.com, magazines, newspaper, brochures in local shops). The benefits sought goes to relaxation in silence in a hammock, getting to know new places and making new friends. The hotel should be recommended because of its quality. He says it is difficult to encounter a hotel promotion, but he would like to get a discount. Information about the place, activities and city maps should be available in the hotel. In the hotel he pays in cash as well, preferably one part when making the reservation, the other part on arrival; or he pays everything at arrival. He does not need credit opportunities. He likes to leave a personal note of feedback in the reception or on the hotel’s website for the comfort and amenities provided. Transportation is flexible, may be through a hotel shuttle from the airport or in his own guest’s car or public transport.

*Marlon* (25, working in telecommunications) likes to reserve through a travel agency, because it is more subject-specific (good consultation) and secure. Investigating online before the trip and selects based on his own impression. In general he uses Twitter, Facebook, Instagram and the BlackBerry chat. He never visited a hotel, he always stays over with friends. He likes to bike in the mountains, swim, do extreme
activities like Canopy, Bungee and others to feel the adrenaline with friends and sometimes alpinists and groups. These people he encounters through Facebook or are suggested from friends with who he shares similar activities. His equipment is basic like comfortable clothes, drinks, a mountain bike or pants for the beach which he prefers to get during the excursion. The best travelling time is in November and December, as there is more availability and one can see more of the landscapes. He is looking for making friends everywhere he goes to have a motivation to visit and have a future distraction, so they maintain contact and friendship. He never actually left Guatemala. Quetzaltenango for example is great, because of its people, nightlife, pretty and illuminated Central Park with its patrimony of structures. He says it is fabulous to be able to meet a mix of local and international people. The zoo, passing by historical centers, enjoy the company.

Santiago (23, student in Quetzaltenango) loves to be at the beach, play football, swim, relax, party, get to know people and explore the beach by boat. He likes to buy art crafts and a have hotel at the beach (activities). He goes shopping at local supermarkets or markets. The hotel needs cable TV, Sauna or places to relax and meet people like bungalows, sport fields and pools. About hotels he investigates online on INGUAT, the tourism board of Guatemala, talks to his friends who he is going with and reserves via telephone. The selection criteria are the services offered and the price; services are more important though. He is into the snacks and deserts of the restaurant like chocolate and ice cream. The season may be summer, autumn or winter, anyway he leaves for three days. He pays the hotel stay in cash and anticipated.

For Marvin (20, student) it is most important to have a private bath, TV, Wi-Fi, and cleanliness in a hotel. For activities, he likes to go to the beach in summer, touristic centers and the gym at the end of the year because of his studies and to do a lot of sports. He never reserved a holiday accommodation. Normally they visit a family member or friend at the beach. On the internet he mostly uses Wikipedia and Google, sometimes Facebook as well. The only time he stayed at a hotel was when most hotels in San Marcos were already full and they had to sleep in the restaurant. It was a four star hotel, three floors with TV, a luxurious restaurant and a private bath. Apparently they did not have to pay, as they were invited for an activity.

Esteban (30, engineer and miner) says it is really pretty to travel to a place like Jutiapa (Guatemalan department, bordering El Salvador). He selects a hotel due to its price and location. He travels in February, July and October for three days, as there are less people. He normally visits his family and goes shopping. His wishes are that the hotel has a pool and is clean. He does not reserve, he just travels; normally with four people and always pays in cash. Of Social Media he uses Facebook and What’s App to connect with the hotels and upload photos. Through Google he reads reviews. He does not have a preferred website for hotel comparison or bookings. He states Guatemalans do not plan their trips.

Salvadorians:

Jose Luis (38, iron and roof company) hotel should be proper, clean and cheap, including promotions and good attention. Swimming, alpinism or climbing hills, mountains and volcanoes. He is going during the
Holy Week (Eastern), April and March for one or two days, he would like to stay longer though. The Holy
Week is a time of festivities in El Salvador that is why there are national holidays and that is more
convenient due to his work. He is going with two or three people and pays by credit card. His wish is to
have better promotions like discounts. He reserves via telephone, online on www.UTravel.com or via travel
agencies. In his free time he uses Facebook and Instagram. He almost does not go abroad, as staying in El
Salvador is cheaper. He left to Guatemala before, but only for one day, due to economy and his work; he
cannot be absent. Mountains, lakes and the beach and sea are most essential to him.

Karla (28, working in Sales) is born and lives in El Salvador. She has a lot of knowledge about tourism in El
Salvador. Volcanoes, lakes and the beach are seemingly visited most. If she does trips within El Salvador
she plans with friends, does the reservation by telephone and then they go by car. If it is to Central
America or another country she books via a travel agent, who makes the package including reservations,
flight tickets amongst other things. She opinions it is more comfortable instead of using a lot of time on
the internet to encounter the right things. One simply needs to tell them the dates, destination and how
many people travel and the agent will make the package. She also has used the platform
www.travelocity.com to discover offers for flights and hotels at a very good price. Normally she talks to
her family or friends to go with a group. She has got 15 days of holidays a year. Normally she splits those
in half to be able to go twice a year for a week. She does not leave reviews anywhere.

US-Americans:

Melissa (27, working in administration for a church) likes to use the internet before a trip, as she is able to
compare a lot of information such as prices, reviews and photos. Expedia and Priceline (booking pages)
and the hotel’s website are useful to her. After the trip she sometimes shares on Facebook, once she had a
Blog, as well as sharing her experiences with her family and friends. However, normally she does not leave
a comment on any website. For Melissa, the price is important when electing a hotel, however she also
considers the destination and evaluations from former guests. The reservation is also done online through
the hotel’s website. Touristic and famous things like visiting the Leaning Tower of Pisa are preferred, but
she also likes the unexpected, experimenting a place with for instance its ‘crazy people and all kinds of
food’. Here the emphasis is on all kinds of food. Her travel time depends on the destination’s climate and
her availability. If the trip coincides with some festival or event, it is her perfect scenario. A hotel shall be
comfortable, relaxing to rest after her adventures.

4.2 SUMMARY OF IN-DEPTH INTERVIEWS

Summaries of the in–depth interview are undertaken based on the transcripts which passed through the
coding process. Bruno Strati, Sales Manager of Hotel Landhaus Milser and Inge Keusemann-Gruben, Head
of Marketing of Duisburg Marketing were interviewed. Information obtained by in–depth interviews is
made valid via triangulation which is to be found in Appendix III.

Product at Hotel Landhaus Milser:
The core product of Landhaus Milser are its hotel rooms. They have five different types: standard, comfort, economy, family and suite. According to Bruno Strati the benefits sought is connected to the type of room, season and prize of which the strategy is formed. The location right at a lake fits with the Italian furniture and country house style of the hotel. YouTube videos and photos on Social Media and the website are the packaging. The brand name is called after the owner Mr. Rolf Milser who won weightlifting in the Olympics of 1984 in Los Angeles. There is one logo for the identity of the hotel and another one for the room key. Brand awareness is done via local and national newspapers and fundraising. Duty managers for each department check the product quality. When the product design was chosen, expensive real wood and pillows for allergic people were important. To promote features successfully guest questionnaires are undertaken to understand the benefit’s sought better. Installations are explained in a guide available on each room. Otherwise the housekeeping and reception will help. Escape plans, fire extinguishers and fire doors are part of the warranties so that guest are safe at Landhaus Milser. After sales there is a questionnaire, the reception will ask for feedback (also at arrival and during the stay) and the availability on booking websites (TripAdvisor, Booking.com, Expedia) and Social Media offers further communication. Companies may pay later, however credit opportunities are not offered to guests to ensure cash flow. The hotel is always eager to improve services, looking at the changes of customers and the market. It is planned to make reservations possible through iPhone and iPad.

Price at Hotel Landhaus Milser:

The Sales Manager states it is recommended to start with a low list price, evolve a growing corporate rate to then increase prices at a time. Discounts occur in terms of hotel rates. Landhaus Milser uses corporate and best available rates (BAR), while last minute is not preferred. Those rates depend on the occupancy and events in the location. Allowances are not given. The payment period for companies may be one month later. In general prepaid is used via credit card (Mastercard, Visa, American Express or Diners Card) or cash (Euro, Dollar or Swiss franc). Price strategies are based on the previous year and the upcoming events like fairs and football matches. The fair forecast is done three years in advance. Revenue management has to check pick-ups, meaning daily price rates via statistics.

Place at Hotel Landhaus Milser:

Regarding distribution channels, the corporate rate and the website generate most clients (50–70%). The sales force of the reception (5%) and football teams contributing, as well hotel software like Pegasus, GDS and Amadeus which generates about 25% and online travel agents another 15–20%. From Monday to Thursday the corporate rate is used for coverage. The assortment of hotel rooms consists of five room categories, while the restaurant offers an alternating daily and permanent menu. The location way chosen due to the lake and atmosphere (not too much traffic nor smoke), at the same time having connection to the city center via metro and bus and to other parts of Duisburg and to Düsseldorf and fairs there via the highway. Other advantages are the free parking space, close–by activities like golf, biking and canoe and events like a boxing match with Felix Sturm. Regarding inventory, the budget is monitored daily, every three months and every year and is based on demand and revenue. Transportation is warranted by
suppliers, otherwise the hotel staff uses the metro. Some booking companies and suppliers will change connected to the micro and macro markets to increase bookings of groups.

Promotion at Hotel Landhaus Milser:

Successful sales promotion is assured via corporate flexible rates. Advantages are being a ‘preferred partner’ on Booking.com and on the sixth rank of hotels in Duisburg, free parking and different rates for various customer segments. Advertising is realized via Duisburg Marketing, Düsseldorf Marketing for fairs, tour operators and travel agents for fairs and groups, local and national newspapers, the website and Social Media (Google+, YouTube, Facebook). The sales force is the front desk, giving personal upgrades. The maximum price ranges is offered first and may be adjusted based on budget, fixed costs, availability respectively occupancy. Public relations are initiated and developed on fairs, calls, private meetings, interviews and due to requests. Direct marketing is handled at the reception by amenities given out for events. Amenities can also be booked on the website. There are weekend arrangements for couples, Christmas and Carnival. A new special is the Crime-Dinner.

Consumer Segmentation at Duisburg Marketing:

Duisburg Marketing is a governmental organization that helps the tourism industry in Duisburg increase. Consumer segmentation is undertaken via the themes of the city Duisburg. Various ages groups, social classes and especially interests connected to benefits sought are segmented target groups. The segment ‘Best Agers’ are city tourists. Carefully planned market studies lead to the master plan of tourism in the Ruhr region and North-Rhine Westphalia. Combinations are made such as industrial culture in combination with events. Target markets are attracted via bus companies, workshops and fairs.

Product at Duisburg Marketing:

Benefits sought is absorbed on fairs, talks, with partners and the results are the amount of visitors. Functionality, design, shape and the communication is relevant for the packaging of Duisburg Marketing’s brochures. The brand names will change as the daughter company the ‘Frische-Kontor’ will take over the city marketing. Workshops and briefings are used to design brand names. The themes of Duisburg became the sub brands connected to the benefits sought of customers. The product quality is evaluated by annual bookings, and is assured through the price level, the press, offer checks and feedback of the client. A satisfied client is the highest goal. Discounts are given if services were insufficient to becalm clients. About product design, a city tour is the most booked product of a city, recommended to be distributed accordingly. The performance is momentarily inhibited through reconstructions of a location. Time attractiveness, following trends and features required by the client are essential. Competitors need to be watched and innovation is useful for new tours. Its list price is calculated and the tour quality is tested by execution.

Features promote the benefits of the theme-oriented city highlights in brochures, online, in print and on fairs. Changing partners will influence features. For Duisburg’s Christmas market posters and flyers including the installations like booths are distributed. Customer help in terms of warranties is given in a
printed guide, online and in the facilities of the Ruhr.Visitorcenter. The law requirements were arranged by a lawyer knowledgeable of tourism related concerns. The quality of (after) sales services is assured by standards of ‘Service Q’ (German quality assurance company). Complaints, and techniques and activities are based on those standards. Deliveries are done via automated and personal emails, checklists and telephone calls for a smooth process. Credits are not used.

**Price at Duisburg Marketing:**

List prices cover printing and administration costs via advertisements in city maps and museums paying a contribution for print media in which they appear. The commission is set for the tour guides. Clients pay forwarding expenses if they required print media. Discounts for resellers, for Christmas, vouchers, sellouts and promotions strengthen the pricing strategy. According to Mrs. Keusemann–Gruben allowances are unusual in the hotel and tourism industry; the only thing they do is merchandising at their Ruhr.Visitorcenter. When they are the organizer, clients pay 14 days prior (cash, credit card or bank transfer) to the tour as stated in the general terms and conditions. If the hotel is operator, the client contacts the hotel and terms and conditions come from the hotel. The offer is 10% discount to resellers. If the provider carries full risk, it is 5%. The amount of marketing budget relates to the visitor number.

**Place at Duisburg Marketing:**

Regarding distribution channels, tour catalogues are available in print (edition of 1,000) and as a digital download online. On regional and international fairs like the ITB (International Tourism Fair in Berlin) and workshops of the DTZ (Deutsche Zentrale für Tourismus which is the German Headquarter for Tourism) Duisburg Marketing connects with the target market and especially with resellers. Sharing a booth and further corporations with business partners saves costs. Duisburg Marketing’s coverage is measured through the overnight stays and day trippers. It is difficult to know if customers were generated by Duisburg Marketing. A possible solution, according to Inge Keusemann–Gruben would be hotel partners asking guests which distribution channel they used. Very important is that the product development is in line with the target group. Study partners, regional and departmental partners have to be found for market analysis. The according master plan is guaranty for success. The depth and width of assortments depends on sales and wishes of clients. The location of tourist highlights of Duisburg depends on the topic but is widely predetermined for city tourism. Thus, the city has to be known very well by the staff. In inventory some product are perishable and depend on the season. For small fairs, transportation is arranged by company cars with help for the trailer. For bigger fairs the RWG Rheinland (Raiffeisen and farm cooperative) is responsible for transportation and installations. Agreements are made in advance.

**Promotion at Duisburg Marketing:**

Success is measured through sales quantity. A great idea needs a great audience which may be reached through public relations and big fairs with a booth at the entrance which may cause further project opportunities. In advertising, general texts from journalists (with and without advertisements) in print and online attract attention. Posters (in and outside the city depending on the size of the event) and cost-effective use of advertisements in print (like newsletters) had success. Publicity like free tickets, a lottery,
corporations with a TV studio through an innovative product attract potential clients. Advisable is to be careful with prognosis especially in a press release. The sales force is trained ‘learning by doing’. Initial requirements are to be informed about all areas one works in. Support is available through staff’s internet access. Service quality should be important anytime, therefore mystery checks control. Automated emails and quick response are of value for the client. Attentiveness is of essence to react professionally to the environment (hotels, shops, etc.).

Public relations and business partners need to be selected on quality. Having the same event in two locations offers flexibility for clients. Worth-of-mouth is powerful. Concerning direct marketing on fairs, there are two types of people, the reactive and the proactive. The sales force needs to develop a sense for that and be knowledgeable, open, honest and informative. Asking for interests and watching the client’s behavior is adjuvant. From time to time tours have to be adjusted, print material has to be renewed and the website updated.

4.3 ANALYSIS OF RESULTS: COMBINATION OF CHARACTERISTICS AND NEEDS AND DEMANDS

Characteristics, needs and demands are understood. To create a marketing plan, the connection and combination of all elements is required. It is to answer what are segment specific needs and demands of future clients of Hotel Imperio Inn.

What all segments need are a clean, comfortable hotel to relax which offers information on tours, activities, events and an informed receptionist who can explain the benefits of them. There are a lot of parallels between Guatemalan’s and Salvadorian’s travel behavior and preferences. They are focused on the people and nature. The channels are similar, while the websites used differ also within a nationality. The difference in activities and motives of US-Americans to the other two countries cannot be ignored. US-Americans are more internet oriented, focus on the activities and prefer popular sightseeing spots.

Table 4.3.a.: Segment Specific Needs and Demands, own Illustration

<table>
<thead>
<tr>
<th>Needs and Demands in Terms of</th>
<th>Guatemalans</th>
<th>Salvadorans</th>
<th>US–Americans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>The trip needs to be people and nature oriented. It needs to be capable of groups and adequate to family needs. Sports (football and swimming) need to be offered. The hotel needs to be clean, comfortable with a relaxing atmosphere.</td>
<td>Prefer nature like beach, mountains and lakes. Comfort determines the choice. They travel with family and friends. Hikes in the mountains are demanded. The hotel needs to be clean, comfortable with a relaxing atmosphere.</td>
<td>Show a preference for tourism highlights, culture like local people, food and festivals and events. The hotel needs to be clean, comfortable with a relaxing atmosphere.</td>
</tr>
<tr>
<td>Price</td>
<td>Price needs to be possible. Economic, very price sensitive, price determines the choice. They mostly pay by credit card. Discounts are welcome. Price is important for the hotel choice.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>The nature, especially the beach is preferred as the destination. Meeting people is demanded. Reservations are done directly at the reception, via telephone, hotel website or travel agent. For reservations they use different channels, preferring telephone, travel agent and booking websites like UTravel or Travelocity. They are more internet oriented than the other segments. Reviews are read online before the trip. Bookings are made online. Getting to know different culture and people is demanded. The destination and guest evaluations are decisive for the hotel choice.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>During Holy week, at the end of the year for a short stay of one to four days. Promotions are welcome. The employed participants only have about two weeks of holidays. Promotions are welcome. Combinations with events and festivals are demanded.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4 VALIDITY AND RELIABILITY

Brotherton (2008) distinguishes between several tests of validity. The ones used for this research are construct, internal and external validity. Construct validity was assured by the introduction structure which guided background information, to reasons for the thesis project into the explicit management problem and core concepts to consequent research questions. The use of in–depth research of core concepts which
lead to a detailed operationalization of core concepts. This construct was the base for the interview guides and panel guide. The execution of the research was carefully planned within the chapter methodology, including a research strategy, data collection methods, a sampling plan, data analysis methods. The approach was deductive (top down), using explanatory research (in-depth interviews and panel method). The validity of introduction, research and methodology was discussed with and evaluated by the former first examiner and research teacher of Saxion University of Applied Sciences in numerous emails and Skype sessions. The current first examiner gave written feedback on introduction and research based on the evaluation requirements for this examination and further explanation in a Skype conference. APA guidelines were carefully applied and analyzed for the sources of core concepts (see Appendix II). Some sources of the field research could still be more scientific in terms of authors.

Research instruments were tested beforehand with test-candidate. The validity of research execution was assured by giving participants the opportunity of discussing topics confidentiality to obtain honest answers. If participants were reserved, it was checked if questions were understandable or if another problem occurred. The participant Marlon said he did not know what to respond as he has never been to a hotel and consequently tried to relegate the moderator to a travel agent. The moderator explained the need of the valuable information of ‘normal’ travelers which encouraged the participant to give a detailed insight into his own travel behavior. In general the moderator made participants feel welcome and comfortable with the questions and atmosphere and gave explanations. The result was that the majority was open to eagerly respond to questions and talk about their experiences. One participant was a bit sparing of words, but the right amount of questions and some positive feedback on his effort assured most important topics were covered.

The research analysis of the in-depth interviews was done via the open coding process which ensures validity (Khandkar, n.d.). The outcomes were summarized based on the same aspects and sub aspects of the operationalization used for the interview guides. As the panel method is the most essential one, outcomes were summarized per participant. This way, important information on in-depth knowledge of the new segments of Hotel Imperio Inn is preserved. Still, there might be a lack of obtaining in-depth information due to the fact that the panel hold in Spanish (the native language of most participants) was translated to English within the summaries. For Hotel Imperio Inn which’s staff is native Spanish speaking, the conversation can be gleaned in Appendix VIII. The interview with the sales manager of Hotel Landhaus Milser was held in English. As the interviewer had the feeling that valuable information might get lost, the marketing interview was held in German, the native language of interviewee and interviewer. The summary was more extent to provide all relevant information to Hotel Imperio Inn. The use of three different languages assured the preservation of all nationalities involved, which results in an advantage for the hotel. The connection of segment specific needs and demands was done based on foregone research.

Guion (2002) and Thursmond (2001) point out that validity of qualitative studies includes data, investigator, theory, methodology and environmental triangulation. The multiple triangulation methods used for this individual thesis project leave investigator and methodology triangulation out, as there is only one investigator limited in time, which may diminish internal validity partially. Thursmond (2001)
states one difficulty of triangulation is to cope with the amount of data. That was the major problem of assuring triangulation for this thesis project. The strategy of data triangulation was to ask representatives of stakeholders involved. The company Hotel Imperio Inn gave information on its background and current difficulties, new segments were represented by three nationalities giving in–depth information on their characteristics, needs and demands and the interviewees a sales manager and the head of city marketing Duisburg gave expert knowledge on their marketing mixes. For theory triangulation multiple views of professionals from different fields were involved in the theoretical framework. For the interviews the hotel industry and city marketing were involved. The comparison of both outcomes is done via open coding of panel and interviews (see Appendix IX). Outcomes were compared to company’s websites, partner websites and other related sources (see Appendix III). Environmental triangulation was only used to a certain extent due to time limitations. Hotel Imperio Inn, Hotel Landhaus Milser, Duisburg Marketing and the living environment of most participants of the panel were observed during the thesis project.

External validity may have been further assured by two panel groups. It was assured by the two interviewees having different backgrounds, expertise, skills and qualifications. The sales manager and head of city tourism have different positions within their companies and scopes of duties. The sales manager studied tourism in Italy, while the marketing manager did a tourism course of nine month in Germany. Both took additional courses related to their current positions (B. Strati, individual interview, July 30, 2015; I. Keusemann, individual interview, August 5, 2015).

For the interview with the Sales Manager of Landhaus Milser, the entering volume for the microphone should have been higher, at times the record is hard to understand. So, for the second interview a previous sound test was undertaken. The interviewer asked some quantitative questions within the topic of price, as a foregone answer was that allowances are not offered at the hotel. So, for instance she asked for the use of payment periods, but not for a qualitative factor like processes:

Luisa Bauer: *Then about payment periods, do you have any special offers for that?*

Reliability was assured by using multiple sources of independent research and research instruments, a representative number of participants and the sample of the panel was made as representative as possible (nationalities, travel experience, adults age group of 20–38 years). Panel participants were asked the same questions and additional probing questions, depending on their answers and what other participants had said before. The atmosphere was created comfortable, so participants would tell the truth. The additional document analysis includes quantitative facts and figures. Within interviews numerous probing questions were used like in this example:

Luisa Bauer: *About prices or pricing strategies do you want to add anything, something you want to change?*

Bruno Strati: *Yes, I do Revenue Management; I need to do the pickup, the price, the daily rates, the daily rates for the rooms, a lot of statistics, so I can understand the market report, and then we can already change some prices for the weekend and for the week and right now it’s going better.*
5. ADVICE

The advisory part includes segmentation solutions in terms of marketing goals, advice criteria, a selection of advice options and the best option, Persona profiles, marketing strategies based on the marketing mix (product, price, place and promotion), a Balanced Scorecard with specific targets, financial forecasts in terms of overnight stays and occupancy, a marketing plan, including the implementation of the best advice option and final conclusions. The outcomes are based on investigations in terms of a panel discussion, in-depth interviews and document analysis.

The advice is opting for a solution to the management question of the thesis project. ‘To advice Hotel Imperio Inn on a marketing plan based on the needs and demands of newly defined customer segments and adapt product, price, place and promotion of the hotel accordingly, so that occupancy levels and average overnight stay increase.’ To achieve this the sub questions that are going to be answered in the advisory part are:

- What are suitable marketing strategies to attract the new segments (from Guatemala, El Salvador and the USA) of Hotel Imperio Inn by making use of the marketing mix?
- What are suitable marketing goals and a marketing plan for 2016 and 2017?
- What would be a successful implementation plan (including recruitment of employees and deployment of means) and what are the financial data of the implementation?
- Which critical success factors, performance indicators and strategic targets can be set for 2017?
- What are the forecasts of occupancy levels and average overnight stay for 2016 and 2017?

5.1 MARKETING GOALS FOR 2017

The marketing goals for 2017 are recommend to be controlled through a Balanced Scorecard, including critical success factors, performance indicators and targets, as the strategic fit and management are central issues of this measurement instrument. Customer dedication, financial control, internet business processes and learning and growth of HII are put in front and connected to the advice criteria.

Customer Dedication:
  a. Increase average overnight stay from one day in 2015 to four days in 2017
  b. Measure guest satisfaction by questionnaires and booking websites and achieve 85%
  c. 10% repeating guests

Financial Control:
  d. 30% (six rooms daily) during the week and 50% (nine rooms daily) during the weekend
  e. Marketing costs do not exceed the marketing budget

Internal Business Processes:
  f. Monthly meetings on customer research and implementation of one concept
  g. Employee satisfaction at 85%

Learning and Growth:
  h. Fluency in English talking and intermediary listening skills of all employees
j. Better knowledge of international hotel standards and hotel quality (passing all courses)
k. Reaching more people through the website, booking sites, Social Media platforms and print to reach a Return on Investment of 10%.

### Balanced Scorecard 2015–2017
**Hotel Imperio Inn**

**Management Problem:**
Limited Consumer Knowledge
Low Occupancy and Short Average Overnight Stay

#### The Management Ambitions of Marketing

<table>
<thead>
<tr>
<th>Vision</th>
<th>Being a leading company and providing the best service quality by applying continuous improvement, including the values that characterize Hotel Imperio Inn that enable competitiveness in a comfortable and elegant atmosphere.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Optimizing the means in order to improve the service quality, while offering Luxury, Comfort and Elegance by a team of highly trained and committed people to serve the guests in the Best Possible Way.</td>
</tr>
<tr>
<td>Values</td>
<td>Coziness, Comfort, Elegance, Spaciousness, Innovation and Quality</td>
</tr>
<tr>
<td>Targets</td>
<td>Increasing the occupancy to 30% during the week and 50% during the weekend and Increasing the average overnight stay to four days</td>
</tr>
<tr>
<td>Strategy</td>
<td>Obtaining deeper qualitative knowledge about the new segment’s characteristics, needs and demands and improving the marketing mix accordingly</td>
</tr>
</tbody>
</table>

#### Critical Success Factors

<table>
<thead>
<tr>
<th>Customer Dedication</th>
<th>Critical Success Factors</th>
<th>Performance Indicators</th>
<th>Targets for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Guest satisfaction</td>
<td>Questionnaires, booking websites</td>
<td>85% satisfied</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Repeating clients</td>
<td>10% repeating clients</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average overnight stay</td>
<td>4 days</td>
</tr>
</tbody>
</table>

#### Financial Control

<table>
<thead>
<tr>
<th>Financial Control</th>
<th>Critical Success Factors</th>
<th>Performance Indicators</th>
<th>Targets for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sales</td>
<td>Occupancy</td>
<td>30% during week, 50% during weekends</td>
</tr>
<tr>
<td></td>
<td>Marketing costs</td>
<td>(Guests in comparison to revenue)</td>
<td>Revenue adjusted to occupancy (flexible rates)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Costs compared to budget</td>
<td>Costs within budget limit</td>
</tr>
</tbody>
</table>

#### Internal Business Processes

<table>
<thead>
<tr>
<th>Internal Business Processes</th>
<th>Critical Success Factors</th>
<th>Performance Indicators</th>
<th>Targets for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Using tacit knowledge of all employees</td>
<td>Monthly internal meetings for the management problem</td>
<td>Monthly protocols: Presentation of ideas to get to know new segments better, implementation of the best with control of success</td>
</tr>
<tr>
<td></td>
<td>Employee satisfaction</td>
<td>Questionnaires every trimester</td>
<td>Keeping satisfaction above 85% from 2015 to 2017</td>
</tr>
</tbody>
</table>
Learning and Growth Points

- Improve English of employees
- Improve quality of hotel services
- Increased media attention

- Providing English courses with relevant hotel vocabulary and tests
- Introduce International Hotel Standards course
- Website, booking sites, Social Media platforms and print

- Increase English level to fluency in talking skills
- Pass all courses
- Return on Investment 10%

Quantitative and qualitative marketing objectives were worked out on the basis of the marketing strategies.

5.2 ADVICE ELEMENTS, CRITERIA AND OPTIONS

The advice elements of the marketing plan are enhancing the distribution of promotion by finding more partners, new promotional tools, supplementary products and services, more investigation of the target group and customers, a marketing strategy with smart objectives and a clear action plan and methods to measure results. The most essential advice criteria is effectiveness, due to the resultant impact on solving the management issue of getting to know future guests in-depth, higher occupation and longer overnight stays. The advice and in particular the implementation plan need to be cost efficient due to budget limitations. Therefore, ancillary physical resources, employment needs and other costs should be avoided as much as possible. Assuring time-efficiency is another criteria, so the objectives of Hotel Imperio Inn can be achieved by the end of 2017. Hence, it needs to be feasible in the HII environment, focusing on the strategic fit with the mission, vision and goals of the hotel. Sustainability and Corporate Social Responsibility is added, as more public awareness is acquired through according activities, which involve more responsibilities. As part of the goals, the hotel employees are encouraged to increase internal learning growth to improve the business performance in the future having different management problems. The final criteria is that the advice includes the control of failure and success to adjust the business performance accordingly.

Additional Advice Options

There are plenty of different advice options that may lead to success in solving the management problem. The quantitative approach could be used as well. Like Duisburg Marketing, a market study could be undertaken to build Persona profiles. Other options would be to undertake an own market analysis, including trends and developments, a SWOT analysis (strengths, weaknesses, opportunities and threats of HII) or Persona profiling via Social Media platforms like Facebook or creating an own interactive platform online to ensure numerous communication between HII, its guests, potential guests and partners and suppliers. This would result in easy access to lifestyle characteristics as well as open innovation. A social media monitor might be used as an instrument to analyze the current situation of HII online. The advice would lead to a social media strategy through the adequate channels. Knowledge exchange would obtain
in-depth information on travel behavior of consumers, is however rather expensive and time-intensive and at the moment not feasible for HII. Same goes for the market study, as required partner needs to be paid and the process of investigation would be of long-term. There are indeed investigations undertaken by INGUAT (see Appendix IV), which are however counting for the whole country and tourism industry and not the specific location and business of Hotel Imperio Inn. They are only valid to a certain extent.

The advice option chosen fits on Hotel Imperio Inn as it is based on observations of working processes, working experience in the HII environment and the concrete problems described by the management and staff. A marketing plan is still missing and gives solutions for the mayor management problem. Of course a marketing manager could be employed or an employee could do an exchange, training or workshop in marketing, but that would mean high staff costs due to expert knowledge and experience of the new recruit respectively high costs for the further education. Another idea, is to build an additional facility with further hotel rooms in the city center. The limited budget would however be exceed to a large extent, as the main building has been finished in January 2014 and the reason of this management problem is low occupancy. Even though this ideas are not feasible at the moment, they might become valuable in the future once the current mayor management problem is solved.

The advice option of the marketing plan corresponds most with the criteria. The addition of supplementary products and services, new promotional tools, sustainable cooperation with knowledgeable stakeholders leading to concrete marketing strategies based on the characteristics, needs and demands of the mayor markets coming to Guatemala (Guatemalans, Salvadorians and US-American) is capable of solving the management problem. Smart objectives, the details on implementation and financial indications support the advise.

5.3 MARKETING STRATEGIES

The differences between nationalities, especially between Guatemalans and Salvadorians compared to US-Americans are the reason for rather variations in some parts of the marketing mix.

Products and Services:

The key to keeping guest connected to the hotel business the whole day, is to add further activities besides sleeping and eating. Hotel Imperio Inn is therefore advised to integrate additional products and services to their key activities. Those mean additionally revenue streams.

What all segments need are a clean and comfortable hotel to relax which offers information on tours, activities, events and an informed receptionist who can explain the benefits of them. A booths at reception with information on all services of the hotel, Spanish crash course leaflets, city maps, events and activities of the week can support this. Thus, popular local partners like ‘Xela maps’ need to be found. Guatemalans and Salvadorians need more nature related activities within groups. US-Americans need to see popular highlights and get to know local people and food. Guided city tours and hikes in the mountains with lunch
packets including coupon for the restaurant as an additional product will attract all segments. A partner in for of a guide or travel agent might be helpful. If this partner also rents bikes a greater area could be explored. This product already exists in Quetzaltenango for going into the mountains. Biking tours through the city would be new combination and may develop a competitive advantage. The routes would need to lead through rather smooth streets, which has to be planned carefully as Quetzaltenango is situated in the highlands of Guatemala. Another trip might be the ‘Culinary Tour’ especially targeted at US-Americans to visit locals markets, restaurants, fairs, bars and bakeries. A fair commission goes to the tour guide and a part of the tour ticket goes to HII for the lunch packet and allocation of clients to the tour guide. The ticket may be promoted and distributed by both partners. Mystery checks at the hotel and during tours are recommended to improve the hotel services steadily.

A further revenue stream may be the sale of things in the hotel which are useful for a traveler. Souvenirs, regional sweets, traditional clothing, dictionaries, umbrellas, mobile phones and top-ups, costumes for local festivities and jewelry are advisable. Another hotel activity may be Spanish classes, for instance one hour every Friday within a group in the hotel restaurant or on request. US-Americans may be asked during their reservation if there is a demand to learn more Spanish and on which level. Spanish teacher may be locals paid for a fair price like ‘Spanish Of Course’. Classes can go on already back in the own country via Skype. This way, the corporate social responsibility of Hotel Imperio Inn can be perceived and ensured with the help of US-American guests and additional value is added for them in return.

Sport events like soccer tournaments at the Cancha Sintética in San Mateo and swimming at the ‘Campo Deportivo’ is particularly recommended for the Guatemalan sports lovers. Tours to the beach, swimming pools, hot springs (Fuentes Georginas) and soccer fields close by are recommendable. Offering volunteering projects contributes positively to the corporate social responsibility. Partners could be Caras Alegres and EntreMundos situated in the city center. Other ideas are authentic trips to Mayan towns, culture tours to theatres, churches, museums and local markets or zip-ling in the forests, shopping, eating out together with a group of guest organized by Hotel Imperio Inn.

The overall aim is to trigger the benefits sought and add value for guests. To measure failure and success of the product strategy occupancy and the number of bookings on additional activities (tours, Spanish courses) and sales figures of souvenirs and travel equipment need to be controlled at the reception. Subscription lists for the tours and Spanish courses are recommended to be placed ready on the counter to ensure more attention of the new offers. Ticking off actual participants before the activity serves as monitoring for HII and contributes positively to the safety standards for tour guides.

**Price: Adjusting Prices based on Occupancy**

Best Available Rates (BAR) is a hotel rate code type offering the lowest fares available at the moment in time. These hotel rates are based on the balance of demand and supply: if the demands rises, the supply rises together with the costs. If the demand decreases, the supply decreases together so does the price. Daily BAR rates are created by the revenue manager based on occupancy, revenue and the market. (B. Strati, individual interview, July 30, 2015). HII is recommended to make statistics of their occupancy and
adjust the room rates accordingly while aiming for competitive prices. As the occupancy is fluctuating during the week, the use of daily best available rates are recommended. Medium occupancy requires the normal price, low occupancy 10% discount and high occupancy 10% extra charge. For the start Hotel Imperio Inn is advised to use the current occupancy per day and then adjust the rates weekly based on the current occupancy. The levels of low, medium and high need to be adjusted based on the changing occupancy. Momentarily the goals is an occupancy of 30% from Monday to Thursday and 50% from Friday to Saturday. With up to 34% being low, 35–45% medium and 50% or more high, Week 1 of January (high season) may look like this:

Table 5.3.a: Daily Best Available Rates for Hotel Imperio Inn, own Illustration

<table>
<thead>
<tr>
<th>Day of the Week with Occupancy Level</th>
<th>Single Room (currently 270Q)</th>
<th>Double Room (currently 390Q)</th>
<th>Triple Room (currently 725Q)</th>
<th>Junior Suite (currently 490Q)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday (medium)</td>
<td>270Q</td>
<td>390Q</td>
<td>725Q</td>
<td>490Q</td>
</tr>
<tr>
<td>Tuesday (low)</td>
<td>247Q</td>
<td>357Q</td>
<td>653Q</td>
<td>441Q</td>
</tr>
<tr>
<td>Wednesday (low)</td>
<td>247Q</td>
<td>357Q</td>
<td>653Q</td>
<td>441Q</td>
</tr>
<tr>
<td>Thursday (medium)</td>
<td>270Q</td>
<td>390Q</td>
<td>725Q</td>
<td>490Q</td>
</tr>
<tr>
<td>Friday (high)</td>
<td>297Q</td>
<td>429Q</td>
<td>798Q</td>
<td>539Q</td>
</tr>
<tr>
<td>Saturday (high)</td>
<td>297Q</td>
<td>429Q</td>
<td>798Q</td>
<td>539Q</td>
</tr>
<tr>
<td>Sunday (high)</td>
<td>297Q</td>
<td>429Q</td>
<td>798Q</td>
<td>539Q</td>
</tr>
</tbody>
</table>

Another option for the marketing mix is to use dynamic best available rates. Dynamic BAR rates are used per season (B. Strati, individual interview, July 30, 2015). This example is based on the seasonality of tourist arrivals to Guatemala in 2012, 2013 and 2014 (INGUAT 2013 and 2014) which are illustrated in Appendix V. For simplicity, in this example on dynamic BAR rates for HII the discounts are 10% for the low season, while for high season, the price goes 10% up and during the shoulder season the price stays equal. This ensures supply and consequently revenue and demand are balanced.

Table 5.3.b: Dynamic Best Available Rates for Hotel Imperio Inn, own Illustration
<table>
<thead>
<tr>
<th>Season</th>
<th>Price Difference</th>
<th>Single Room</th>
<th>Double Room</th>
<th>Triple Room</th>
<th>Junior Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low season</strong> (Feb, May, June, Oct)</td>
<td>-10%</td>
<td>247Q</td>
<td>357Q</td>
<td>653Q</td>
<td>441Q</td>
</tr>
<tr>
<td><strong>Medium season</strong> (March, April, July, Sept)</td>
<td>No difference</td>
<td>270Q</td>
<td>390Q</td>
<td>725Q</td>
<td>490Q</td>
</tr>
<tr>
<td><strong>High season</strong> (Jan, Aug, Nov, Dec)</td>
<td>+10%</td>
<td>297Q</td>
<td>429Q</td>
<td>798Q</td>
<td>539Q</td>
</tr>
</tbody>
</table>

Table 5.3.c.: Overview of Discounts, own Illustration

<table>
<thead>
<tr>
<th>Overview of Discounts</th>
<th>Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transients</td>
<td>–</td>
</tr>
<tr>
<td>2–3 nights</td>
<td>5%</td>
</tr>
<tr>
<td>4 nights or more</td>
<td>15%</td>
</tr>
<tr>
<td>HII Membership Card</td>
<td>20%</td>
</tr>
<tr>
<td>Group of &gt;6</td>
<td>20%</td>
</tr>
<tr>
<td>Family</td>
<td>20%</td>
</tr>
<tr>
<td>Booking package</td>
<td>20%</td>
</tr>
<tr>
<td>Business Partners (Exchange)</td>
<td>No charge</td>
</tr>
</tbody>
</table>

The usage of discounts and family and package rates are recommended to increase occupancy, average overnight stay and loyalty. The package rate is valid if the overnight stay is booked at the hotel in combination with an event or guided tour. Introducing a complimentary rate (with zero room charge) offered to partners for exchange like tour operators, travel agencies, media, photographers, and others in exchange of their services (such as free magazines articles or professional photographs) for Hotel Imperio Inn is recommended. Another advice is to apply a hotel pick-up report to control failure and success of the current pricing strategy.

Low-cost solutions of the Place:

The overall advice on the place is to use Social Media, booking websites, tags on own website and to create Persona profiles and an amenity program. A Persona profile example for the Guatemalan segment is available in the implementation plan. The suggested amenity program can be found in Appendix X.
The website needs to be changed as the hotel does not appear in Google on the first side when searching for ‘Hotels in Quetzaltenango’. Bruno Strati (individual interview, July 30, 2015) states the key is to use meta tags (to be found in Word Press), meaning the meta tag ‘Hotels in Quetzaltenango’ for instance needs to be on every subpage of the website. Appendix IX explains the application of meta tags. It is also helpful to link the website with Google maps (showing the location of the hotel) and booking websites (which fit the target markets) like Trip Advisor, Trivago, Swoodoo, Expedia, Hotels.com, Lonely Planet or local online magazines like Xela Pages (see Appendix X). Direct booking is best with SSL (online security for credit cards) (Bruno Strati, individual interview, July 30, 2015). The comments on the booking websites (see Appendix X for example from Booking.com) are valuable information on customer segmentation and feedback on success and failure which Hotel Imperio Inn is recommended to react on by answering online and adjusting the business performance after controlled analysis. The company is advised to encourage guests to give feedback on HII’s online platforms by the sales force and via email.

Social Media platforms need to have more activity (HII was active on Facebook last time in 2013). Facebook may show photos of all hotel room types, facilities, dishes, etc. Photos need to be in high definition always (same goes for the booking websites). Important here is to use no repeated standard phrases. Announcement of the reservation in Social Media may include links to the booking websites used, as until now reservation was only possible via telephone or personally at the reception. YouTube may announce hotel events. All those things help to show more presence and possibilities and convenience for the consumer to book.

If indeed more international guests (like US-American) are desired, the website and Social Media platforms would also be helpful in English. Of course the staff would need to learn more English as well. In case there is no budget left for this, the general manager himself may teach the employees. Booking websites and Social Media platforms need to be adjusted to the markets. Nevertheless, the advice is to use the concentrated market coverage strategy due to budget limitations and focus on a part of the market. Later on the coverage may be enlarged, using another strategy. To enter a new market price skimming seems effective, starting with a high price and then lower it step by step to define the right price level where occupancy levels increase most. Excel is useful for statistics and budget planning. The 17 rooms including the type of room, the months (August, September, etc.), occupancy and revenue are key elements here.

Besides, the guests need to be known better. Creating Persona profiles help a great deal to understand the characteristics, needs and demands of guests and the handling of communication, bookings, service, payment, etc. with each Persona group. In-depth investigations may be done with guest questionnaires, market studies, reviews, etc. Another way is to use existing studies from governmental websites. Duisburg Marketing for instance designed six Persona groups with detailed information on the consumers of the Ruhr region in Germany. The target markets need to be researched. Consumer profiles of Guatemala, the USA and El Salvador are to be found in Appendix VIII on demographics, geographic, education, economy and other things like transportation. The information was retrieved from The World Factbook of the Central Intelligence Agency (2013) and is for free (and therefore cost–effective for HII to continue using in the following years). For the distribution the concentrated marketing strategy is recommended to focus
and penetrate smaller markets within Guatemala, El Salvador and the USA of the luxury segment (upper middle class and upper class in GUA and SV and middle and upper class of the USA).

For longer overnight stays much more leisure US-Americans have to be stimulated via the international airport, as they are expected to stay longer than Guatemalans, Salvadorians and business people for their holidays. Xela is visited by a growing number of foreigners which is an opportunity to distribute flyers, brochures and magazines in their main whereabouts (Central Park and close-by cafés like in Pasaje de Enrique and at the main entrance, in front of the cinema or the gastronomy area of the Pradera shopping mall).

The Panel suggests US-Americans are internet oriented. To be more specific in 2014, 71% US-American online users utilized Facebook, 28% Pinterest, 28% LinkedIn, 26% Instagram and 23% Twitter (Pew Research Center, 2015). To attract more clients of this market, Hotel Imperio Inn is advised to use these distribution channels.

Success and failure can be controlled via continuous market research, using guest questionnaires including their consumer behavior based on their characteristics and needs and demands while travelling. Free market studies online which are updated consistently may be used as well. Crucial is the feasibility, meaning to ensure that the current target markets of HII is dealt within the statistics, which are possible to reach via the distribution channels used. Feedback can also be received through the various distribution channels. If there is too less feedback obtained, Hotel Imperio Inn is advised to make use of interaction through their channels.

Promotion:

In general using new promotional tools and current tools to a larger extent in Quetzaltenango and airport cities and media channels in Guatemala, El Salvador and the USA is recommended. To save money the exchange method with cooperating companies is effective. Offering overnight stays at HII in exchange of a publication in a popular magazine for instance which is read by the target market. Thus, magazines and most popular local newspapers need to be found as promoters which channel the target groups of Guatemalans, Salvadorians and US-Americans. Announcements and advertisements in the newspaper and the Yellow Pages can be used as another distribution channel. A monthly newsletter can be offered on the website as a download and via email.

Promotional flyers and brochures are recommended to be distributed in shops in San Mateo and Quetzaltenango. The Central bus station (Terminal), Central Park (Parque Central), cafés, bars and restaurants are popular places. The events and festivals like the fair in San Mateo and Independence day (Día de la Independencia) are opportunities to promote the hotel rooms further. Indirect advertisement can be done through partners such as travel agents.

Brand names could be given to the restaurant (such as ‘La Quesadilla’), bar (‘Cloud 9’), event hall (‘My Event’) and play ground (‘Paraiso del Niño’). In this case the website needs to promote each hotel facility (Hotel Imperio Inn’s rooms, La Quesadilla, Cloud 9, My Event and Paraiso del Niño) through the media.
channels. To receive more attention at the entrance, a stand up display or banner and decoration such as balloons can be useful. Free drinks and music at the entrance are recommended for special events and festive days in Guatemala (Christmas, Holy Week). Special events could be a wine event, bar competition, whiskey tasting, gifts, movie nights, buffet days or brunch, tea parties, mother’s day and father’s day. A promotional day on the first Wednesday of the month for instance would be advisable to diminish low occupancy during the week.

For more brand awareness and loyalty membership cards with 20% discount on all room types may be designed. Especially Guatemalans and Salvadorians value promotions like discounts. Other promotions may be as said ‘Get 2 pay 1’ on the first Wednesday of the month (for two people), promotional 10% discount from Monday to Thursday during the months with low occupancy and a free breakfast on the room during the Holy Week. An Amenity program (see example in Appendix X) contains gifts like several Guatemalan fruits for the first visit, flowers and chocolate for mother’s day or cake and wine on the birthday, a toy car for a boy, a doll for a girl for instance.

Worth-of-Mouth (especially on family and friends of hotel guests) is stronger on people-oriented Guatemalans and Salvadorians, while US-Americans rather consult reviews online. More Salvadorians may be allured by promotional activities within their country’s media. To maintain the customer relationship, Guatemalan and Salvadorian guests may receive brochures or flyers via post. US-Americans may be asked for feedback on online platforms or via email.

YouTube videos are a chance to make money by advertising at the same moment. Encouraging users to share, like and comment at the end of the video supports the increase of views. To gain more subscribers and views new videos can be uploaded steadily. Content might be promotions of the hotel, festive days and events of the destination, insight knowledge of Guatemala’s culture or new tours provided by HII. Increasing views augment the generated money for the publisher. It also delivers information on demographic segmentation (TV total, 2015; YouTube, 2015). Similar to the booking portals, users give direct feedback on the performance quality of the videos posted. These information from the actual target markets is vital for the business as input for the marketing mix. Television activities for city marketing conducted by regional and national TV studios support companies indirectly without Duisburg Marketing having to compensate the costs (I. Keusemann–Gruben, individual interview, August 5, 2015). INGUAT or the local radio stations partly have the task to promote Quetzaltenango via TV and radio which indirectly inures to the benefit of Hotel Imperio Inn.

Success and failure can easily be measured by the received reactions on promotions. Overall rankings on booking websites, social media and feedback from guests and stakeholders is valuable information for Hotel Imperio Inn. The data is recommended to be collected, analyzed and the outcomes to be used to adjust the business performance. The feedback is highly feasible and cost-effective and is capable of efficient results. Also concerning the marketing mix of all 4Ps the success and failure of each tool gives insight of how the mix needs to be adjusted on and on.
5.4 IMPLEMENTATION PLAN

The following Persona profiles is an example for the Guatemalan segment. Hotel Imperio Inn is advised to create Persona profiles for Salvadorians and US-Americans. Included are demographic, socio-cultural, lifestyle and behavioral characteristics as well as needs and demands collected in the research.

01 Guatemalan Couple

Demographic & Socio–Cultural Characteristics
Age: both 21
Education: 11 years of school
Children: none yet, planning to have two kids
Job: Service sector
Other: Living in the capital Guatemala City

Lifestyle, Behavior, Needs and Demands
Nature and people oriented, love sports like swimming and playing football, visit friends and family a lot or travel with them. They have a need for relaxation and value a clean and comfortable hotel. They are price sensitive, like economic offers, discounts and promotions.

Potential Communication: Worth-of-Mouth, hotel website, travel agents, booking websites

Description
Love nature, beach, mountains
Their preferred travel time is on the Holy Week for one to four days at the beach, a lake or in the mountains. They go with the family and friends or visit them at the destination. They do not reserve, but look for a clean and comfortable accommodation on-site. The atmosphere should be relaxing, as they only have a small amount of holidays per year.

Marketing Plan in Operations – Promotion

According to Keusemann–Gruben (individual interview, August 5, 2015) shared and smaller booths at fairs cause reduced costs. In direct marketing, the target markets may be attracted via email advertisements and clients can be kept up-to-date via email newsletters made in-house. Appendix X offers a sample newsletter for January and shout-out to start with. Outdoor advertising in the main touristic spots (Central Park, shopping mall) is cost–effective and attracts attention of potential clients. Realizing the website with the Open–Source–CMS (Content Management System), cuts down costs for subscriptions. Flyers and brochures are advised to be designed externally, to then implement them in-house. When printing, colors shall be ordinary (no extra color) and by the print methods digital and offset. In case the design of flyers and brochures used so far is available for the company already, only printing causes arising expenses. Otherwise the right printing service is capable of helping with that and may offer discounted printing for certain amounts of print–outs.
SEM (Search Engine Marketing)

SEO (search engine optimization) is making a website attractive to users and search engines. Posting on forums and linking your content to social media can help improve the SERP (search engine results page) ranking. Link building, meaning the more inbound links and back links to the website, the better. It requires original and interesting content on the company’s website. On-page optimization, changes like using meta tags, HTML and adopting page content, helps the search engines to find the website easier. White hat SEO, meaning ethical techniques of website optimization, is recommended (Bruno Strati, 2015). Please see Appendix X for the usage of meta tags.

Recruitment, Staff Training and Means

Recruitment of one photographer but no deployment of means are needed for the implementation of the new marketing plan. The photographer should be a local, professional one. To contribute positively to the trend of the unemployment rate going down steadily in Guatemala (Trading Economics, 2002–2015), an announce might be send out via the hotel website and newsletter such as ‘Diario’ or ‘el Quetzalteco’. Taking professional photographs, editing via Photoshop or another program and printing are tasks to be knowledgeable of and experience of at least a year could be the requirements. In case the business is outsourced, the photograph would need to be fully equipment (camera, a photo-editing program, photographic paper, printer with black and color cartridges).

To respond directly on the feedback of guests, staff trainings and continuative courses bring an advantage. Employees are recommended to receive training on English and international luxury hotel standards (see www.Lobsterink.com). The manager is suggested to take courses in marketing and revenue management and teach English to the employees. Partners for additional products and services need to be found. A lot of knowledge can be obtained online and for free on platforms of scientific authors on YouTube, SetUpMyHotel.com, 4Hoteliers.com and other websites about hotel business. Knowledge may also be obtained via a partnership with local universities which teach marketing and sales.

Regarding means, there are only a few new materials or physical resources need except a professional camera for the new photographer. In case the photographer is outsourced, this is not needed. The new amenities and supplements for sales (souvenirs and travel equipment) are needed which may be constantly designed and created by a local supplier. Arrangements on materials, amount, transportation and commissions need to be made. Arrangements can also be made with new Spanish teachers (Spanish of Course), local media (Xela Pages and Xela Maps), volunteering companies (such as Caras Alegres, Entre Mundos), a local tour guide (Mayan Gateway) and the local universities (Rafael Landívar and Mesoamericana). Which products and services to which amount and which time spans have to be delivered, how they are delivered and what the exchange is (commission, free overnight stay at HII), is crucial information. After 2017 and when the budget has increased, a terrace could be build on the roof top to have extra space for relaxation and getting to know other travelers or exchange experiences after tours or volunteering projects. Seats, tables, hammocks and parlor games may be integrated. The Spanish Course might be held there. In the mean time the restaurant and bar could be used.
Stakeholders

The suggested key partners to implement the advice of the marketing plan are:

- Photographers – Fotos Guatemala or a freelancer
- Local souvenir supplier
- Local Media – Xela Pages, Xela Maps
- Volunteering companies – Caras Alegres, Entre Mundos
- Local tour guide – Mayan Gateway, Viajes Tivoli or Xela sin Límites
- Marketing courses of Universities – Rafael Landívar, Mesoamericana
- Guests
- Employees
- Direct competitors

The implementation needs to be planned with every single stakeholder. Agreements and dates can be noted down in the media plan of Appendix X. Some conditions of media channels are too be found in Appendix X. Terms and conditions as well as the private policy of the partners elected are recommended to be studied carefully at all times.

5.4.1 FINANCIAL FORECASTS

Table 5.4.1.a.: Marketing Costs for Marketing Plan 2016 and 2017, own Illustration

<table>
<thead>
<tr>
<th>Projects</th>
<th>Costs</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photographs</td>
<td>For free (exchange with partner)</td>
<td>Every time there are new offers</td>
</tr>
<tr>
<td>Website maintenance, search engine marketing</td>
<td>100€/year in Germany (Bruno Strati, 2015)</td>
<td>2016 and 2017</td>
</tr>
<tr>
<td>Social Media accounts, activity and adds</td>
<td>None for account and activity, (use free music on YouTube, YouTube generates money via clicks on videos), about 5€ per add (YouTube 2015; TV total, 2015).</td>
<td>Three adds before the months of high season of 2016</td>
</tr>
<tr>
<td>Booking websites</td>
<td>TripAdvisor registration through Facebook, charge free (TripAdvisor LLC., 2015). 0.00€</td>
<td>2016 and 2017</td>
</tr>
<tr>
<td>Flyers, brochures</td>
<td>Printing 100 flyers costs 12,50€ Printing 100 brochures costs 33,72€ in Spain (Print24, 2015)</td>
<td>High season (April, July, August; 100 flyers and 100 brochures per month) of 2016 and 2017</td>
</tr>
<tr>
<td>Appearance in magazines, yellow pages, city maps</td>
<td>For free (exchange with partners) (but medium to high work effort in finding partners)</td>
<td>2016 and 2017</td>
</tr>
<tr>
<td>Lobsterink Hotel Standards</td>
<td>–</td>
<td>2016</td>
</tr>
</tbody>
</table>
Hotel Imperio Inn is recommended to make use of advertisements and promotions of suppliers. All material costs can be set off against tax liabilities. The amount of money given back annually may be used for further marketing actions. The performance indicator for the Return on Investment (ROI) is set at 110%.

The cost of investment are 493€ in total for 2016 and 2017. So, if 493€ will be invested, the outcome is 542€.

Forecasts of occupancy levels and average overnight stay for 2017

Table 5.4.1.b.: Forecast of Occupancy and Average Overnight Stay in 2016 and 2017, own Illustration

<table>
<thead>
<tr>
<th>Time</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mo – Thurs</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td>Fri – Su</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td>Difference to previous year</td>
<td>(+10%)</td>
<td>(+10%)</td>
</tr>
<tr>
<td>Average Overnight Stay</td>
<td>2.5 days</td>
<td>4 days</td>
</tr>
<tr>
<td>Difference to previous year</td>
<td>(+1.5 days)</td>
<td>(+1.5 days)</td>
</tr>
</tbody>
</table>

6. FINAL CONCLUSIONS

Hotel Imperio Inn is advised to try out different marketing actions and control their outcome to then develop better concepts. It is not the implementation of always the same instruments, but rather an ongoing process which the company has to undergo steadily. The marketing management is recommended to be complied to the characteristics, need and demands of the current target markets. The market itself change, trends and developments in each country have to be overlooked yearly to adopt the hotel’s activities accordingly. Understanding the market and all responsibilities involved will make the marketing of HII stronger.

Further market research about new segments after 2017 may be done by students and lecturers of Marketing and Publicity at the University Mesoamerica and the University Rafael Landivar in Quetzaltenango. A cooperation would be beneficial for both sides in terms of knowledge exchange. HII may offer internships at the company. In 2015 Honduras (86,550), Mexico (66,448), Canada (33,178), Nicaragua (31,660), Costa Rica (20,965), United Kingdom (17,854) and Colombia (16,586) are the nationalities following Guatemalans, Salvadorians and US-Americans in number to visit Guatemala (INGUAT, 2015). Thus, further investigation may be undertaken on this nationalities for the years after 2017 with the help of the universities mentioned.
7. AFTERWORD

The former first examiner Mrs. Ellen Schulten commented that the management summary was too operational, describing the process the student went through instead of the a managerial explanation. The interview and panel guides could be less structured (semi-structured or even unstructured). The student tried to implement that in the final version. The final first examiner, Mr. Eric Wagelaar gave the remarks, that the final part could be more elaborated, adding the return on investment (ROI) and sources to it. The operationalization model needed an appendum of the research methods. The student saw these as great ideas and tried to realize it.

Hotel Imperio Inn gave the full points. In an oral PowerPoint presentation including the outcomes they said they were pleased with the feedback. They did not have a real marketing plan until then and were satisfied with the strategic fit, and feasibility to the hotel’s environment. The Front Desk agent said the ideas of advice were useful and of value, but some were too expensive in implementation. The manager commented that the relation to organization and philosophy, suggested solutions would add value and that in time marketing targets could be achieved by help of this marketing plan.

According to the student’s view on the thesis, the overall performance was very satisfying, but lacks experience with certain parts at times. Weaknesses were some ‘ehms’ and mangled sentences during the expert interviews. It was a problem to find ten panel participants for three different countries who would meet up at the same time. The final solution to this were to do the conversation via Facebook, as all participants are present on this social media platform and can respond when they had the time. The student had a tendency to cross over to an quantitative approach especially with the interview guides. Some sources in the theoretical framework were not scientifically enough. All in all, it was much better than all former study reports from year one to four.

The biggest weakness was time-ineffectiveness, due to too much communication with the former first examiner and waiting for response for feedback frequently during the first five months, changing of countries after the first deadline (due to early-bird flight bookings) and difficulties with the qualitative approach (especially interview and panel guides). The student changed it to more independent work after the first deadline. Instead of asking feedback from the examiner, more literature was consulted and by actively initiating the upcoming tasks earlier, more time-effectiveness was caused. The slow worker which initially thought through every detail, became more reactive, working quickly without the fear of doing mistakes all the time. In the end the introduction and first half of research needed more than five months, the longer rest of the thesis almost three month. For the topic definition and introduction the examiner’s feedback was still valuable. Another learning point is to work on most of the report chapters simultaneously to see mistakes in the beginning to be able to work faster instead of going step by step.

Strengths were that the variety of languages and language level was very satisfying. The student was flexible to change the thesis on and on based on weekly feedback from the former first examiner (Mrs. Schulten). She learned to ask for help of basically the whole network in Guatemala to find panel participants and interview partners. In the expert interviews she was not afraid of saying or doing
something wrong, instead successfully tried to implement all research skills obtained better than last study year. The industry experts and all other stakeholder of this thesis project were approached professionally, on the same eye-level, in an open-minded and friendly manner while questioning the information obtained. She made new business contacts and perspectives for the upcoming work life. The interviewee Mrs. Keusemann-Gruben, Head of Tourism of Duisburg Marketing complemented her on the interview questions. Mr. Strati, Sales Manager of Hotel Landhaus Milser gave many new insights into revenue management at a hotel. The conversations with the panel from Guatemala, El Salvador and USA resulted in more know-how of customer behavior in these countries, especially on the qualitative approach which confirmed former quantitative investigations with Guatemalans.

The student went through many changes successfully. Coming from an internship in Mexico, the marketing plan was meant to be written for a tour operator in Guatemala. After two weeks the agreement was dissolved. Too many extra tasks were demanded besides the thesis project. She found a new company within a week. In the end the ambitiousness will complete the final goal of the Bachelor certificate in Tourism and Leisure Management, even if it took a bit longer. All in all, the student proved to be flexible, ambitious, a good planner (using lists with goals of the day or week) and very innovative in solution encountering. Mrs. Schulten complemented on perseverance and inner strength for writing the thesis abroad under mentioned circumstances and constant feedback from her. Irresistibility will bring her far in life she said.

To put it in a nutshell, the competences enhanced in particular during this thesis project are: Research, Policy and Decision making, Financial Management, Change Management and Communication and Hospitality Performance. Especially time-effective work is still a skill to work on.

The value of this thesis is concentrated on a strategy to attract new segments through marketing, market segmentation and consumer behavior. Tourism and hotel management students may find it informative for related modules or their own thesis project. It helps them to understand the structure of a thesis as well as the process of solving a management problem including the necessary steps involved. It explains what the theoretical model The Marketing Mix of Kotler (4Ps) means in theory and how it is transferred to practice on the example of a hotel. It furthermore may add value to a newly opened hotel, an entrepreneur who is interested in the start-up of a related business unit or a hotel with a management issue like the one of Hotel Imperio Inn. It gives input on how to solve problems and tasks involved and how to build a marketing strategy based on the characteristics, needs and demands of the target group. Finally, this thesis is a in itself marketing tool to the businesses of all stakeholders involved who put so much effort into providing important information.

11th January 2016

Luisa Maria Bauer
REFERENCES


Booking.com. (2010, August 24). Booking.com: Hotel Landhaus Milser – Duisburg, Deutschland. Retrieved October 9, 2015, from http://www.booking.com/hotel/de/landhaus-hilser.de.html?aid=357029;label=yho748jc-hotel-XX-de-landhausNhilser-unspec-de-com-L%3Ade-O%3Aunk-B%3Aunk-N%3AXX-S%3Abo-U%3AXX;sid=83e0c27439ca360d178a501659af1901;dcid=1;dist=0&sb_price_type=total&type=total


APPENDICES

Appendix I: Minutes of Skype Meetings with the First Examiner

Meeting No 1 of 7
Date Tuesday, 10th March 2015
Time 16:30h – 17:30h CET
Participants First examiner Ellen Schulten
Student Luisa Maria Bauer
Media Introductory part with comments from examiner, Notes with questions from student

Topics and Content Discussed

The Client:

Name and email address of contact person was send to the HBS Thesis Committee and the process of finding the client was discussed. The Initial Thesis Proposal was approved.

The Thesis Topic and Feedback on the Introductory Part:

The problem and ambitions of the client have to be more elaborated. What are the exact targets they want to achieve in terms of occupancy? The coherency is lacking throughout the document. The terms were varying, which is confusing. The topic was unclear, or to widespread. This would cause no depth of the final thesis coursework. So, the topic was set on a marketing plan with the focus on the guest rooms of the hotel. An example for the consequent management question was ‘How can Hotel Imperio Inn enhance business of hotel rooms through a marketing plan?’. The core concept would therefore be ‘marketing’. (Thus the model of Porter’s Five Forces is not relevant.)

The reason was written to general. The target market is missing. Furthermore, it was not clear how the target market will be approached. It is therefore relevant to think of its characteristics and languages. Wishes and demands of (potential) guests along with strategy including the product, channels, the message, staff etc. are important for the research part.

Questions and Answers:

• Where to download and get support for SPSS? -->This is a question for the research teacher. However, it cannot be said yet if quantitative or qualitative research will be undertaken.
• Within the theoretical framework what are search methods?
Structure of the Theoretical Framework: The market segments, wishes of clients and core concepts are important here. Definitions of the core concept marketing have to be found. Consequently the concept is split up into further components like the Marketing Mix. Some definitions will talk about 4 P’s, other about 6 or 7P’s. The task is to critically review the definitions, find similarities and differences and then find a definition which is highly relevant for this thesis. The criteria have to be relevant for this thesis. The theoretical framework leads to the literature review which gain leads to the operationalization.

- The semester guide states that the client and 1st examiner will meet three times. When will that be? -> It is not necessary to talk via Skype with an external client; email contact is sufficient. The 1st examiner will however send an email to them, introducing herself and asking if the client wishes for a Skype meeting.
- When will be the exact date for the Thesis Proposal? -> The 1st examiner will talk to the 2nd examiner to set a date in week 3.6. The time difference is 7h.

Final advice: Talk to client about problem and reasons in depths.

Plans after Skype Meeting:
1. Improving the introductory part based on feedback
2. Theoretical framework
3. Mailing research questions to Mrs. Tonnaer together with general questions about the introductory part

Appendix II: Definitions of the Core Concepts

<table>
<thead>
<tr>
<th>Author</th>
<th>Definitions of Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Westwood (2002)</td>
<td>‘Marketing involves finding out what the customer wants and matching your company’s <strong>products and services</strong> to meet these requirements, and in the process making a <strong>profit</strong> for you company. This involves understanding: the <strong>abilities of you company</strong>; the <strong>requirements of your customer</strong>; the marketing <strong>environment</strong> in which you operate. The abilities of the company can be managed by controlling four main elements of a company’s operation, often referred to as the <strong>marketing mix</strong>.’ (p.17).</td>
</tr>
<tr>
<td>2. Wright (1999)</td>
<td>‘A management process that is involved in identifying, anticipating, satisfying <strong>customer needs and wants</strong> through the efficient and effective use of the <strong>company’s resources</strong>.’ (p.13)</td>
</tr>
<tr>
<td>3. American Marketing Association Board (2007)</td>
<td>‘Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for <strong>customers, clients, partners, and society</strong> at large.’ (as cited in Hunt, 2010, 2.2.1)</td>
</tr>
<tr>
<td>Author</td>
<td>Market Segmentation</td>
</tr>
<tr>
<td>--------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>4.</strong> Pyle (1931)</td>
<td>'Marketing comprises both <strong>buying and selling</strong> activities.'</td>
</tr>
<tr>
<td>Tousley, Clark and Clark (1962)</td>
<td>'Marketing consists of those efforts which affect <strong>transfers</strong> in the ownership of <strong>goods and services</strong> and which provide for their <strong>physical distribution</strong>.'</td>
</tr>
<tr>
<td>Converse, Huegy and Mitchell (1965)</td>
<td>'Marketing is part of economics which deal with the <strong>creation of place, time and possession utilities</strong>. It includes activities involved in the <strong>flow of goods and services from production sector to consumption sector</strong>.'</td>
</tr>
<tr>
<td>Report of the Definitions Committee of American Marketing Association (1978)</td>
<td>'Marketing is the performance of business activities that direct the <strong>flow of goods and services from producer to consumer</strong>.'</td>
</tr>
</tbody>
</table>

(all cited in Jain, 2010, p.5)

| **5.** Dr. Philip Kotler (2011) | 'the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.' |

(as cited in Heidi Cohen, 2011)

| **6.** Times Internet (2015) | Segmentation means to **divide the marketplace** into parts, or segments, which are definable, accessible, actionable, and profitable and have a growth potential. In other words, a company would find it impossible to target the entire market, because of time, cost and effort restrictions. It needs to have a 'definable' segment – a mass of people who can be identified and targeted with reasonable effort, cost and time. |

| **7.** Market Segmentation Company (2015) | The process of **splitting customers**, or potential customers, in a **market** into different groups, or segments, within which customers share a similar level of interest in the same or comparable set of needs satisfied by a distinct marketing proposition1. |

1Marketing proposition; the 'tools' or means available to the organization to improve the match between benefits sought by customers and those offered by the organization so as to obtain a differential advantage. Often referred to as the four **Ps**, this is usually the appropriate mix of product features, price, promotion and place (service and distribution). For the customer, this manifests itself as benefits, cost, relevant image and convenience; in other words, a customer value
Market Segmentation can be defined as **partitioning the market** into distinct groups of buyers with different needs, characteristics or behavior who might require unique products or adapted marketing mixes.

<table>
<thead>
<tr>
<th>Author</th>
<th>Consumer Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. B2Bwhiteboard (2012, January 29)</td>
<td>'Individuals or group acquiring, using and disposing of products, services, ideas or experiences. Includes search for information and actual purchase as same as an understanding of consumer thoughts, feelings and actions.' (PPT slide 1)</td>
</tr>
<tr>
<td>9. Mihaylo College of Business and Economics (n.d.)</td>
<td>'Consumer behavior reflects the totality of consumers’ decisions and respect to the acquisition, consumption, and disposition of <strong>goods, services, activities, experiences, people, and ideas</strong> by (human) decision-making units (over time).’</td>
</tr>
<tr>
<td>11. Mooij (2011)</td>
<td>'Consumer behavior is the study of why people buy the product they do, and how they make their decision.' (p.6)</td>
</tr>
<tr>
<td>12. Swarbrooke &amp; Horner (2007)</td>
<td>'Consumer behaviour is the study of when, why, how, and where people do or do not buy a product.’</td>
</tr>
</tbody>
</table>

**Appendix III: Literature Selection Criteria and Triangulation**

**Search engines:** Google, Google Scholar, Google Books, WorldCat, CiteSeer, Microsoft Academic Search and Science Direct

Focus lied on the **core concepts** marketing, market segmentation and consumer behavior.

**Search terms related to the core concepts:** Marketing plan, marketing strategy, Marketing Mix, marketing, marketing definition, segmentation variables, segmentation definition, (market) segmentation definition, consumer behavior(u)r definition and synonyms
Criteria to the scientific approach: AAOCC criteria (see below); and triangulation, meaning multiple authors, papers and research methods are used to acquire a scientific approach (a base of reliable and valid information). Media about marketing topics (mostly scientific books or learning tutors on YouTube) was used. Titles often included the (sub) core concepts.

Other criteria: Relevant information for this thesis project, tourism industry and within the marketing context; understandable definitions, further (sub)aspects included to approach the literature research, snowball method (using the reference lists of papers utilized before) in order to encounter further definitions and other interconnected information like the reliability of the AAOCC criteria.

Explanations and Application of the AAOCC (American Psychological Association reference style) Criteria

Authority, Accuracy, Objectivity, Currency and Coverage (AAOCC) criteria are deployed. Author’s qualifications, the accuracy based on validity and reliability, objectivity of statements, currency (publication not older than ten years as some information is time sensitive) and the coverage (if information is complete, relevant and unique – tested by reading the whole document and comparing it with papers of the same topic) was tested.

<table>
<thead>
<tr>
<th>Author</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Westwood – The marketing plan: A step-by-step guide</td>
<td>Authority: Yes, Third edition of marketing book; Accuracy: Yes, Detailed marketing plan, focused on the objective to improve a company's performance, explains complexity and guides; Objectivity: Yes, Based on theory and history facts; Currency: No, 2002 (older than ten years); Coverage: Yes, Volume of 218 pages, covering the elements of a marketing plan, Detailed guide how to write a marketing plan.</td>
</tr>
<tr>
<td>2. Wright –Marketing: Origins, concepts, environment</td>
<td>Authority: Yes, Marketing book author; Accuracy: Yes; Objectivity: Yes; Currency: No, 1999 (older than ten years); Coverage: Yes, Title of the book and table of contents include a wide range of marketing aspects.</td>
</tr>
</tbody>
</table>
Objectivity | Yes | Revised and updated version of 'Marketing Theory', develops and analyses theories
---|---|---
Currency | Yes | 2010
Coverage | Yes | 490 pages, includes own thesis, four new chapters, developed details arguments

**4. Jain – Principles of Marketing**

Authority | Yes | Marketing book author, written for academic students
Accuracy | Yes | Citing Pyle; Tousley, Clark and Clark; Converse, Huegy and Mitchell; the American Marketing Association and other marketing authors
Objectivity | Yes | Objective style, referring to various authors
Currency | Yes | 2010
Coverage | Yes | 477 pages, definitions, importance, objectives, differences, etc.

**5. Heidi Cohen – 72 Marketing Definitions**

Authority | Yes | 1. Heidi Cohen is president of Riverside Marketing Strategies
2. Dr. P. Kotler is one of the most popular marketing experts and authors, cited by many authors of marketing literature as well as universities
Accuracy | Yes | Using 72 marketing definitions from a variety of authors
Objectivity | Yes | Objective style in alphabetic order, referring to 72 authors
Currency | Yes | 2011
Coverage | Yes | 72 marketing definitions in four to five sentences

**6. Times Internet – Definition of ’Segmentation’**

Authority | Yes | Scientific online newspaper, part of The Economic Times of India
Accuracy | Yes | Accurate explanations
Objectivity | Yes | Scientific approach
Currency | Yes | 2015
Coverage | Yes | Providing a full in-depth explanation of segmentation, including various sub aspects and its explanations

**7. Market Segmentation Company – Market segmentation by customer needs – know your markets**

Authority | Yes | The company is dedicated to market segmentation. The author Rick Suttle writes professionally about business since 2009, works in marketing research, is a copywriter and novelist; and has a Bachelor of Sciences in marketing and a Master of Business Administration (Small Business, 2015).
Accuracy | Yes |
Objectivity | Yes |
Currency | Yes | 2015
Coverage | Yes |

**8. B2Bwhiteboard – Market Segmentation defined [Video file]**

Authority | Yes | Channel with online marketing explanations for students (available via website, YouTube, Facebook, Twitter, Google+ Instagram)
Accuracy | Yes |
Objectivity | Yes |
Currency | Yes | 2015
Coverage | Yes |

61
9. Mihaylo College of Business and Economics – Consumer Behavior [PPT]

<table>
<thead>
<tr>
<th>Authority</th>
<th>Yes</th>
<th>Business College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Objectivity</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Currency</td>
<td>?</td>
<td>Date unknown</td>
</tr>
<tr>
<td>Coverage</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

10. Hoyer, MacInnis & Pieters – Consumer behavior (6th ed.)

<table>
<thead>
<tr>
<th>Authority</th>
<th>Yes</th>
<th>Second edition about consumer behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>Yes</td>
<td>Using social media influencers, emerging neuroscience findings, emotion in consumer decision making and so on</td>
</tr>
<tr>
<td>Objectivity</td>
<td>Yes</td>
<td>Practical focus on real-world application for today’s business environment</td>
</tr>
<tr>
<td>Currency</td>
<td>Yes</td>
<td>2012</td>
</tr>
<tr>
<td>Coverage</td>
<td>Yes</td>
<td>Key concepts on marketing, psychology, sociology and anthropology; social responsibility, ethics; many examples</td>
</tr>
</tbody>
</table>

11. Mooij – Consumer behavior and culture: Consequences for global marketing and advertising (2nd ed.)

<table>
<thead>
<tr>
<th>Authority</th>
<th>Yes</th>
<th>Second edition about consumer behavior in marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>Yes</td>
<td>Concepts, theories, communication differences in various cultures</td>
</tr>
<tr>
<td>Objectivity</td>
<td>Yes</td>
<td>Based on global market</td>
</tr>
<tr>
<td>Currency</td>
<td>Yes</td>
<td>2011</td>
</tr>
<tr>
<td>Coverage</td>
<td>Yes</td>
<td>424 pages</td>
</tr>
</tbody>
</table>

12. Swarbrooke & Horner – Consumer behaviour in tourism (2nd ed.)

<table>
<thead>
<tr>
<th>Authority</th>
<th>Yes</th>
<th>Second edition of consumer behavior in tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>Yes</td>
<td>Including history, concepts, typology, global patterns, research, the marketing mix, current and future changes</td>
</tr>
<tr>
<td>Objectivity</td>
<td>Yes</td>
<td>Critical approach</td>
</tr>
<tr>
<td>Currency</td>
<td>Yes</td>
<td>2007</td>
</tr>
<tr>
<td>Coverage</td>
<td>Yes</td>
<td>439p. Customer service, quality management tools and techniques</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Authority</th>
<th>Yes</th>
<th>Channel with online marketing explanations for students (available via website, YouTube, Facebook, Twitter, Google+ Instagram)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accuracy</td>
<td>Yes</td>
<td>Accurate definitions and information from business studies</td>
</tr>
<tr>
<td>Objectivity</td>
<td>Yes</td>
<td>The purpose is to deliver objective information from business studies resources</td>
</tr>
<tr>
<td>Currency</td>
<td>Yes</td>
<td>January 2, 2012 (joined YouTube on March 28, 2011)</td>
</tr>
</tbody>
</table>
Coverage

| Yes | Channel covers various topics of marketing, provides more than 1,000 videos |

Triangulation

To ensure validity, triangulation was conducted on the in-depth interviews. Multiple websites were consulted to prove information delivered was truthful. As Keusemann (2015) stated consumer segmentation of is indeed available in form of Persona profiles in the master plans of tourism of North-Rhine Westphalia, including business people, young singles and couples, families, grown up couples, active and down-to-earth Best Agers (Tourism NRW, 2014).

Themes and highlights of Duisburg like city tours, industry and port related tours, Segway tours and the Christmas market are available in the brochure of city trips in Duisburg and on the website of Duisburg Non Stop (Duisburg am Rhein, 2015; Duisburg Non Stop, 2015). The feature including the coordinates and services, responsibilities and contact details of the Ruhr.Visitorcenter are equal to the ones stated in the interview (Duisburg am Rhein, 2015). The main hall of the Mecator hall is indeed closed, the small one is open since January 2105 (Duisburg Non Stop, 2015).

The website of Hotel Landhaus Milser (2015) shows the owner and weightlifter Rolf Milser won the first place in Olympia in 1984 in Los Angeles. The location and its transport connections are listed. The Crime Dinner is a new event. Cooperation partner is Duisburg Marketing. Trivago, Google+, YouTube and TripAdvisor mentioned are used and the hotel is participating in the preferred partner program of Booking.com (Hotel Landhaus Milser, 2015; Booking.com, 2010; TripAdvisor LLC., 2015). An observation of all hotel room types was done on the day of interview (July 30, 2015) were location, facilities and warranties mentioned in the interview were proven.

Appendix IV: Links Between the Core Concepts

Demographic:
According to Marketing91 (n.d.) age is connected to needs and wants of customers, as well as the life cycle stage. The gender offers insight into preferences of products. Some products are gender focused. The Udemy Blog (May 1, 2014) states the size of wrapping is directly connected to the family size. Income gives information about preferences of brands, products and purchasing power (Marketing91, n.d.). The advertising message has to be adapted to religion, race, nationality of brands per country. Local customs may differ (Marketing91, n.d.). A social class is one group which has same values, interests and behavior like on brands and products for example furniture, leisure activities (Vashisht, 2005, p.90). Occupation and education adjudicate on behavior, choice of products and therefore the personality and Persona profiles (UK Essays, November 2013).

Geographic:
Urban, suburban, regional, city size, climate, landform dispose the location of suppliers, type of product and living environment of potential customers (Thomas, 2007).

**Lifestyle:**
Lifestyle incorporates activities, interests, values and opinions, interaction with people’s environment. There are different types such as conservative, liberal, health and fitness conscious, adventurous, status conscious (Vashisht, 2005, p.91). Consumer opinions are opinions during the thought process, so activities and interests are connected. Nowadays agencies put the brand online to get quick responses of the public’s opinions about it, so the management can react to that (Marketing91, n.d.). Motives may relate to physiological, safety and security, love and belonging, esteem and self-actualization needs as stated in Maslow’s Hierarchy of Needs (Psychology of Learning Motivation, 2011). Personality or psychological characteristics is how a person responds to the environment. Marketers endow their product with brand personalities that correspond to consumer personalities (Vashisht, 2005, p.91). There are two types of aspirations, intrinsic meaning the individual’s wishes) and extrinsic aspirations which are related to the environment (Shaziya Khan (2012). Examples would be wishing to be ‘A famous doctor like Dad always wanted it’ (extrinsic) or ‘A world trip because I dreamed of it my whole life’ (intrinsic).

**Behavior:**
According to Marketing91 (n.d.) specific products are bought depending on the purchase occasion. Benefits sought are benefits or advantages the customer seeks in a product. Three kinds of behaviors attach to loyalty: loyal to use, loyal to others and switchers. Yankelovich and Meer (2006) state price sensitivity indicates if consumers are willing to pay more for a qualitative better product or not.

**Appendix V: Incoming Tourist Arrivals Guatemala**
Total incoming tourist arrivals to Guatemala: 2,142,398 in total in 2014 (compared 7.1% more to 2013 (2,000,126 visitors). Of the total of 2014 1,455,487 were tourists and 689,911 transients. Of the transients the classification goes further into 81,069 cruising guests and 605,845 day trippers.

Distribution of visitors throughout the year: not September, but January, August and December and since 2013 also November.

*Table 1: Incoming Tourists of Guatemala, INCUAT 2013 and 2014*

<table>
<thead>
<tr>
<th>Month</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>193,985</td>
<td>196,721</td>
<td>219,322</td>
</tr>
<tr>
<td>February</td>
<td>141,367</td>
<td>145,547</td>
<td>163,897</td>
</tr>
<tr>
<td>March</td>
<td>151,388</td>
<td>182,162</td>
<td>178,952</td>
</tr>
<tr>
<td>April</td>
<td>141,813</td>
<td>143,973</td>
<td>182,719</td>
</tr>
<tr>
<td>May</td>
<td>124,563</td>
<td>123,607</td>
<td>132,339</td>
</tr>
<tr>
<td>June</td>
<td>142,375</td>
<td>147,840</td>
<td>154,861</td>
</tr>
</tbody>
</table>
Table 2: Types of Incoming Travelers to Guatemala, INGUAT 2013 and 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Tourists</th>
<th>Transients</th>
<th>Subdivision of Transients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cruising Guests</td>
</tr>
<tr>
<td>2012</td>
<td>1,304,675</td>
<td>646,498</td>
<td>74,168</td>
</tr>
<tr>
<td>% 2012</td>
<td>67%</td>
<td>33%</td>
<td>(11%)</td>
</tr>
<tr>
<td>2013</td>
<td>1,331,295</td>
<td>668,831</td>
<td>77,785</td>
</tr>
<tr>
<td>% 2013</td>
<td>67%</td>
<td>33%</td>
<td>(12%)</td>
</tr>
<tr>
<td>2014</td>
<td>1,455,487</td>
<td>686,911</td>
<td>81,069</td>
</tr>
<tr>
<td>% 2014</td>
<td>68%</td>
<td>32%</td>
<td>(12%)</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Country</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>El Salvador</td>
<td>604,871</td>
<td>638,058</td>
<td>795,614</td>
</tr>
<tr>
<td>USA</td>
<td>434,175</td>
<td>446,814</td>
<td>447,140</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1,103,651</td>
<td>1,171,075</td>
<td>1,274,241</td>
</tr>
</tbody>
</table>

Appendix VI: Research Instruments

In-Depths Interviews

1. Hotel Management

Location: Hotel Landhaus Milser
Interviewee: Bruno Domenico Strati, Sales Manager
Interviewer: Luisa Maria Bauer, Saxion Student
Time: 30 July 2015 at 4pm
Objective: Thesis Research: How a hotel converts knowledge of its customers into a marketing strategy in practice (based on Product, Price, Place and Promotion).
• Do small talk, set up laptop and AudaCity
• **Introduction:** Explain interview process, reasons, my project, time of interview (~30min), audio record, topic: division of guests and marketing (promotion, product and services, place/distribution and price), purpose/aim of this interview

**Initial Question:** Could you introduce the hotel and yourself and give us some insight into your experience in the hotel industry? (education, current and former occupations, expert field(s), etc.)

1. **Product**
   a.) What are the (core, actual and augmented) products and services you provide to your customers?

   b.) What do you do to understand the **benefits sought** (customer’s benefits of products) of your customers?

   c.) How do you try to trigger emotions with the **packaging** of your products? And how do you make those decisions?

   In literature I read to create **brand names** that companies get help from linguists, computer programs or internal creativity techniques (brainstorming). That a brand name needs differentiation, should be easy to remember, trigger senses, support positioning, have a personal character and should be a universal symbol etc.

   d.) How did you develop your brand/hotel name?

   To check the **product quality** the duty manager of Intercontinental Hotels Hanoi told me that they have a quality officer who checks all facilitates and products based on hotel standards.

   e.) How does Hotel Landhaus Milser assure product quality?

   f.) When thinking of **product design** do you find originality, functionality, price and time attractiveness, (high) quality, (low) costs important? If so, what do you do to achieve that? What else is for you the key to success of your product design?

   g.) How do you promote the (special) **features** of your products (hotel rooms)? Do you make use of the benefits (sought) of your guests?

   h.) How and by whom are your hotel rooms **installed/build** initially?

   What do you do to run your installations respectively hotel room facilities smoothly for customers (usage/installation service; who)?

   According to the Magnus–Moss Warranty Act **warranties** shall be written in simple language, with a plan
what customers could do in case of problems, with the national law requirements in mind.

i.) Which issues do you have when constructing warranties for guests? (e.g. law requirements)

j.) Which activities of after sales services ensure that guests are satisfied and stay loyal or even surprise new guests? And which after sales service techniques do you use to fulfill guest’s needs and demands (for positive word-of-mouth)?

k.) How does the delivery process work for your hotel? How do you handle the issues of speed and sustainability?

l.) How do the credits opportunities you provide your guests work? Which corporations are crucial to those processes?

*Do you take into consideration to change something in the hotel in regards to the aspects of Products and Services we just talked about?

2. Price

List price
a.) Which issues are there when defining the prices of hotel rooms?

Discounts
b.) How do the discounts you use work?

Allowances
c.) In case you offer allowances for your guests or partners, what is the benefit and how do they work?

Payment period
d.) In case you offer special payment periods for your guests, what do they depend on?

Credit terms
e.) 1. If you relate your credit terms to the payment periods, how do you do that? 2. How long do your guests have time to pay their bills? And what is that time span based on (e.g. hotel industry standards, size of your business, competitors, etc.)? Do you use trade discounts to keep your cash flow going?

Pricing strategies
f.) What is the effect of your one specific pricing strategy respectively what is the effect of the combination of the several pricing strategies you make use of?

*Do you take into consideration to change something in regards to the elements of Price?
Summary of Product and Price

3. Place = convenience for customer
Distribution channels
a.) What criteria do you look at when choosing your intermediaries/partners? Which of your distribution channels generate most clients?

Coverage
b.) In case you have a market coverage strategy (concentrated (niche), undifferentiated, differentiated), which markets do you want to attract?

Assortments
c.) Do you rather have a large variety of one product or an assortment with many diverse products? Why?

Locations
d.) For which reasons did you choose for your locations (facilities and online) to sell and provide your products and services?

Inventory levels
e.) What do you measure your inventory levels on (e.g. sales, competition, budget) and why these factors?

Transportation
f.) What do your transportation costs depend on? Which transportation modes do you use? Why those?

*Do you plan to change something in your hotel regarding the aspects of Place/Distribution we just talked about?

4. Promotion
Sales promotion
a.) What makes your sales promotions successful?

Advertising
b.) Which advertisements communicate your products and services to the consumer most effectively? Who are your advertising partners?

Sales force
c.) Which product or project was most effective to augment your sales volume through the years? What do you do to develop your sales people’s skills?

Public relations
d.) How do you establish and keep your public relations?

**Direct marketing**
e.) What is involved in the process of direct marketing (face to face)?

*Do you take into consideration to change something in your hotel in regards to the elements of Promotion we just talked about?

**Summary of Place and Promotion**

**Final Questions:**
- Would you like to give a final advice or summary for hotel marketing?
- Conclusion (review purpose, thanks and dismissal)

2. **Marketing Expert**

**Location:** Duisburg Marketing GmbH  
Landfermannstr.6  
47051 Duisburg  
www.duisburg-marketing.de  

**Interviewee:** Inge Keusemann-Gruben, Tourism Manager  
Tel: +49 (0)203-2854455  
Inge.Keusemann@duisburg-marketing.de  

**Interviewer:** Luisa Maria Bauer, Saxion Student  

**Time:** 5. August 2015 at 10am  

**Objective:**  
Thesis Research on Customer Segmentation and Marketing

- Introduction  
- **Initial Question:** Could you introduce the hotel and yourself and give us some insight into your experience in the hotel industry? (education, current and former occupations, expert field(s), tasks in current job at Duisburg Marketing, etc.)

**0. Consumer Segmentation**

Which consumer segments do you approach through tourism marketing in Duisburg?  
How do you define these segments? (criteria)

How do you define the customer’s needs and wants based on your segmentation criteria?

**1. Product**

a.) What are you products and services of Duisburg Marketing? How do you promote core (main benefit, company existence), actual (secondary, most) and augmented (additional, after sales services) products?
**Benefits sought** (customer’s benefits of products)
b.) How do you know what your customers or audience of your marketing campaigns like and which benefit it brings for them to come to Duisburg?

**Packaging**
c.) What can be done with the packaging of tourism products when looking at functionality, innovation, efficient communication, material development, design, shape, color and extravagance?

d.) In your opinion, what can be done to develop a **brand name** successfully?

To check the **product quality** Bruno Strati from Landhaus Milser told me that they have quality officers for all departments who check facilities and products.
e.) How do you assure product quality for your company?

f.) What is important for you in **product design** and how do you achieve these goals?

g.) How do you promote the (special) **features** of your products (e.g. through marketing campaigns)? How do your product features cause benefits for your audience?

h.) What is crucial when talking about the **installations** of events for instance? (Which installation services are recommendable?) How does the installation process run so smoothly? How do you explain the buildup of facilities to customers?

i.) Which issues do you have when writing the **warranty** terms and conditions for your customers? Where do you get law requirements for hotels from?

j.) Which activities of **after sales services** ensure that tourists are satisfied and stay loyal or even surprise new tourists? And which after sales service **techniques** do you use to fulfill customer’s needs and demands (for positive word-of-mouth)?

k.) In case you operate with those, which advantages do your **automated delivery** processes have? How does the **delivery** process work for your marketing? How do you handle your issues like speed and trends like sustainability?

l.) How do trade **credits** and corporate trades work and which other credit types or opportunities are there?

m.) Which of your products and services was most successful and how was it presented to the audience/campaign viewers?

*How do you plan to assure success for next year in terms of Products and Services? Which changes do
you plan to make?

2. Price

List price
a.) How do you assure your marketing costs are always covered?
How do you assure the list prices of every event are smoothly made?
Which costs are involved in a marketing campaign?

Discounts
b.) How do discount types (e.g. quantity, cumulative quantity, seasonal, cash, trade, promotional) for hotels and events work in practice?

Allowances
c.) I read that trade-ins are popular with vending older cars for instance, is it also applicable in the hotel or tourism industry?
Which allowances (for guests and supply chain members) are useful in hotels, how do they work and what are their advantages?

Payment period
d.) How do competitors, relationships with customers and location influence the time span of a payment period? How does the payment process work?

Credit terms
e.) How are credit terms defined? What is of importance here? And how are they used in practice?

Pricing strategies
f.) Why are there issues when setting up the pricing strategy for the year?
When is a pricing strategy successful?

*How do you plan to assure success for next year in terms of Price? Which changes will you make?

Summary of Product and Price

3. Place = Convenience for the Customer

Distribution channels
a.) How do you help a hotel partner like Hotel Landhaus Milser? How is the success of a Duisburg Marketing channel measured?
Are there essential partners when organizing a fair?
Which criteria adjudicates on the success or failure of a distribution channel?
Coverage

b.) How are market coverage strategies used to assure success?

How are market coverage strategies selected?

Which corporations are crucial to the process of attracting specific markets?

Assortments

c.) How do you handle core, which to basic and which to edge assortments?

What do the depth and width of assortments for events for instance depend on?

Why does assortment storage in your events run so smoothly?

Locations

d.) How do you chose the perfect event location?

Inventory levels

e.) How are specific factors crucial when planning the inventory levels (based on e.g. sales, competition, budget)?

Transportation

f.) Which steps are involved in a smooth transportation process?

Are there corporations which are crucial to the transportation processes?

*How do you plan to assure success for next year in terms of the Place? Which changes will you make?

4. Promotion = Communication of the Product

Sales promotion

a.) How comes your sales promotions run smoothly?

Advertising

b.) Which marketing campaigns were most successful for Duisburg Marketing and how is this success measured?

How comes your marketing campaign of the ‘red couch’ with multiple cultures was so successful (e.g. at the ITB Berlin)?

How does the process of advertising media (brochures, posters, flyers, TV spots) in practice work?

Are there corporations which are essential for your advertisements?

Which was the least successful marketing campaign and which issues/difficulties did you have?

Sales force

c.) How does the development of sales people’s skills of your tourism department work?

How comes upgrades and price skimming works best for the sales force (at Hotel Landhaus Milser)?

How does the process of increasing overnight stays per year in a city work?
Public relations
d.) What makes public relation partners influential?

Direct marketing
e.) How is the process of direct marketing (face to face) at Duisburg Marketing performed?

*How do you plan to assure success for next year in terms of Promotion? Which changes do you plan to make within the marketing augmentation for Duisburg?

Summary of Place and Promotion

- Final Question: Could you give a final advice for hotel marketing?
- Would you like to add anything else to this interview?
- Conclusion (review purpose, thanks and dismissal)

3. Panel Method

Panel Discussion on Facebook

Do small talk beforehand

- Introduction (introduce hotel, discussion process and rules, reasons, my project, time of discussion
- Initial Question: Could everybody shortly introduce him/herself please? (first name, age, job, nationality)

Topics:

1. Before Trip:
Booking behavior
Media channel
Selection criteria for accommodations

2. Travelling:
Buying behavior (when, how, how much, how to pay)
Activities
Hotels
Time/season
Needs and demands (products, prices, places, promotion)

3. After trip:
Feedback/reviews, photos and videos

- Final question: To all the things we discussed, what to you is the most important?
• Summary (with confirmation ‘Is this an adequate summary?’)
• Final conclusions, review purpose and ask ‘Have I missed anything?’, thanks and dismissal

Checklist:

A. Lifestyle (lifestyle, consumer opinions, socioeconomic group, motives, personality, aspirations)

B. Behavior (purchase occasions, benefits sought, loyalty, price sensitivity)

C. Needs and demands

Product:
1. Core = benefits
2. Actual = packaging, brand name, quality level, design and features
3. Augmented = consumer after-sales services = installation, warranty, service and delivery and credit

Price: List price, discounts, allowances, payment periods, credit terms

Place: Distribution channels, coverage, assortments, locations, inventory, transportation

Promotion: Sales promotions, advertising, sales force, public relations, direct marketing

Appendix VII: Document Analysis on Geographic and Demographic Characteristics of Guatemalans, Salvadorians and US-Americans

Table 2.2.3.a: Demographic and Geographic Consumer Characteristics of Guatemalan, Salvadorian and US-American, The World Factbook of the Central Intelligence Agency (2015)

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>Guatemala</th>
<th>El Salvador</th>
<th>United States of America</th>
</tr>
</thead>
</table>
| Age                         | Median age: 21 years old  
  Life expectancy: 73 years | Median age: 26 years  
  Life expectancy: 74 years | Median age: 37.6 years  
  Life expectancy: 80 years |
| Gender                      | 0.97 male/female(2015)   | 0.93 male/female (2015) | 0.97 male/female (2015) |
| Education                   | Literacy: 75.9% of the population above 15 years (2011)  
  School life expectancy: 11 years | Literacy: 84% of the population over the age of 15 (2010)  
  School life expectancy: 12 years | Literacy: 99% (2003)  
  School life expectancy: 17 years (2011) |
| Family life cycle (at median age) | At the beginning of work life | Parents for the first time, father working | Parents of two children, both working |
| Occupation | Work: In Service Sector (62.7% of GDP) (2013) and 48% of labor force | Work: in service sector (like 58% of the population) (2011) | Work: services 79.4% (sales and office 24.2%, other services 17.6%), Managerial, professional, and technical most labor force by occupation: 37.3% Unemployment rate: 7.3% (2013) (world rank 79) |
| Social Class | Predominantly poor country (54% under the national poverty line in 2011) | Poverty: 36.5% (in 2010) GDP: $47.47 billion (2013) GDP per capita: $7,500 in 2013 (137 in the world) GDP real growth rate: 1.6% in 2013 Immigration: >20% of the population lives aboard (USA, Guatemala, Honduras, Canada, Mexico) due to civil war (1979 to 1992), economic conditions, natural disasters and family reunification (remittances send count for 20% of the GDP, 2nd largest source of income and holds up against poverty) | Poverty: 15.1% (2010) GDP: $16.72 trillion (2013) (world rank 1) GDP per capita: $52,800 (2013) (world rank 14) Immigration: (increased boarder restrictions) |
| Religion | Roman Catholic, Protestant, indigenous Mayan beliefs | 57.1% Roman Catholic. 21.2% Protestant, 1.9% | 51.3% Protestant, 23.9% Roman Catholic, 17% |
| Ethnicity | Language: Spanish as official language (60%), 23 Amerindian languages (40%)  
Origin: Mestizo (mixed Amerindian–Spanish = Ladino) and European  
59.4%, K'iche 9.1%, Kaqchikel 8.4%, Mam 7.9%, Q'eqchi 6.3%, other Mayan 8.6%, indigenous non-Mayan 0.2%, other 0.1% (2001) | Language: Spanish (official), Nahua (amongst Amerindians)  
Origin: Mestizo 86.3%, white 12.7%, Amerindian 0.2%, black 0.1%, other 0.6% (in 2007) | Language: English (82.1%), Spanish (10.7%), Indo-European 3.8%, Asian and Pacific island 2.7%, other 0.7% (2000)  
Origin: White (79.96%), black (12.85%), Asian (4.43%), Amerindian and Alaska native (0.97%), native Hawaiian and other Pacific islander 0.18%, others 1.61% (July 2007) |
| --- | --- | --- | --- |
| Origin: Mestizo (mixed Amerindian–Spanish = Ladino) and European  
59.4%, K'iche 9.1%, Kaqchikel 8.4%, Mam 7.9%, Q'eqchi 6.3%, other Mayan 8.6%, indigenous non-Mayan 0.2%, other 0.1% (2001) | Communication: Mobile phone (8.65 million 2012), 746,000 internet users  
2009 (population: 6,237,622)  
5 television stations,  
600,000 television sets,  
96.2 television sets per 1,000;  
35,000 satellite subscribers per 1,000;  
91 radio stations,  
2,750,000 radio receivers!,  
440.9 radio receivers per 1,000;  
120,000 individuals with computers,  
19.2 computers per 1,000;  
50,000 individuals with internet access,  
8 individuals with internet access per 1,000  
National Holidays: 15 | Communication: Mobile phone (8.65 million 2012), 746,000 internet users  
2009 (population: 6,237,622)  
5 television stations,  
600,000 television sets,  
96.2 television sets per 1,000;  
35,000 satellite subscribers per 1,000;  
91 radio stations,  
2,750,000 radio receivers!,  
440.9 radio receivers per 1,000;  
120,000 individuals with computers,  
19.2 computers per 1,000;  
50,000 individuals with internet access,  
8 individuals with internet access per 1,000  
National Holidays: Independence Day – 4th July 1776 (from Britain)  
Transportation: (world most airports: 13.513 in 2013), 41,009km waterways (world rank 5)  
Ports and terminals: 5 |
| Communication: Owing a mobile phone (20.787 million people) (2012) of Claro or Tigo, 1.72 million telephones TV and radio, mostly using internet in a café (hardly any PCs); 2.5 million internet users – 17.1% of population (2014 est.) (world rank 90)  
National Holidays: Independence Day 15 September 1821 (from Spain)  
Transportation: main mean of transport: long–distance coach, 291 airports,  
National Holidays: Independence Day – 4th July 1776 (from Britain)  
Transportation: (world most airports: 13.513 in 2013), 41,009km waterways (world rank 5)  
Ports and terminals: 5 | Communication: Owing a mobile phone (20.787 million people) (2012) of Claro or Tigo, 1.72 million telephones TV and radio, mostly using internet in a café (hardly any PCs); 2.5 million internet users – 17.1% of population (2014 est.) (world rank 90)  
National Holidays: Independence Day 15 September 1821 (from Spain)  
Transportation: main mean of transport: long–distance coach, 291 airports,  
National Holidays: Independence Day – 4th July 1776 (from Britain)  
Transportation: (world most airports: 13.513 in 2013), 41,009km waterways (world rank 5)  
Ports and terminals: 5 |
<table>
<thead>
<tr>
<th>Port and terminals: Puerto Quetzal, Santo Tomas de Castilla</th>
<th>September (1821) Independence Day</th>
<th>cruise departure ports Largest and most technological powerful economy in the world: computers, etc.</th>
</tr>
</thead>
</table>

### Geographic Characteristics

<table>
<thead>
<tr>
<th><strong>Urban</strong></th>
<th>Mostly living in urban regions, largest city Guatemala City, 51.6% urbanization of total population (2015)</th>
<th>Mostly living in urban region (65.8% of the population in 2011), largest city San Salvador, 66.7% urbanization of total population (2015)</th>
<th>82.4% urban population (2011) urban areas: New York, Los Angeles–Long Beach–Santa Ana, Chicago, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suburban</strong></td>
<td></td>
<td></td>
<td><em>Mainly middle and upper class live here (Just Landed, 2015)</em></td>
</tr>
<tr>
<td><strong>Regional</strong></td>
<td>Population: 14,918,999 (July 2015 est.) (world rank 70)</td>
<td>Population: 6,237,622 Most densely populated country in Central America</td>
<td>Population: 318,892,103 (July 2014) (world rank 4)</td>
</tr>
<tr>
<td><strong>City size</strong></td>
<td>Major urban area: Guatemala City (capital) 2,916 million people (in 2015) *15.5% living in the largest city in 2010 (Trading Economics, 2015)</td>
<td>Major urban area: San Salvador (capital) 1,098 million people (in 2015) *41.2% living in the largest city in 2010 (Trading Economics, 2015)</td>
<td>*New York: 8 mln Los Angeles: 3.7 mln Chicago: 2.9 mln (USA auf einen Blick, 2006) ~2.5% living in New York City</td>
</tr>
<tr>
<td>Climate</td>
<td>Climate: Tropical, hot, humid in lowlands, cooler in highlands to cooler regions Caribbean and Pacific Coastline Catastrophes: Earthquakes and hurricanes</td>
<td>Climate: Tropical, rainy season from May to October, dry season November to April, tropical to coast, temperate in uplands Catastrophes: Vulcan eruptions, earthquakes, hurricanes</td>
<td>Climate: Temperate (tropical in Florida and Hawaii, arctic in Alaska, semiarid in great plains and arid in Great Basin) Catastrophes: Earthquakes, hurricanes, tornadoes, mud slides, forest fires, flooding, permafrost</td>
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<tr>
<td>Landforms</td>
<td>Terrain: Mostly mountains with arrow coastal plains and rolling limestone plateau</td>
<td>Terrain: Mostly mountains with narrow coastal belt and central plateau</td>
<td>Terrain: Vast central plain, mountains in west, hills and low mountains in east; rugged mountains and broad river valleys in Alaska; rugged, volcanic topography in Hawaii</td>
</tr>
</tbody>
</table>

Information marked with a star (*) is based on a source (see underneath each information) other than The World Factbook of the Central Intelligence Agency (2015).

Appendix VIII: Interview and Panel Transcripts

1. In-depth Interview with Bruno Strati, Sales Manager of Hotel Landhaus Milser

From the four-star (DeHoga first class) Hotel Landhaus Milser (built 1997) in Duisburg, Germany with the Sales Manager Bruno Strati who went to the Università degli Studi della Calabria and worked as Front Desk Agent at Best Western International in Rome and Hilton Garden Inn in Rome beforehand.

Hotel owners: Rolf Milser and Antonio Pelle

Hotel services: Overnight stay, breakfast, restaurant, bar, seminar rooms, sauna, fitness

Luisa Bauer: Good afternoon, My name is Luisa Maria Bauer. I am tourism student from Saxion University in the Netherlands and at the moment I am writing my Bachelor thesis for a hotel in Guatemala which is called Hotel Imperio Inn. At the moment I am at an interview with Bruno Strati from a German hotel called Landhaus Milser. Good morning, how are you doing?
Bruno Strati: Good morning, nice to meet you, my name is Bruno Strati and I am the Sales Manager of the hotel Landhaus Milser. The hotel is situated in one specific location between Duisburg and Düsseldorf, not far from the airport, the fair from Düsseldorf. The city and the station we have here. People come here when having a big fair or big events...

Luisa Bauer: You mean specifically business people come.

Bruno Strati: Yes, there are lots of business people for fairs and so on but on the weekend there are a lot of leisure people. Always famous sports people who go from Denmark, to France, Spain or Italy, to Switzerland and they stay one night here (at our hotel) and then they go...

Luisa Bauer: ...to Milser again (laughing). So, your guests mainly stay for one night here or for longer? 

Bruno Strati: The average stay is one night or two nights – it’s like always the same people...lifelong...

Luisa Bauer: Could you tell me something about your education, to which university you went and your experience in the hotel industry?

Bruno Strati: I started to do ...in Tourism, because I was a student of Tourism [Istituto tecnico per il turismo 1998–2003], then I went to university [2007–2010]. In summer I was working as a waiter, at the reception and in the mean time I went to university until about 2010 and then I started to work with hotels only for some time. I started to be the Best Western International’s Front Desk Agent for one year and a half and then I went to Hilton Garden Inn, both in Rome as the reception/ front desk agent for another year and a half and then I came to Germany – this area is very relaxed, and also this hotel and also the national Italian football [team] was here in 2006 [when they won the World Cup in Germany] and I wanted to be here and follow that work – that’s why I’m here (laughing).

Luisa Bauer: (Laughing). Interesting. Isn’t the owner of the hotel Italian as well?

Bruno Strati: Of course, I know them well from here, I know them for 13 years.

Luisa Bauer: So, let me start with the first question about the products and services of the hotel. So, initially I wanted to know which products and services you provide to your customers.

Bruno Strati: Yes, different products and services, as well from the room type, we have standard rooms, comfort, economy and family rooms, so four different rooms with restaurant; and the services they are related to the room [types], with the presidential [4:38] for example the standard, the newest, the modern for example, the shiffering, the standard is without balcony, no lake view, they are on the street side, you know that the commission ...and from the other side they have doors out on a big balcony, a terrace with a view on the lake and for the hotel commission they have the comfort room. The doors of the family rooms with interconnected doors with a flat screen integrated there is music and Jacuzzi. They have the big breakfast, fresh with vegetables and eggs, bacon like American breakfast and muesli...

Luisa Bauer: ...typical German breakfast too. Do you also have Italian dishes?
Bruno Strati: For lunch and dinner yes, but not for breakfast no, only American.

Luisa Bauer: About the customers, how do you know where they find the benefits in the hotel rooms, what their profit or advantage is when it comes to your hotel?

Bruno Strati: Yes, we look at the daily pick-up rooms, so each room they buy every day for a time to understand your booking how that differs. The type of rooms [mostly sold] depend on the season, so they can change the strategies. I can sell for example just one economy room, one with a football team and one with a lower prize but just with one level [lower]; and then you have an up-grade from standard to comfort. There are different rack rates for customers, but they have to buy a standard or comfort, to be competitive or the first on top with a lower prize for a conference and that's why you need the economy and economy rates just with one room. If nobody buys a standard–comfort, you can sell for the same an economy room, if you don't have it it's no problem, because you can always get acquainted with it, get a better room always and there are ...? [8:00]

Luisa Bauer: How do you try to trigger the emotions with the packaging of your products like how do you on your website, like how do you promote them? And how do make those decisions?

Bruno Strati: Some things with YouTube, some videos, in reviews, pictures on Facebook and our website and on our website we put additions like our menu or bar, flowers if somebody wants to organize something, he can do that directly on our website with flowers, Prosecco, something like that by themselves, so they can do that directly by themselves on the website, by email, by phone.

Luisa Bauer: You have extra amenities. How did you chose for the type of hotel for a Landhaus hotel?

Bruno Strati: The Landhaus was chosen due to the location, for the furniture as well, and Antigua, both Italian furniture with real wood and the style the colors are like the Landhaus. The atmosphere as well, we have a winter and a summer garden and the area [is rural]...

Luisa Bauer: In literature I read to create brand names that companies get help from linguists, computer programs or brainstorming within the company. So, the brand name needs differentiation from competitors and so on. How did you chose for the name of the hotel?

Bruno Strati: We chose a logo for example, so the identification, and other one for the room cards, we have two different logos. So, there is one for the room and one for the room card for the traditional form. Then newspaper, local newspaper and national, we are in the Michelin book with our logo which you can recognize; through the fundraising of Michelin [TCCL – Tayside Children with Cancer and Leukaemia]... There is the route of the Rabobank run in which our team participates.

Luisa Bauer: And all of your employees participated? What is the purpose of the fundraising?

Bruno Strati: Yes, this is like a normal city run. They are our clients, our customers, they are always here, and they say if they want them or not.
Luisa Bauer: And do the guests of your hotel also participate in the run?

Bruno Strati: No, there are just three or four, one waiter, one from the kitchen and one from the reception.

Luisa Bauer: Who was actually involved in finding the hotel name? Like who was involved, what was important to you for that?

Bruno Strati: We chose the last name of Mr. Milser [owner] because he was really, really known. In 1984 he was champion [of the Olympics] in Los Angeles...that's why we chose his name as the marketing name.

Luisa Bauer: Which sport was that? (Gestures from Bruno Strati) Ah, weight lifting…

Bruno Strati: …and Landhaus because of the style.

Luisa Bauer: About two years ago I had an interview with the former duty manager of Intercontinental Hotels Hanoi in Vietnam and she told me that to test the product quality of the hotel they actually have a quality officer to check the quality of the facilities and healthy kitchens and furniture based on hotel standards. How do you assure product quality here at the hotel?

Bruno Strati: We have a duty manager for each department who checks everything for the restaurant, the reception, for the kitchen, for the Human Resource and the Administration and then we check the facilities in the rooms. We have a housekeeper, we have the housekeeping to check for something like a bed is not so good, and then for example we do that; also the temperature of the fridge in the kitchen and then of course for the restaurant. There is one duty manager for each department.

Luisa Bauer: Do you use special standards of hotels from Europe to check that or how do you check?

Bruno Strati: Every two months someone (forgot the name) external comes to check that. For three months they check the properness, cleanliness, the room, everything.

Luisa Bauer: When thinking of product design, what is important like originality, functionality, price and time attractiveness, (high) quality, (low) costs for example for your product design and what do you do to achieve that and what is the key to success of your product design?

Bruno Strati: For the product design unfortunately the low-cost is not important. For example we have in the furniture, real wood, Italian, which is very good, a little bit expensive, not like the IKEA style which is cheap, so the price is high than the other. We have mattresses and pillows for people who are allergic and quality is important … and it is no problem for a low price within the period; they might think no… so they never came…

Luisa Bauer: So the quality, and that everything is Landhaus style is really important for you.

Bruno Strati: The quality… good quality, no low-cost [interior], they [the guests] notice everything during their stay, the mattress, pillow, everything…
Luisa Bauer: How do you promote the features of your products/hotel rooms? Do you make use of the benefits of what your guests think of the feature of the product and how do you market them?

Bruno Strati: We have a (guest) questionnaire at the lobby that they can fill in themselves, so we know at the end of the stay what they like and they don’t like. And we see the relation what they want. Muffins they left you…so we always try to do the best…The features of products, the last part, the company went bankrupt, we have seen a lot of …they are in the previous value but not good.

Luisa Bauer: Would you say that when they [the guests] like the presidential or balcony or the lakeside view, it is promoted more on the website or other media?

Bruno Strati: You mean, yes, they are promoted and they get the low-cost button, they can have the sea view that they get the best room rate. We give the guest the best room there is. On the website he can choose as well, but here [at the reception] is always better, so we can inform them, but they can chose.

Luisa Bauer: [Installations] How and by whom were your hotel rooms initially build? What do you do to run your installations for example to explain your customers how to use the coffee machine? Or the company sets it up and then fixes the problem?

Bruno Strati: We have a guestbook in the private rooms, they find out easily by the paper in the room like he mini-bar. The Landhaus does not have so complicated technology.

Luisa Bauer: And you have a housekeeper?

Bruno Strati: Yes, we have housekeeping, they can install that. For the kitchen we have… Also at the reception, everything they know there, they can go there or they can help them; always.

Luisa Bauer: You also have any flyers in the hotel to explain how everything works?

Bruno Strati: In the guestbook it is explained how everything works, the library etc.

Luisa Bauer: [Warranties] Yes okay. I read a Warranty Act [Magnus–Moss Warranty Act] that is from the United States actually, but it shall be written in simple language, with a plan what customers could do in case of problems, with the national law requirements in mind. So, which issues do you have when constructing your own warranties for your hotel, for your hotel guests? And where do get the law requirements from?

Bruno Strati: We have the escape plan in each room and the hotel room area, as well the fire extinguisher in the rooms and the main area with the escape routes. For fire we have got fire doors on both sites of the floor we have two escape routes for both sides. So, they follow different areas of the floor, so they can escape from both parts. That is why they go down to escape the fire. The escape plan is usual, but then fortunate in the regulations.
Luisa Bauer: About the **after sales services**, which activities ensure that guests are satisfied and stay loyal or even that new guests are excited about your hotel, what you do? And which **techniques** do you use to fulfill guest's needs and demands?

Bruno Strati: With the **questionnaire**, everything about this place, as well during the **check-in** time, the customers are offered a towel, if they need also information about the weather, about the city center, for business guests we got the fair. During the **stay**, during the breakfast time or lunch, dinner we go there and ask if there is some problems with the room, or with the meals or with the reception desk, with the waiter. And at the **departure** time, we ask 'How was the stay, was it good, could we give a small connection to evaluate/exceed our services?'

Luisa Bauer: And in the internet you get information on Social Media through comments from the guest and also on the booking websites?

Bruno Strati: That is right. We respond to the **comments**, when they liked us on Trip Advisor, Booking.com, Expedia, or Facebook, wherever they liked us, we always answer. If something happened [if guests complain], we try to make it up to them, fix the challenge, the problem and sometimes we give one bottle of wine. They can send the form as well. So, it is **customer-oriented**.

Luisa Bauer: Do you give any **credits** opportunities to your guests and how do they work? ...For example that they do not pay right away, but a little bit later...

Bruno Strati: We have **on for companies with contracts** that they can **pay a little bit later**; not right at the check-out but three or four days, not more, because the cash flow and cash throw --because the cash flow is always better than the cash throw--they have made a bound between them and give a little bit less of cash flow.

Luisa Bauer: About the products and service you have, do you want to add anything else? Or do you have in mind to change anything in the hotel about the aspect we talked about?

Bruno Strati: For sure, we always want to better the quality. We are always prepared to know what improve and how. The hotel is very market oriented because the market and the customers they change always. As well for the **reservation** on the website, we talked about, or via iPad or iPhones. They change per device, depending on which device you use; as well the **booking** there, so we try to achieve something like that.

Luisa Bauer: Now I want to know something about the **Price**. [List price] Which issues are there when defining the prices of hotel rooms at the beginning?

Bruno Strati: At the beginning I was not here (both laughing). But they normally **start at a lower price**, a special price, so people can get to know them. When they **know the market** a little bit, then they try to make other prices. .....the company nearby, they make a **growing corporate rate**, and then the **price will always rise**.

Luisa Bauer: Do you provide any discounts and if so, how do they work?
Bruno Strati: We have the corporate trade with companies, then we have minimum 3% for example on our Best Available Rates (BAR) as the new company rate, we have the IRUS rate, a official rate for a new guest, for a new company. If you mean luxury, I don’t like luxury because for me ..... I never do this system, organizing a room for the same (price), so you need to sell the room for a lower price. It is better to start with a low rate for the client and then we go always with the BAR and not the FAM (family rate), and here you can see, and you can plan between our and the pack (package rate) but some last year the same page had disunity/facility and you get other results for your strategy than the preferences of the market group, what were the strengths, weaknesses or the hotel. You can make your strategy, you can understand how your market looks like with a fair, with events, concert, we do that, but everything. But we didn’t implement it with the staff, yes a concert for leisure.

Luisa Bauer: About allowances I read about trade-ins and promotional ones, but do you have any other allowances you offer for your guests? And what is the benefit of them and how do they work?

Bruno Strati: No, we do not give allowances.

Luisa Bauer: Then about payment periods, do you have any special offers for that?

Bruno Strati: Yes, for the companies they can pay one month later for example, but for the guest we offer everything in advance, prepaid, because of the conflict that the client books that either [this] either [that way], so it’s better when they pay in advance than later.

Luisa Bauer: Do you have a lot of different companies who book rooms?

Bruno Strati: For example the Bio Product [Duisburg’s Environmental Days 2015] here, the fair is for ten days and those days costs 300€, so it’s a lot of money, but on one day they have lunch, grocery, brochures as well for the company. They earn a lot of money at the centered place.

Luisa Bauer: Then finally about credit terms, do you related credit terms to you payment periods, and if so how do you do that?

Bruno Strati: Yes, on the ..... we have to do some, the corporate rate, but we use prepaid. The thing is for ..... ..... They take the...they pay for the customers, ..... And then just share the domain the bill in Dollar, Euro, Swiss Franc just the value of that and we prefer to have always a credit card as well, that’s always good. And as well now the market for the presence online, there are more guests online, we can do benefits with another name or make a lot of things. It is always better to change the password.

Luisa Bauer: Do you have a special pricing strategy? You already said that you also want to get involved in a new big .....
Luisa Bauer: The Confederations Cup, Champions League?

Bruno Strati: Not Champions League, the German Cup, the football league [Bundesliga]. The DFB trophy…

Luisa Bauer: The ‘Pokal’ cup [=the German Trophy Cup].

Bruno Strati: Yes, so… Every two weeks we have a football match here, so we need a price strategy as well you know we have different ones. Of course on our phase we need to make the forecast for three years, because there is a big fair already for 2017 for example and at the moment they want a lot of money right now, so you can …start with a lower price and then go on. You have the time zone you can go higher. They need their room, because you can improve and…

Luisa Bauer: …increase the price. About prices or pricing strategies do you want to add anything, something you want to change?

Bruno Strati: Yes, I do Revenue Management, I need to do the pickup, the price, the daily rates, the daily rates for the rooms, a lot of statistics, so I can understand the market report, and then we can already change some prices for the weekend and for the week and right now it’s going better.

Luisa Bauer: And then I would like to talk about the Place, about the location, first about the distribution channels. About the distribution channels I would like to know which criteria do you look at when choosing your intermediaries, the partners? And which distribution channels are actually generating most clients?

Bruno Strati: Luckily we have a big seller here with a corporate rate. We have about 60–70%. For the management, we have New Year, Christmas a lot of corporate and for the weekend the people for the football matches, we work as well with the Wikipedia and as well the online sellers like Expedia, Booking, but we prefer to sell our rooms to our corporate, because they do not pay commission for example…But this year the commission is very …like about 25% by the outline for the online tour agencies from 15–20%. So, if someone books directly with our website or our corporate it’s so much better. As well we can do the strategy on the phone, we can say ‘I can give you 5%, 10% discount if you book directly with us’. That’s good for them and good for us. It’s actually really good for the hotel.

Luisa Bauer: In case you have a market coverage strategy, which markets do you want to attract and what is the size of the market?

Bruno Strati: We have a lot of corporate from Monday to Thursday. We book a lot with them and this strategy is for example of the corporate rate. We cannot go down online with the peer with the corporate rate, 110€ for example. Online it’s 15–20% more for example. So, the client books directly with us and we don’t have the problem that we have a low rate line, the book line…because we need the recognition and the rate low. We need to attract the strategy to be always up front…to look at that yes.

Luisa Bauer: About the Assortments they can be deep, so there is a big variety of products, or there can be broad products. So, I wanted to know if you have a large variety of products or just one product.
Bruno Strati: For the room we have 5 categories of rooms. In the restaurant we have a lot of food of dishes and compared to the other restaurant we have too much. Because we have the daily menu and the permanent, the normal menu. And yes, we have a large variety of products.

Luisa Bauer: About the location, for which reasons did you choose this very location to sell and provide your products and services and with which tendency online?

Bruno Strati: They chose the location for the little lake, the lake here, for the atmosphere, there is as well the metro station and bus station directly here, so it is really good connected to the city centers of Duisburg and Düsseldorf especially because of the fair. You can reach the fair from here directly. Guests change one time in the metro in 20–25 minutes they reach the city center for sight-seeing or for their program.

Luisa Bauer: It’s also close to the highway.

Bruno Strati: Yes, the highway is close by. So, you have the atmosphere, not too much traffic or smoke, also a lot of places to park. We have free parking.

Luisa Bauer: And which kind of activities do you have here?

Bruno Strati: There is golf, canoe. There are a lot of bicycle routes. We have a lot of bicycles here. There is a pavilion as well where they always organize something for Duisburg. They recently had the event with the boxer Felix Sturm. So the cities offer something and prepare for events. They do that. Like everybody is doing something for fairs, for events. It’s good.

Luisa Bauer: About inventory levels, what do you measure there, for example sales, competition, budget and why did you choose for the factors you use?

Bruno Strati: Our budget is currently monitored by me. I do that every day, for the next three months, for the next year, for the next three years; not every day. But I also monitor the pick-up, so when there is a lot of demand in one day or one period, I can change the rate and make it higher. It is revenue-based. And there is a lot of independence of products, you can go for five Euros into the mall, you can go to the market by bike for 10 Euros, there is a range when they do not buy anymore and you can use it to stay there or to go down. This is something to prepare, because for increased bookings, there is some variation where we book, so it’s almost like one – you can improve it on demand, the prize. You need to be good to understand where the market is going, than the period, the date or the event or something special you can say.

Luisa Bauer: And if you have to store the inventory in the storage room, do you have enough space, or do you have to look how many mattresses can I have extra, or if you need extra food, how do you manage the storage?
Bruno Strati: Well we look for the storage, we have a lot of places. For everything we have one fridge for example, for vegetables, for fish, for beverages, for wines, because they need a different temperature, for beer, we have a lot of space. They need to be cold.

Luisa Bauer: They are supposed to have a good temperature. What do your transportation costs depend on and which transportation modes do you use? Why those?

Bruno Strati: We are supposed to receive everything, so we just book by phone. And we hold the means for the drinks, because of alcohol costs, there a lot of companies who do it without additional costs, so. We pay the costs for storage for the beer the white wines. We go and buy tomatoes for example by metro sometimes. But transportation costs are not that high.

Luisa Bauer: Do you want to add anything on the topic of Place? Is there anything you want to improve?

Bruno Strati: Always, we can always improve. For example the institutions, they always new for example now booking with Bestseller. They can change every day, so we are always looking on the market, the big market and the small market, macro and micro. So, you can understand the customer as well as the market and can chose between the distribution channels for example or just to finish up with one and start with another one; or you can use a channel to work with a group. We have a lot of groups here in this area. They want to plan many group events this year. There are a lot of groups, people worldwide and great organizers, tour guides. But this year it is not so good, it’s not a good business. For this area we have just ten groups for the year, this is quite small.

Luisa Bauer: …Now I would like to talk about the Promotion or the communication of the product and about Sales promotion I would like to know what makes your sales promotions successful?

Bruno Strati: For the congresses we have the flex rate. They can extent the time of day on the day of arrival from 4pm to 6pm. We have free Wi-Fi for the cooperates and free parking, different rates for different levels and types of customers…on Booking.com and Expedia we are a ‘Preferred Partner’, so if you search there we are not below the 6th rank. We pay a little more for the commission that they charge, because we always need to be on top. Because all the people they only search through the first page, or the first hotels that pop up, maybe a little bit further down or not, so we always have to be on the top.

Luisa Bauer: About advertising, which advertisements communicate your products and services to the consumer most effectively and who are your advertising partners if you have any?

Bruno Strati: We have Duisburg Marketing as a partner and Düsseldorf Marketing as well for the fair, we have other tour operators and travel agencies they advertise us, for the restaurant for food, then the normal, the local newspaper and the national newspaper, Google, YouTube, the website, Social Media websites and Google+. We need to be basically everywhere.

Luisa Bauer: About the sales force, which product or project was most effective that you remember here at the hotel, so what augments your sales volume through the years and what do you do to develop your sales people’s skills?
Bruno Strati: At the Front Desk the people just book through the Front Desk via phone. They always offer an upgrade, if they want to pay more for a better room, they can directly do it here. They always have to start with the maximum, but they can ask ‘What is your budget?’ and sometimes they can go down a bit depending on availability how many rooms are available and with the budget. If someone wants to pay 50€ for example, we have the economy room, this one we can always offer. We always try to reach a better occupancy. But we also have a lot of fixed costs, they know they cannot go below that certain amount, than we lose money.

Luisa Bauer: But normally you start with the more expensive one and then go down. How do you establish and keep your public relations you have?

Bruno Strati: Of course, we go to workshops, I have to do one per day. According to my work day schedule I have to do one per day. Then I plan my other tasks, do calls and talk on the phone, daily rates, some interviews like yours or requests from the market. I have some fixed dates…

Luisa Bauer: Do you have any fair or event to contact companies or guests to get more clients to the company?

Bruno Strati: Yes, I do that directly on the fairs. I meet them in the area or I go directly to the company or they come here to the restaurant as well.

Luisa Bauer: What is involved in the process of direct marketing, the face to face contact? How do you do that?

Bruno Strati: Firstly, at the reception they always try to give an upgrade, as well on events we give gifts like some drink, as well the restaurant we always try to sell more food or a small wine. The communication always depends on the customer type. Some people are more customer-oriented, sometimes the character is not so, but we can always explain…

Luisa Bauer: Would you like to add anything to Promotion?

Bruno Strati: Of course, always, about promotion I am doing some weekend arrangement for couples for example and we organize some events, for the ‘Krimi-Dinner’ we do the organization, also something for carnival next year, I’m not sure about this one and we will see what else will come up.

Luisa Bauer: Maybe also something for Christmas at the restaurant. Okay, thank you very much, would you like to give any final advice on marketing?

Bruno Strati: No, actually we talked about everything, well not everything, but a lot.

Luisa Bauer: Well than, thank you very much for the interview. It was very interesting.

Bruno Strati: Thank you for choosing me as a tutor for you thesis project. I hope you got something good from the interview.
Luisa Bauer: Yes, I got a lot of helpful information already before the interview from you and also from the interview I got a lot of great information. So thank you very much.

Bruno Strati: A pleasure.

2. In-depth interview with Inge Keusemann–Gruben, Head of Tourism at Duisburg Marketing


Luisa Bauer: Was war das für ein Crashkurs?

Inge Keusemann: Das war ein Berufsprojekt, das organisiert wurde von der Wirtschaftsförderungsgesellschaft der Wasserburg Renndeim von – damals waren das 19
an der Zahl für jedes Amt oder so – flossen da mit rein, um das [finanziell] zu unterstützen und das nannte sich regionale Gästeführung. Das war also ein Bedarfsberuf? Wahnsiniges Auswahlverfahren, ich erinnere mich da noch sehr gut daran. Ich habe grade, also um Zeitpunkt war es dann auch einen Tag später. Da haben sich 60 Frauen drauf gemeldet und von diesen 60 Frauen wurden 15 ausgewählt in einem, ja, schon gutem Auswahlverfahren, die halt an dem Programm mitmachen durften. Und dann gab es anschließend nochmal, also zum Schluss, eine Prüfung – mündlich, praktisch, schriftlich – also richtig, ja, schon konventionell ausgedacht. Und irgendwann mal hatte ich das bestanden, war dann ausgebildete regionale Gästeführerin, hab mir gedacht: „super, was machst du jetzt mit diesen regionalen Kenntnissen?“ und dann mit kaufmännischen Background, weil in den Jahren zuvor hatte ich immer einen kaufmännischen Beruf gearbeitet. Das musste man ja auch erstmal managen, damit der Besucher weiss es gibt eine regionale Gästeführung und da stehen dafür so und soviele Damen parat. Männer haben da übrigs nicht dran teilgenommen...

Luisa Bauer: In meinem Studiengang gibt es auch nur weibliche Vertreter eigentlich.


Luisa Bauer: Ach, die kenn ich auch.

Inge Keusemann: Ja, also die war angelegt auf den Kreis Wesel, Kleve und die Stadt Duisburg, abr dadurch, dass Duisburg aus dem Verbund austrat, konnte die Einheit, die zurückgeht an den Term Niederrhein, nicht mehr bestehen, denn sie hatte einen Zahlenden weniger und dann löste

Luisa Bauer: Ich wollte noch gerne wissen welche Aufgaben Sie denn im Moment bei Duisburg Marketing haben.

Inge Keusemann: Achso, was ich hier persönlich bei Duisburg Marketing (mache)? Also, wie gesagt, ich bin Leitung der Abteilung Tourismus. Das heißt ich kümmere mich sowohl um das Ruhr.Visitorcenter hier und unten im Haus [10:55] wie auch im ganz Touristischen. Das heißt wir gehen auch nach draußen für touristisches Marketing: Messen, Printprodukte, besprechen Dinge mit Kooperationspartnern und machen neue, andere Touren. Im Tourismus gibt es einen stetigen Wandel. Es geht nicht, das man sagen kann, „so da haben wir jetzt ein Produkt für die nächsten 10 Jahre“. Das geht gar nicht, ja, man muss immer wieder [11:30] erstes die Eingebung der Qualität überprüfen, was kommt bei einer normalen Stadtführung an, auch da passiert ja auch immer irgendetwas in einr Stadt, das heißt die können nie ‚0–8–15‘ weitergeführt werden. Da muss man auf die Gästeführer auch achten, die ich dafür auch mache, auf den neusten Stadt halten, und den immer auch mal wieder was mitteilen, und die auch ....., wie Sie sehen bei unseren Gästeführern, dass viele unsere Gästeführer mit einer Jahreszahl versehen sind, damit auch immer...

Luisa Bauer: ...immer aktuell...

Inge Keusemann: ...alles aktuell ist. Zusammenarbeit mit den regionalen Verbänden (ist) ganz wichtig, also mit den Nachbarstädten, aber auch mit den regionalen Verbänden, also einmal Ruhrtourismus, das ist Niederrheintourismus, Rheinschiene mit den südlichen Partnern Düsseldorf und Köln und das ist der Landschaftsverband Tourismus NRW. Und drüber dann mit dem Bundeskomunalen Verband, nämlich die Deutsche Zentrale für Tourismus. Wir arbeiten mit allen zusammen, je nachdem.


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Inge Keusemann: Also, im Tourismus nennt man das nicht Verbrauchergruppen, sondern Zielgruppen. Die Bezeichnung ist nicht Tourismusmarketing, sondern Duisburg Marketing und ich bin Bereich Tourismus. So, das touristische Marketing ist das, was wir machen, und je nachdem wo wir das machen, haben verschiedene Zielgruppen. Also einmal die Best Agers, weil das der klassische Stadttourist ist, also Best Agers heißt, und das könnten Sie nachlesen im Masterplan NRW Tourismus wie auch im Masterplan Ruhrregion, weil die gleichen sich an. Das ist so ein regionaler Konsens, damit wir Erlebnisse gegeben von Touristen oder wie sehen die Leute aus, die eher Sporttouristen sind. Und deswegen haben wir hier bei Duisburg die Studiengruppen. Einmal die Best Agers: klassischen Stadtentourismus, Führungen, Stadtwechsel, Schauen, gut Essen und Trinken, ja, und eher die gehobene Klasse, die Übermacht hat.

Wir haben aber auch die Sporttouristen, weil wir im Regionalgebiet Duisburg eines der größten zusammenhängenden Sportgebiete haben – hauptsächlich Wassersport – das ist der Sportpark Duisburg. So, aber die Haupthemen in der Vermarktung sind Industrielandschaftspark, den Innenhafen, das Schiffahrtsmuseum gehört auch noch zu den Ansichtspunkten, die da vertreten sind. Für die Jüngeren gibt es da noch den Tiger & Turtle, das ist aber ein anderes Segment. Das ist neu, ja?

Hauptsächlich Industrielandschaftspark und natürlich das Thema Wasser, aber angefangen mit dem Hafen. Duisburg hat den größten Binnenhafen der Welt. Der ist auch schon ziemlich alt. Die meisten Leute machen Duisburg daran fest. Und irgendwie haben Deutsche das doch in Heimatkunde, Erdkunde (unterricht) dann doch mal vermerkt, dass es Häfen gibt, Binnenhäfen in Deutschland, also nicht nur die Seehäfen an der Küste, sondern auch Binnenhäfen und da ist Duisburg eindeutig der Größte. Und das Thema Wasser spielen wir aber weiter, unter Anderem auch im Wassersport, ne? Aber das ist ein anderes Thema. Also einmal Best Agers, und dann für den Sporttourismus eher die Jüngeren.

Was wir auch machen ist an unseren Haupthemen andere Themen festmachen: Industrielandschaftspark in Verbindung mit Event über Verbände. Da gibt es auch Studien darüber, da hat man Erhebungen anstellen lassen, wo Duisburg denn steht, was die Kriterien sind. Die Leute von außen mit wichtigen Bedingungen an denen dann man weiter arbeiten kann. Da gibt es noch ein Paar Ausschlussverfahren. Es gibt auch den Sport, der ist ja irgendwo mit drin, aber Duisburg is nicht in erster Linie eine Sportstadt, aber man kann schon aktive Sachen hier machen und wir vergessen die nicht. Das ist so ein Spielchen. Die Studie von der Westküste kann ich Ihnen auch zukommen lassen...

Wir haben also einmal die Best Agers, wir haben aber auch die Jüngeren, das nennt sich Singles und junge Paare, also für Event und Aktivgeschichten, Sportpark Duisburg, Landschaftspark, da kann man ja auch ganz viel aktive Sachen machen. Ich weiss gar nicht inwieweit Sie die Highlights überhaupt schon kennen. Wissen Sie, dass man im Landschaftspark klettern und laufen kann?

Luisa Bauer: Ja, ich bin in Duisburg geboren.

Inge Keusemann: Sie sind hier geboren. Dann brauch ich das Ihnen nicht erklären, das ist gut. Und dann haben wir junge Familien. Das ist jetzt nicht das größte Segment, weil die weniger Städtereisen machen, aber doch ab und an mal, wenn das Angebot entsprechend ist. Also wir können vle Dinge miteinander kombinieren. Je nachdem in Familienzimmern mit Eintritt im Eventbereich zum Beispiel. Das ist eine super Pauschale, die geht auch mit. So, dann hatten wir gesagt: Event und Industrielandschaftspark, große Events...
überhaupt sind ein großes Plus wenn man gute Sachen in einer Stadt bieten. Laufen, und so attraktiver wird es auch für Tagestouristen oder Touristen, die angelangt sind. Weihnachten, Weihnachtsmarkt ist der große Aufhänger, auch für, also erstmal fürs ..._Image [19:55] sowieso weil wir in Friesland Touristen ein wenig nassgespritzt haben, aber auch so Ferne Zügler. Also Niederländer am Weihnachtsmarkt sind immer unhheimlich viel ....

Luisa Bauer: Das stimmt. Haben Sie da auch Belgier getroffen?

Inge Keusemann: Ja, natürlich. Wir schreiben sowohl niederländische wie auch belgische Busunternehmen immer wieder an, oder wenn ich in den Niederlanden oder Belgien bin zu einen Workshop der GZT oder einer Messe oder was, dann sprech ich das Thema natürlich immer wieder mit an.


Inge Keusemann: Ja das hatten wir, ich kann das jetzt hier nochmal, also Sie meinen... wir nennen es hier Themen, also unsere Highlights mit Aktionen verbinden. Das ist eigentlich das Ideale. Das heißt, also den Landschaftspark mit einem Event verbinden, das so. Da wäre zum Beispiel Taubertal, das ist ein Festival, das eben Jüngere auch anspricht, an anderen Orten, im Landschaftspark gibt es das auch, weil wir da viel Industrie haben; klassische Stadtführungen und Themenbezogene Stadtführungen sowie wie mit den Bus, zu Fuß, wie auch per Rad. So, Rad – Sie bringen mich ja hier von Höcksken auf Stöcksken – natürlich Rad und Radtourismus sind auch wichtige Themen bei uns, weil hier einige touristische Radrouten zusammenlaufen in Duisburg. Also Duisburg ist nicht nur ein Knotenpunkt, was die Wasserwege, die Stadt- und die Schienenwege angeht, sondern auch auf dem Rad entlang des Rheins, Ruhr, Ems, durch den Niederrhein. Ich glaube es gibt 7 Routen, die man ab hier befahren kann. Und dann gibt es noch einige Radroutentipps von der Stadt, die sind nicht beschildert, die Hauptrouten, und die kann man anhand einer kleinen Karte nachfahren, also sehr gut nachfahren. So, da gibt es auch nochmal 4, dann sind wir bei 11 Radwegen die Sie hier fahren können für mindestens einen Tag. Die größeren sind natürlich ein bisschen länger. Also das ist auch ein wichtiges Thema bei uns, das wir auch in der Zukunft ein bisschen füllen werden.

Industriekultur, Kultur überhaupt, wir haben die deutsche Oper am Rhein, ein sehr schönes Theater und wir haben ein hervorragendes philharmonisches Orchester. Allerdings haben wir das Problem mit der Mercatorhalle im Moment, also ich weiss nicht, ob Ihnen das auch bekannt ist.

Luisa Bauer: Nein, noch nicht.

Inge Keusemann: Die Mercatorhalle jetzt im zweiten Jahr schon geschlossen wegen Brandschutzarbeiten.

Luisa Bauer: Und wie lange wird dadran noch gebaut?
Inge Keusemann: Bis nächstes Jahr. Das ist natürlich blöd, weil die Mercatorhalle ist das Zuhause der Philhamoniker, die müssen dann auch immer wieder ausweichen und können auch nicht und können dann auch nicht so viele Konzerte machen. Das ist natürlich nicht so schön, aber ... da kann man nichts machen.

Luisa Bauer: Das muss man jetzt noch abwarten.

Inge Keusemann: Ja, ganz genau.

Luisa Bauer: [Vorteilsdenken] Was wissen Sie denn von Ihren Kunden was Ihre Kunde über Ihr Marketing denken oder wie finden Sie heraus wie die Marketingkampagnen ankommen bei den Kunden?

Inge Keusemann: Also auf den Messen findet man heraus, also erstens wie viel Gespräche man hat, am liebsten dann auch mit Multiplikatoren, sprich mit Reisejournalisten oder Reiseveranstaltern oder auch Busunternehmern, ja sowas, und natürlich auch wie der Absatzwert günstiger fällt und wie dann für die Zukunft ... also so rum ist das ein bisschen schwierig, also wenn ich jetzt zum Beispiel an dem Kunden empfehle, dass man im Hotel X eine Übernachtung buchen kann, heißt dass nicht, dass er es tut, es kann auch sein, dass er ... dafür trifft. Und ändert sich natürlich dann anschließend in den Übernachtungszahlen, die vom Statistischen Bundesamt gemacht werden. ... ich einem potentiellen Gast erzähle, komm dann diese Kinderfrisur hochgenommen oder kommt ... Muss ja nicht zwangsläufig diese Berufung durch uns vornehmen, also durch den Kauf von einem Eventtickets kann man das ganz Deutschland machen, man kann es auch im Ruhrgebiet, man kann es wie gesagt in welchimmer welchen Vorverkauf kann man das anstellen.


Luisa Bauer: [Verpackung] Alles klar. Dann würde mich interessieren, wie Sie die Produkte darstellen, wie sie im Marketing präsentiert werden, und welche Dinge wichtig sind, wo sie darauf achten bei dem gesamten Präsentierungsmarketing. [27:04]

Inge Keusemann: Ja also, wir haben bei dem Design von den Brochüren, die wir hier ja liegen haben, vielleicht fällt Ihnen da ja was bei auf. Wenn Sie hier mal gucken...ob Sie etwas irgendwas festmachen können, was überall zu finden ist.

Luisa Bauer: Bei dem sind überall so Wellen drauf...und alles hat so eine bestimmte Form, also ... und die Kunstwerke haben Rundungen, hier sind es eher gerade Linien...auf einem [Duisburg Card] der Preis.

Inge Keusemann: Fällt Ihnen außer der Jahresszahl auch noch etwas anderes auf? Also die Jahresszahl wird ja auch nicht so schnell verändert.

Luisa Bauer: Ja, die Koordinaten von Duisburg, dann noch das Logo (von Duisburg Marketing), die...
Inge Keusemann: Genau, Koordinaten von den jeweiligen abgebildet werden, das ist Süd, das ist im Norden. Die Koordinaten sind etwas, die auf Gerhard Mercator zurückzuführen sind... Belgien, der Vater ist irgendwann mal ausgewandert – also das war eine Glaubensgeschichte – war auch kein echter Katholik mehr... Merkatorprojektion sagt Ihnen das was?

Luisa Bauer: Nicht so viel.

Inge Keusemann: Längen und Breitengrade. Wenn Sie eine Karte auf eine Kugel bringen wollen, dann schließen sich diese Winkel zueinander, also am oberen Teil laufen die viel spitzer zu, als am Äquator. Das nennt sich Äquatorprojektion. Das hat dieser Mann erfunden... Und der hat mal entdeckt, dass das... Berechnungen sind, um die Orte zu erreichen. Und das hat man in den Jahren weiterentwickelt. Die Längen und Breitengrade sind Koordinaten. Die hat Merkator berechnet....

Luisa Bauer: Könnte man auch in der Schule erzählen.

Inge Keusemann: Ja, eigentlich sollte man das. Die Duisburger Schüler lernen das. Man redet immer noch Merkatorprojektion. Wenn Sie...

Luisa Bauer: Längen- und Breitengrade lernt man schon, aber dass die von Herrn Merkator erfunden wurden nicht.


Luisa Bauer: Da würd mich interessieren, wie man einen Markennamen entwickelt, oder eine Marke, welche Sachen da interessant sind, was die Kunden anspricht.

Inge Keusemann: Also das mit dem Markennamen das ist ein schwieriges Thema. Wir sind ja gerade dabei. Duisburg marketing fließt in eine andere Tochtergesellschaft der Stadt, das ist der Frische-Kontor. Die haben ja vor zwei Jahren schon Aufgaben übernommen was die Stadt betrifft. Jetzt sind wir da komplett bei. Andere unserer Aufgaben gehen zurück zur Stadt, das ist generell das Prozedere. Die Kommunikation gehört zur städtischen Kommunikation, das könnte... zum Beispiel ...machen oder...das sind auch Bestandswechsel einer anderen Betriebsgesellschaft....

Gestern gerade erst haben wir eine Namensfindung gemacht, also nicht gestern, sondern es gab vorher einen Workshop, man machte ein Briefing und wir hatten gestern einen Pitch von vier Agenturen, die Namensfindung gemacht haben. Wie soll die neue Gesellschaft denn heißen. So, Diese neue Gesellschaft ist ja eigentlich so eine Art Dachmarke und alle diese Ausgaben darunter sind eigenständige Marken. Die ganzen Stadtfeste...gemacht....Diese Gesellschaft macht auch die Wochenmärkte. Aber unter Anderem ist eine Sparte auch oben Tourismus; aus eine Marke unter einer Dachmarke. Man muss sich das so vorstellen Beiersdorf als Kopf Obendrauner. Beiersdorf kauft keiner, aber wir kaufen das Produkt Nivea. Ja, Leute gehen hin und sagen 'Ich möchte Nivea.' Und Nivea geht jetzt dann in der Tube als Salbe, als Sonnencreme und Feuchtigkeitscreme auf den Markt. Drei Produkte on Nivea. Tourismus ist in dem Fall...
Nivea. Und wir haben verschiedene Produkte, das sind die verschiedenen Themen die wir haben, also so seh ich das. Da sind wir wieder bei Industriekultur, Städtereisen, Kultur überhaupt, Events, so das sind die Unterprodukte. So sehen wir das Marketing. Das Kaufamt ist als erstes Mal die Stadt, Stadt generell, und dann kommt was wollen Sie für eine Zielgruppe und der Einzelne aus jeder Zielgruppe und die Wunsch nach ...dann kommt.... Eine etwas ältere Dame, die gerne schoppen geht. Zum Schoppen und zum mehr sehen als der Kunde erwartet. Zielgruppengerechte Angebote, das so anbieten das kann man nicht immer. Wenn ich nicht mit ihnen sprechen, wär die erste Information, dass Sie sich für Duisburg interessieren. Da ruf ich mal eben die Touristinfo an, die sagen mir mal eben Bescheid. Das wär die erste Information, weil das ist die Zusammenfassung von alle dem was hier machbar ist. Allerdings kurz, weil ausführlich geht es nicht...

Luisa Bauer: Das wär zu viel Information...


Luisa Bauer: Ja, ist gut. Ich war im Landhaus Milser, hab ein Interview mit Bruno Strati geführt und...

Inge Keusemann: Hmm, netter Mensch, nicht?

Luisa Bauer: Ja, das seh ich auch so. Er hat mir erzählt, dass sie in jedem Teil des Hotels Qualitätschecks machen, jedes halbe Jahr für alle Abteilungen, um die Einrichtungen und Produkte zu überprüfen, und da wird mich interessieren, ob Sie hier auch auf irgendeiner Weise die Produktqualität vom Unternehmen nochmal checken.

Inge Keusemann: Ja, also machen wir immer wieder, das wir zum Beispiel mit Touren. Da ist es am einfachsten. Man sieht am Ende des Jahres welche sind gebucht worden, welche nicht. So, die, die gut gehen kommen natürlich im folgenden Jahr wieder mit ins Programm. Die, die nicht gut gehen werden ausgetauscht und deshalb muss man sich auch immer wieder was Neues einfallen (lassen). Also ich sag jetzt mal ein Block war die Hundeführung, das heißt das ist eine Führungen, die alle Leute mit Hund machen können. Das war eher ein Gag. Die wir im nächsten Jahr, so schön und süß ich die auch finde und das Foto ist zum Beispiel hier von einer Kollegin, die wird nicht mehr mit dabei sein, weil die nicht wirklich gut läuft.
Luisa Bauer: Das ist ja schade.

Inge Keusemann: Schade, ja, aber es gibt halt nicht genügend Leute, die das in der Gemeinschaft machen. Das liegt garantiert nicht am Preis, weil die ist nicht teuer. Aber das hat eben nicht so viele Fans.

Luisa Bauer: Das war aber schon eine schöne Idee.

Inge Keusemann: Das war auch eine richtige Suche, da haben wir auch eine gute Presse dafür gehabt, aber leider wenn sie nicht angenommen wird, haben wir keinen Platz vorhanden. Also wir überprüfen ständig unser Angebot.

Luisa Bauer: ...wie das ankommt.

Inge Keusemann: Ja, wir teilen wenn wir zusammen halten wenn wir vom Kunden ein Feedback bekommen, das ist negativ, dann wird auch mit dem Hotel darüber geredet; und wenn das zu oft vorkommt, dann hatten wir das Hotel nicht mehr. Also das sind -wirkend erst Mal...also das sind immer wieder ganz Tückischen.

Luisa Bauer: Genauso mit den Busunternehmen und allen Partnern?

Inge Keusemann: Ganz genau. Ganz genau. Also ich sag mal bei Stadtrundfahrten wenn der Bus nicht sauber ist, wenn sich die Leute da nicht wohl drin fühlen, da geht gar nichts. Also so ein Unternehmer wird erstens zur Kasse gebeten, damit die das was wir wieder rausholen, also einen Bus einen Tag mieten kostet 200 Euro; und wenns da Probleme mit gab, dann versuchen wir da Preisnachlässe zu bekommen und diesen Preisnachlass geben wir aber garantiert an die Gruppe weiter, behalten wir nicht für uns. Wir wollen zufriedene Kunden haben, das ist unser höchstes Ziel. Das heißt wir können dann allerhöchstens noch versuchen den Kunden zu besänftigen indem wir ihm diesen Preisnachlass geben, den wir als Vermittler bekommen haben.

Luisa Bauer: Wenn wir uns mal das Produktdesign angucken, was ist denn bei Ihnen wichtig, wenn Sie neue Touren machen? Worauf achten Sie da, das das vom Kunden angenommen worde im vorigen Jahr oder wenn eine raus muss...?

Inge Keusemann: Ja, also wenn wir zum Beispiel merken, wenn irgendetwas anderes gut ist, also wir bleiben natürlich auch aktuell im Umfeld, also vor Jahren kamen die Segways raus, die Leute wollten die, da haben wir natürlich überlegt und Segway-Touren im Jahr darauf angeboten. Die haben wir immer noch. Die laufen auch super. Die fallen nur dann aus, wenn das Wetter schlecht ist. So ein Gerät sollte man nicht bewegen, wenns regnet, weil die, ich sag mal, nochmal ein bisschen anders greifen als wenn man mit vielen Reifen unterwegs ist. Aber das im klassischen Umfeld irgendwann mal versuchen, ob das jemand braucht/ankommt.

Luisa Bauer: Also immer nach den Trends gucken.
Inge Keusemann: Ja, Trends gucken ist ganz wichtig, also auch die Mitbewerber beobachten oder halt nochmal ganz neue Dinge machen. Also hier...also 'Oscars Hafenreise' zum Beispiel, da ist dieser Besitzer von einem Kleinboot an uns rangetreten und sagte: 'Ich könnte Touren rund um und im Hafen Duisburg machen, kleine Gruppen und ich mach da auch nochmal einen Imbiss.' Das haben wir getestet, ob das wirklich nett ist und dann haben wir gesagt: 'In Ordnung, kalkulieren wir das vor, damit wir das ordentlich anbieten können.' Und dann haben wir das gemacht. Das ist jetzt nicht billig, aber dafür ist es sehr exklusiv. Maximal zehn Leute auf dem Boot, Tour durch die Stadt, ab vier Leuten, aber auch die zehn haben genügend Platz gehabt, und das war ganz toll, denn dieses kleine Boot in alte Stückchen des Hafens rein kommt, wo große Schiffe mittlerweile gar nicht mehr hinkommen. Richtig schön.

Luisa Bauer: Also, Sie testen die Touren auch immer vorher, bevor Sie die anbieten.

Inge Keusemann: Ja.

Luisa Bauer: Wenn Sie bestimmte Eigenschaften vermarkten wollen, zum Beispiel das dieses Schiff weiter in den Hafen einfahren kann als eines von wenigen, wie binden Sie die ins Programm ein, sodass die Kunden Vorteile davon haben? Also wie wird das vermarktet?

Inge Keusemann: Ja, also hier einmal ein unsere Grundprodukt (Katalog), dann sowieso einmal in (der Brochure) 'Städtereisen'. Also neue Sachen kommen generell, also hier sind ja auch Angebote drin, hier sind mehr drin, weil das ist die Tourbrochure, aber auch neue Sachen, die kommen zunächst einmal in den Städtereisen-Katalog mit rein, die kommen auf unsere Homepage – auf unsere – die die kommen auch auf Ruhrtourismus, die haben auch nochmal eine Platform, wo man solche Sachen vermarkten kann, die werden gegebenenfalls auch nochmal als Einzelflyer mitgenommen auf Messen, oder auf Workshops präsentiert...das sind so die klassischen Vertriebskanäle für Touren. Wenn man jetzt zum Beispiel das Produkt Duisburg Card nimmt, weil das machen wir ja zusammen mit der DVG, da sind die Vertriebsarten anders. Also da versuchen wir das über die Hotels, die sollen das vorhalten für ihre Gäste; wir unterstützen die Vorverkaufsstellen der DVG, das ist deren Szene; die DVG selbst macht nochmal Reklame dafür in ihren Bussen und an den Ticketautomaten. Also man überlegt sich halt je nach Produkt, wo ist der beste Vertriebsweg.

Also, ich sag mal hier, Programmvorschau, wenn die raus kommt, die ist einmal hier im Ruhr.Visitorcenter – da gibt es die auch alle, da sind alle Produkte immer zu bekommen – und dann geht eine Pressemitteilung raus die sagt: 'Hey Leute, die neue Programmvorschau ist da.' Und dann kommen die sowieso schon zum Ruhr.Visitorcenter und holen sich die ab. Das sind dann die Bürger der Stadt, die wissen wollen –weil das ist das beste Medium, da haben wir alles drauf, was ein bisschen größer ist, also nicht den ganz kleinen Kram, aber ein bisschen größere Veranstaltungen drin. Finden Sie auch auf unserer Homepage www.duisburg-marketing.de. So und dann geht das außerdem auch raus an die Hotels. Die halten das halt auch für Ihre Gäste bereit. Das geht dann nochmal an die Stadt selbst; die städtischen Mitarbeiter werden mit einbezogen. Die Gebag, das ist das Immobilienunternehmen der Stadt, die wird auch mit einbezogen, die haben zum Beispiel eine Mieterzeitung hier ausliegen und solche veröffentlichen wir dann hier auch.
Luisa Bauer: Geht das auch über die regionale Zeitung Duisburgs?

Inge Keusemann: Ja, eine regionale Zeitung gibt es in dieser Form ja nicht, es gibt das Panorama und den Stadtanzeiger, die Zeitungen, die herauskommen. Die sind immer in unserem Presseverteiler mit drin. Aber auch die WAZ und die Rheinische Post, die sind auch in unserem Presseverteiler mit drin, damit immer alle die Pressemittelungen bekommen. Also, wenn hier eine öffentlich Führung ansteht auch, dann schicken wir nochmal eine Pressemitteilung.

Inge Keusemann: Sprechen Sie sonst dann immer Niederländisch?

Luisa Bauer: Sonst immer Englisch, hab auch ein bisschen Niederländisch gelernt, aber das Studium auf English. Also jetzt war ich ein Jahr in Mexiko und Guatemala, da halt immer auf Spanisch. Das komm ich jetzt gerade her.

Inge Keusemann: Ja, das hatte ich auch gelesen, dass das Hotel da...

Luisa Bauer: Ja, Hotel Imperio Inn, dafür schreib ich auch den Marketingplan im Moment.

Inge Keusemann: Ja, jetzt wird es ernst. Okay.

Luisa Bauer: Ja, dann würde mich mal die Installationen bei Events interessieren. Welche Dienstleistungen, wie die erstmal aufgebaut werden und welche Partner da involviert sind und ob irgendwie den Kunden da nochmal was erklärt wird. Für Kunden zum Beispiel, dass es da nochmal einen Service gibt, der dem Kunden hilft bei irgendwelchen Fragen, bei Ständen oder so.

Inge Keusemann: Also, die Frage versteh ich jetzt nicht ganz. Worauf wollen sie hinaus, also ich sag jetzt mal Beispiel Weihnachtsmarkt, da gibt es einen Flyer, da gibt es eine sogenannte Zeitungsbeilage, und da gibt es einen weiteren Flyer, der die Stände aufzählt. Da schauen Sie sich doch mal die Homepage vom Duisburger Weihnachtsmarkt an. Da sind da die Apps aus dem vorigen Jahr, die sind da noch da. Und natürlich gibt’s da Plakataktionen, innerhalb der Stadt bis rein ins Ruhrgebiet und außerdem unsere Mitteilung, die immer schon im Sommer rausgeht an Busunternehmer an die Niederlande und Belgien, dann uns dann ist Weihnachtsmarkt bitte denkt dran und meldet euch an mit den Bussen, weil dann kriegen die nämlich für ihre Gäste Gutscheine und der Fahrer bekommt eine Weihnachtsmarkttasse, nochmal so als Goodie; und damit wir auch zählen können wie viele Busse kommen.

Luisa Bauer: Ah okay, ja. Wenn Sie die Garantie für Kunden schreiben, also die Garantiebedingungen, die Rechtswege und wo weiter, die ganzen Voraussetzungen, welche Schwierigkeiten gibt es da, wenn man die schreibt?

Inge Keusemann: Meinen Sie jetzt die allgemeinen Geschäftsbedingungen?

Luisa Bauer: Ja, die auf die Kunden bezogen sind...

Inge Keusemann: Das heißt also jeder Kunde muss, also kann unsere allgemeinen Geschäftsbedingungen lesen, die stehen im Internet. Hier in diesem Führer allerdings nicht, aber wir haben auch zum Beispiel
eine Information zu diesen hier schön auch nochmal [letzte Seite im Führer] drin. Also die allgemeinen Geschäftbedingungen kann man im Internet (lesen) oder im Ruhr.Visitorcenter kann man die erfragen. Ja, da kann man das Blatt dann auch in die Hand nehmen.

Luisa Bauer: Und das hat das Unternehmen selber geschrieben oder wie wurde das gemacht?

Inge Keusemann: Mit Hilfe eines Rechtsanwalts der uns gerade mit touristischen Fragen weiterhilft. Den haben wir bezahlt dafür.

Luisa Bauer: Welche Tätigkeiten kann man im Kundendienst einführen, damit Touristen zufrieden oder loyal bleiben oder vielleicht auch neue Touristen überrascht werden? Und welche Techniken verwenden Sie im Kundendienst?

Inge Keusemann: Also es gibt da eine Qualitätsoffensive Deutschlands „Service Q“ nennt die sich. Da sind wir auch dran beteiligt. Da schauen Sie sich jetzt mal im Internet an. Das ist da ganz gut erklärt. Und danach leben wir hier. Auch in unserem Serice versuchen wir immer ein bisschen besser zu werden. Und jetzt zu Ihrer Frage, zu manchen Dingen Checklisten zu entwickeln, also wenn jetzt eine neue Aushilfe anfängt, muss man ihr erklären auf welche Art und Weise sie sich am Telefon meldet...wie sie mit den Leuten umzugehen hat. Das ist immer freundlicher Merkzettel und trotzdem eine kompetente Ausstrahlung. Also wie gesagt sind das immer wieder sind da Mängel und da müssen sich die Kollegen auch selbst beobachten und wenn man das mal wieder nicht fluppt, dann kommt das auch zu mir [Leitung Tourismus] und dann muss ich mir den einen oder anderen Kollegen vornehmen. Da gibt es zwei Verwarnungen und bei der dritten werden wir uns trennen. Das ist eindeutig so, weil bei uns ist der Kunde König. Es muss sich keiner unterbuttern lassen von Leuten, gar keine Frage, und unangenehm dürfen die auch nicht werden. Da haben die auch die Aufforderung von meiner Seite her, mit unangenehmen Kunden direkt weiterleiten an mich, weil ich will die Leute da aus der Schusslinie nehmen. Ich bin da eher etwas weiter vor weg und kann das mit dem Beschwerdemanagement ganz gut regeln......


Luisa Bauer: Ich würde gern wissen, ob Sie automatisierte Lieferprozesse benutzen und wie? Wie die Lieferung für Ihre Marketingprodukte denn funktionieren oder zum Beispiel....?

Inge Keusemann: Also automatisierte Lieferprozesse anhand von Checklisten oder Anrufen? [Ja.] Also wenn ein neues Produkt, was auch immer, wie das im Unternehmen entsteht, dann wird das in die Betriebswege geliefert/geleitet. Man sieht das dann im Städtereisenkatalog, in der Zeitschrift, da geht ein Brief raus an alle Hotels zu Beispiel „Der neue Reisekatalog ist da. Wie viel Stück möchten Sie? Kommen Sie den abholen oder bringen wir den?“ Oder so etwas in der Art. Also das haben wir, wenn das automatisiert ist, dann machen wir das so.
Luisa Bauer: Gibt es irgendwelche Kredite bei Ihnen...?

Inge Keusemann: Nein, nein.

Luisa Bauer: Dann kann ich das streichen. [Hm.] Können Sie mir vielleicht ein Beispiel nennen, welches Produkt bisher am erfolgreichsten war oder was den Verbrauchern am besten gefallen hat und wie sie das Produkt erfahren?

Inge Keusemann: Also wenn Touren auch ein Produkt sind... [ja.] ...dann ist die klassische Stadtführung und Innenhafenführung für eine Stadt immer noch das beste Produkt. So, präsentieren tun wir es in unsere Printmedien, aber auch auf unseren Messen, und im Internet. Aber wir sind eben eine Stadt und Stadtführungen sind am interessantesten in einer Stadt. Da werden wir immer wieder drauf zurückkommen. Das ist nunmal so.

Luisa Bauer: Alles klar. Planen Sie irgendwelche Änderung fürs nächste Jahr vorzunehmen? Also Sie haben das ja schon angesprochen mit den Katalogen...

Inge Keusemann: Ja, das es immer aktuell ist, bei dem „Kunst und Kultur“ die werden so schnell kein neues Kunstwerk bezahlen/erbauen, aber die Duisburg Card, die jeder auch nutzen sollte, da müssen wir gucken dass wir mehr Partner bekommen. Und der Stadtplan wird sich erstmal nicht ändern, aber immer übernächstes Jahr schon. Es wird gebaut hier in der Stadt, Straße wird verlegt und es kommt noch ein neues Hotel hier hin. Das Hotel kommt natürlich auch in den Städtereisen-Katalog, also alles immer in Bewegung. [1h]

2. Preis

Luisa Bauer: [Katalogpreise] So, dann würde ich gern was über die Preise erfahren. Also erstmal, wenn Sie Kataloge und Brochüren machen zum Beispiel, wie sichern sie, dass die Marktkosten immer gedeckt sind, also die Kosten die Sie dafür haben für die Kataloge und so weiter?

Inge Keusemann: Also, in den Katalogen sind Anzeigen bei den Touren gibt es auch Anzeigen hier auch damit die Druckkosten, die brauchen wir, das ist wichtig, wir wollen daran jetzt nicht verdienen, aber die Druckkosten müssen auf alle Fälle gedeckt werden. Das gleiche ist hier beim Stadtplan, da sind neun kleine Anzeigen drin. Auf einer Seite. Bei der Museumslandschaft Münster nicht, ja doch Fahrkarten müssen dabei, aber ansonsten ist das eigentlich unter Mitwirkung der verschiedenen Museen. Die haben alle einen kleinen Beitrag gegeben für die Druckkosten. Bei den Führern wenn die die vermarkten, verdient nicht nur der beste Führer, sondern alle eine Kommission. Das ist nur um den Verwaltungskram abzudecken. Wenn wir große Infopakete verschicken, dann bitten wir den Kunden die Versandkosten zu übernehmen. So, aber ansonsten unser Produkt ist hauptsächlich die Stadt, ds heißt wir sind froh, wenn Menschen kommen, die Freizeiteinrichtungen besuchen, die Tour buchen, wunderbar, enkaufen gehen, übernachten hier. Das ist sogar so bei Tourismusförderungen verdienen angeblich die anderen. Umweltrentabilität ist das Schlagwort.

Inge Keusemann: Wir geben Rabatte an Wiederverkäufer. Ja also, was auch immer, die Jugendherberge, Busunternehmen, die dann auch direkt mit ihren Gruppen kommen. Die bekommen Rabatte – oder Agenturen oder was auch immer – ... Und zu Weihnachten geben wir Rabatte, die Gutscheine, die eigentlich Guthaben sind, wo 4-6€ geschenkt sind und die können das dann beim Kauf den Händlern ausstellen. Jetzt machen wir gerade einen Ausverkauf, Sales Aktion im Ruhr.Visitorcenter von etwas älteren Artikeln, die teilweise auch in Angebot da sind, damit sie für andere halt zu verkaufen sind.

Luisa Bauer: Und das geht an die Öffentlichkeit?


Luisa Bauer: [Nachlässe] Nachlässe wie beim Verkauf von Autos mit den Jahren sind ja normal, üblich sind, ist es auch im Hotel oder der Tourismusindustrie anwendbar? Welche Nachlässe sind (für Gäste und Partner) in Hotels nützlich, wie funktionieren sie, haben Sie davon in der Hotel oder der Tourismusbranche gehört, dass es da gibt?


Luisa Bauer: [Zahlungsperioden] Wie beeinflussen Mitbewerber, Kundenbeziehungen oder auch der Standort die Zeitspanne einer Zahlungsperiode hier? Also, wenn der Kunde für die Tour zahlt, gibt es da eine Zeitspanne in der er bezahlen kann und wodurch wird das beeinflusst und wie funktioniert der Zahlungsprozess?

Inge Keusemann: Ja, der muss ich glaube 14 Tage vorher bezahlt sein und das steht auch in unserem AGBs.

Luisa Bauer: Und welche Zahlungsarten gibt es da?

Inge Keusemann: Überweisung, Kreditkarte, er kann gerne auch Bar bezahlen oder auch vor Ort.

Luisa Bauer: [Kreditbegriffe] Wie werden bei Ihnen die Kreditbegriffe definiert? Was ist hier wichtig? Und wie funktionierte das in der Praxis oder bei der Umsetzung?

Inge Keusemann: Also wir haben keine Kreditbegriffe, es gibt eine Bestellung, also eine Buchung und das muss vorher bezahlt sein. Ja gut, ich fang mal anders an. Wenn man über unsere Buchungsmaschine eine
Übernachtung will, dann muss er das vor Ort im Hotel kriegen. Sind wir Veranstalter wie bei den Touren, dann muss er 14 Tage eher zahlen.

Luisa Bauer: [Preisstrategien] ....Haben Sie auch irgendwie eine Preisstrategie....?

Inge Keusemann: Ja, also sicher, logisch, ja Moment, für unsere Vermittlung bei Angeboten nehmen wir 10%. Das ist eigentlich unsere Strategie. Allgemein ist das so. Ab und an muss man mal abweichen. Wenn man neue Wege etablieren will und man hat einen touristischen Anbieter, der ja das gesamte Risiko trägt, dann muss das auch schon mal ein bisschen runtergeschraubt werden. Aber ansonsten ist das 5%; das ist nicht viel, aber das ist ja selten.

Luisa Bauer: Haben Sie im Bezug auf den Preis noch irgendwelche Vorstellungen für das nächste Jahr irgendetwas zu ändern zu den Sachen die bisher arrangiert wurden?

Inge Keusemann: Nein, ich denke das ist so weit so gut.

Luisa Bauer: Alles klar, dann würd ich gern die ersten beiden Themen einmal zusammenfassen kurz. Also zu den Verbrauchgruppierungen haben Sie gesagt, das gibt es vier Gruppen: jüngere Singles und Paare, einmal die Best Agers, dann zu Sport, zur Kultur und einmal die ganz normalen Städteführungen...

Inge Keusemann: Sollen wir das einfacher machen? Sie müssen das sowieso schreiben oder? [Ja, genau.] Dann schreiben Sie es erstmal auf. Dann können Sie auch in Ruhe überlegen ’Wie war das denn gemeint?’ Ich les dann nochmal drüber und wenn Sie was vergessen haben, füg ich das ein, ja? Schicken Sie mir das einfach, ich denke das ist die einfachste Variante.

Luisa Bauer: Ja, ist gut...Ja super, vielen Dank.

3. Aufenthaltsorte = Komfort für den Kunden

Luisa Bauer: [Absatzwege] Dann würd ich noch gerne über die Aufenthaltsorte was erfahren, also der Standort, die Absatzwege und so weiter, also dem Komfort für den Kunden. Also erstmal zu den Absatzwegen. Wie helfen Sie einem Hotelpartner wie zum Beispiel dem Hotel Landhaus Milser bei der Vermarktung und wie ermisst sich der Erfolg so eines Absatzmarkts?

Inge Keusemann: Also, er hat zuerst einmal die Möglichkeit im Städtereisenkatalog eine Anzeige zu buchen; das heißt es kann da Aufmerksamkeit erregen, wo dieses Medium hin geht. Auflage 1,000 Stück, die sind jedes Jahr weg. Aber auch runterladbar als Download im Internet, und da sind auch Minimum immer 1,000 Stück. Als PDF, 20,000 Menschen, die das mindestens sehen. Da gibt es auch Richtwerte, das kann Ihnen aber so ein Verlag besser sagen. Also 20,000 mal das Produkt bedeutet, 3–5 Leute haben das dann gelesen und die multiplizieren das dann eben. Aber da weiss ich nicht genau wo diese Richtwerte herkommen, da kann ich Ihnen nichts genaues zu sagen. Das könnte Ihnen jemand aus dem Verlagwesen erklären.

Luisa Bauer: Was war der DTZ noch gleich?

Inge Keusemann: Das ist die Deutsche Zentrale für Tourismus. (Ja danke.) Die mesen auch, die messen auch so genannte Workshops. Das heißt, da gibt es eine bestimmte Anzahl von Ausstellern und es werden Multiplikatoren dazu eingeladen von der DTZ. Wenn das zum Beispiel in Holland ist, dann ist es in Amsterdam oder in ...mitten in Holland, Eckenvoor, ein großes Tagungshotel. Da werden dann mehrere Räume angemietet. Da sind dann verschiedene Aussteller vor Ort, die haben dann einfach nur einen Tisch, ihre Printmaterialien, bei .... Und die geladen Gäste von der DTZ sind Reiseveranstalter, Reisejournalisten oder .. werden eingeladen und die sagen dann zu oder ab, und die laufen durch die Räume und suchen sich ihre Ansprechpartner. In der Regel, wenn wir Teilnehmer nicht viele genug haben, kann ich die anschreiben oder anwählen natürlich und sagen ’Hallo wir sind da’ und schon geht das auch. Dann kann man das schon ein bisschen größer machen. Das wird als Workshop bezeichnet, ist aber keiner, ist aber egal. Die sagen das so. Das ist eigentlich eine ’Minimesse’ mit geladenen Gästen. Das wird in Holland, in Belgien, in London; in Österreich machen wir es auch, in der Schweiz, und auch Frankreich machen sie es auch, aber das sind nicht unsere Zielgruppen. Aber die DTZ ist ja über die ganze Welt verstreut. In Orten vor Innsbruck, Innsbruck und in anderen Städten auch, manchmal noch mit einer Stadt gemeinsam, weil die Sachen da auch in den Kosten höher sind. Also nach Holland fahren wir morgens hin und abends zurück. Nach London braucht man schon 2 Tage mehr, und da ist man auch vom Flug abhängig, also 2 bis 3 Tage. Gut, weiter im Text.

Luisa Bauer: Also für die Organisation zum Beispiel einer Messe oder einer Tour, gibt es da Partner, die unerlässlich sind?

Inge Keusemann: Ja, also das sind die regionalen Partner, also erstmal Ruhr Tourismus, Tourismus NRW. Und Ruhr Tourismus braucht dann umbedingt zum managen die 5 großen Portalstädte (Duisburg, Oberhausen, Essen, Bochum, Dortmund). Es geht da immer um die Finanzierung. Ohne das man sich da zusammenschließt, kann man eine große Messe gar nicht machen. Bei einer kleinen regionalen Messe, zum Beispiel der MTN in Kalkar, da rufen wir den Stadtort an und bieten Partner aus der Stadt an bei uns mitzumachen. Das Theater, die Philharmonika, das ist Duisburg Sport zum Beispiel oder ein einzelner Anbieter, der Segwaytouren macht. Aber touristische Anbieter, die sich dann bei uns anschließen und wir
machen ein großes Ganzes daraus. Da sind wir der Organisator und wir geben aber dann die Standplatzgröße auch wieder eins zu eins an den jeweiligen Anbieter weiter. Sorgen dann aber dafür, dass Duisburg einen größeren Auftritt hat. Genauso, wie das Ruhrgebiet das auch macht mit den Portalstädten: Um so mehr mitmachen, umso mehr Meter kann man kaufen, um so auffälliger ist das. So ist das.

Luisa Bauer: Gibt es auch Kriterien, die darüber entscheiden, ob ein Absatzweg erfolgreich wird? ... Also wenn....

Inge Keusemann: ...Also ja, wenn Sie an Ihrer Zielgruppe vorbei ein Produkt entwickeln, dann können Sie davon aus gehen, dann können Sie keinen Erfolg mit haben. Dafür gibt es ja diese Zielgruppen, deswegen sind die ganzen Studien ja auch angestrengt worden; Zielgruppen, was sind Quellgebiete, ich sag mal die 'Pfosten' an denen man sich festbinden muss in der stürmischen Tourismuswelt. Also die ganzen Erhebungen, die gemacht worden sind; wenn man sich daran nicht hält, dann ist man auch selber Schuld, wenn nichts klappt. Also das ist, ich muss doch nicht das Rad neu erfinden, wenn jemand anders neben mir sagt, das und das brauchst du als Handwerkszeug, und der hat damit schon gearbeitet, dann kann ich nur versuchen hier und da mal eine kleine Verbesserung hinzukriegen. Aber nicht nochmal alles von vorne aufzurollen, das nützt nichts.

Luisa Bauer: Zur Reichweite würde ich gerne wissen: wie werden Strategien zur Marktabdeckung benutzt, um Erfolg zu sichern und wie werden die Strategien ausgewählt?

Inge Keusemann: Ja, das im Prinzip das Selbe. Wenn man Marktanalysen hat, und ein Masterplan dazu entwickelt worden ist, dann ist die Strategie den anzupacken. Weil sonst braucht man ja nicht viele Zahlen. Man hat die Grundlage, dadurch das wir haben ja Studien machen lassen und dazu noch den Masterplan, oder beides und danach wird die Stadt leben. So, 'welche Partner sind für den Prozess entscheidend?' Das sind natürlich die Partner, die die Studie bearbeitet haben, die nach unseren Kriterien gemacht worden ist, also Kriterien, Vorgabe kann von uns und die Auswertung kommt vom Institut dann und außerdem hält eben die regionalen und Landespartner also, die Dachorganisationen, die wir hier haben: Stadt, Region, Land, das sind die nächsten Pfosten. Dann natürlich auch die Nachbarstadt, muss man auch immer wieder einbeziehen. Da gibt es Projekte, die man mit denen bearbeitet, wenn da eine gute Idee vom Niederrhein kommt der sagt 'Hör mal, könnt ich mir gut vorstellen, ich habt da dieses Projekt, ihr wisst was ich kann, wollt ihr mit einsteigen?' Dann machen wir das, wenn das wirklich umsetzen.

Luisa Bauer: Also die Frage trifft so ein bisschen mehr auf Hotels zu, aber trotzdem nochmal: Sortimente; Sie haben Brochüren und so... wovon hängt die Tiefe und Breite eines Sortiments, zum Beispiel in Ihrem Fall für Printmedien, Brochüren und warum funktioniert die Lagerung des Sortiments so einwandfrei ohne das da irgendwelche Probleme aufkommen?

Inge Keusemann: Also das passt nicht wirklich zu uns, aber wenn sie davon ausgehen, dass wir über die Printprodukte sprechen, Tiefe und Breite hängt natürlich vom Absatz ab, wenn ich denke die Zielgruppe – und deshalb haben wir ja gesagt 2017 machen wir da was anderes – weil wir gemerkt haben, dass die Mitnahme bei Messen zum Beispiel oder Veranstaltungen wir stehen ja auch auf der Königstraße teilweise, wenn da größere Stadtfeeste sind, das die Leute sagen 'Ach nein, das ist mir im Moment zu dick.' Daran...
merkt man ja, dass denen das wirklich zu dick ist. Dann wird überlegt „Ja, was machen wir damit?“ Format verändern, dafür kleine, dafür mehrere! Also da haben wir wieder was der Kunde macht, das bekommt er. Und das war auch schon immer und das machen wir ja auch, in unserer Beratung vom Kunden aus zu gehen. Das denken wir bei der Servicequalität genauso gut wie bei diesen Sachen. Also was will der Kunde? Das musst du ihm geben.

Luisa Bauer: **[Standort]** Wenn Sie ein Event oder eine neue Tour machen, wie finden Sie da den perfekten Ort für?

Inge Keusemann: Das **hängt natürlich auch von unserem Thema** ab: Hauptthema Industriekultur, Hauptthema Hafen, Hauptthema Kultur, Hauptthema Sport. So und dann ist man als Stadt ja ganz schnell festgelegt. Wir sind ja keine Eventagentur und durch ganz Deutschland gehen kann und irgendwie eine Location sucht, sondern wir müssen uns auf dem Grundgebiet der Stadt festlegen. Industriekultur ist Landschaftspark Nord, Industriekultur ist aber auch Innenhafen, Industriekultur ist Binnenschifffahrtsmuseum und Kultur- und Stadthistorisches Museum. Dann sind wir auch gar nicht so weit von der Kultur weg, auch am Innenhafen; da haben wir das Schifffahrtsmuseum. Das ist also in der Stadt. Wir brauchen nicht weit suchen, weil wir dürfen uns sowieso nur auf Grundgebiet der Stadt bewegen. Für uns ist die Suche einfach, weil unsere Heimat kennen wir, wenn wir die nicht kennen würden, dann brauchen wir keinen Tourismus machen. Also wissen wir auch wo wir die Highlights der Stadt haben...

Luisa Bauer: Ja, das ist jetzt ein bisschen...

Inge Keusemann: ....Wer hat denn eigentlich diese Fragen kreiert? Die sind sehr schön.

Luisa Bauer: Die hab ich entworfen, aber natürlich auf der Theorie basierend.

Inge Keusemann: **[Lagerbestände]** Wenn sie die Lagerbestände im RVC meinen, da haben wir ja schon drüber gesprochen, wir haben ja keine verderbliche Waren, doch haben wir wohl. Es gibt Pralinen, die sind besonders bedruckt an der Oberseite, die haben Motive von Duisburg. Und die gibt es nicht im Sommer das ist verderbliche Ware.

Luisa Bauer: Schöne Idee....Für die **Transportprozesse**, wenn zum Beispiel die neuen Brochüren angeliefert werden oder wenn Sie auf Messen aufbauen wollen, die gazon Transportwege welche Schritte sind da beteiligt, damit der Prozess so einwandfrei abläuft?

Inge Keusemann: Also wenn es **kleine regionale Messe** ist, hier in der Stadt oder im Umfeld, dann sorgen wir **selber** für den Transport. Es gibt da ein **Firmenfahrzeug**. Oder wenn wir einen **Hänger** zum auseinanderklappen kann wollen, dann wir der von einen **Gutachter**, der regelmäßig Sachen für uns erledigt, zum jeweiligen Ort gefahren. Weil da braucht man ein großes Teil, der sieht aus wie ein Caminhänger, aber sehr groß und sehr schwer und da braucht man einen bestimmtes Fahrzeug für.

Luisa Bauer: Der wird dann quasi zum Stand ausgebaut?
Inge Keusemann: Ja ganz genau, den kann man so aufklappen, da hat man eine Treppe und kann dann da rein. So, das ist das. Aber bei den großen Messen bei denen wir zusammen mit der Ruhtourismus sind...

Da übernimmt die RWG die Lücke. Die kommt sogar, die komplett nach Holland abholt, und regelt auch die Übernachtungen vor Ort, der Stand wird vorher besprochen, aber alles ist dann schon da.

Luisa Bauer: Im Blick auf den Aufenthaltsort und die Absatzwege und so weiter, haben Sie da vor noch irgendetwas fürs nächste Jahr zu ändern, um da erfolgreicher zu sein?


4. Werbung = Kommunikation des Produktes:

Luisa Bauer: Dann würde ich gerne zum letzten Thema kommen. Im Bezug auf die Werbung oder die Kommunikation des Produktes. Einmal zur Verkaufsförderung. Wie kommt es dazu, dass Ihre Verkaufsförderung ganz flüssig abläuft?

Inge Keusemann: Das weiss ich nicht, ob die immer so flüssig abläuft. Wir haben ja auch schon Produkte schon gehabt, die jetzt nicht sehr erfolgreich waren...Wie kommt es das Ihre Verkaufsförderung...? Ja, das kann ich gar nicht beurteilen, ob das immer glatt läuft. Da gibt es auch Höhen und Tiefen.

Luisa Bauer: Und wenn die glatt laufen?

Inge Keusemann: Also wenn die glatt laufen, dann sieht man es natürlich am Umsatz.

Luisa Bauer: Dann zu Werbung und Inseraten zum Beispiel in der Zeitung. Welche Marktkampagnen waren für Duisburg Marketing am erfolgreichsten, und woran haben Sie den Erfolg messen können?

Inge Keusemann: Also ich sag mal das Zweite kann ich direkt schon beantwortet. Also die Sache mit der roten Couch das war von [Horst] Wackerbarth eine super tolle Idee. Und er hat die Sache unterstützt, er war ja mit der roten Couch schon in aller Welt gewesen. Die rote Couch war ja schon bekannt als er die mit zur ITB genommen hat. Und hat da natürlich nochmal besondere Aufmerksam erregt, weil die nämlich am Eingang plaziert haben, am Hauteingang stand und jeder sich da fotografieren lassen konnte. Das ganze Personal schon, das da auf der ITB rumrennt, die sind jeden Morgen an der roten Couch vorbeigekommen und die Besucher natürlich auch. Da kam eins zum anderen. Wie gesagt die rote Couch war bei der ITB, war aber auch im Landschaftspark. Da ist eine Journalisten aus China speziell zu angereist. Die hat wahrscheinlich, ich sag jetzt mal zum Beispiel vielleicht auf der ITB, was davon gehört, kann ja sein und hat uns angeschrieben und gesagt 'Ich möchte gerne Industriekultur mit der roten Couch verbinden.' Und da haben wir da einen wunderschönen Tag mit der Dame und Ihrem Gefolge und dem
Wackerbarth und nochmal ein Paar Touristen, Kollegen waren mit dabei, RTB war mit dabei, richtig Spaß gehabt. Zum Schluss nochmal ein Gesamtfoto da. Ich glaub da haben wir mit 18, 19 auf den Fotos waren da, die hat dann die Assistenz vom Wackerbarth, dem Künstler, gemacht. Und das muss also dann auch ein großer Erfolg in China gewesegn sein, weil diese Journalisten war also eine sehr bekannte Bloggerin, die für mehrere Magazine geschrieben hat und Fernsehmoderatorin war. Also ich sag mal ja. Aber „wie es denn kommt..?” Gute Idee und die dann auch noch auf ein großes Publikum streuen, das ist Garant für Erfolg. So kurz kann man es fassen.

Luisa Bauer: Dann macht das auch Spaß.

Inge Keusemann: Ja, dann macht das auch Spaß, find ich auch. Das ist schön.

Luisa Bauer: Wie funktioniert denn der Prozess von Werbemedien zum Beispiel Broschüren, Postern, Flyern, Fernsehspots in der Umsetzung beziehungsweise in der Praxis?


Luisa Bauer: Hatten Sie schon mal eine Werbung, die gar nicht geklappt hat?

Inge Keusemann: Wüscht ich nicht...

Luisa Bauer: Oder hat es Schwierigkeiten und Probleme gegeben?

Luisa Bauer: [Vertreterstab/Verkaufspersonal] Zum Verkaufspersonal: Gibt es da...

Inge Keusemann: Sie meinen jetzt unsere Mitarbeiter im Ruhr. Visitorscenter?

Luis Bauer: Ja zum Beispiel. Wie werden die ausgebildet, gibt es da Workshops oder Ähnliches, damit die noch stärker im Verkauf werden?

Inge Keusemann: Also bei uns geht das eigentlich so eher „learning by doing“. Also wenn Sie jetzt nicht aus der Tourismusbranche sind, was ja die Aushilfen bei uns in der Regel nicht sind. Wir haben aber auch Tourismusführer, die dann vor Ort schon mal unterstützen, die sind eh schon ausgebildet. Also wenn jetzt eine studentische Aushilfe kommt, die wirklich aufgefordert sich vertraut zu machen mit den touristischen Highlights, die müssen jedes Museum gesehen haben, die müssen auf Tiger & Turtle drauf gewesen sein, die müssen im Landschaftspark gewesen sein, sonst funktioniert das nicht. Dann sind die gebeten sich mit unserer Karte vertraut zu machen und mit unseren Printprodukten. Die müssen eigentlich alles gelesen haben, damit die wissen Fotographie und ... „Dann geb ich ihm das mit.“ Dann gibt es das natürlich auch im Internet. Da gibt es jetzt schon mal Leute, die sagen „Ich möchte jetzt mit dem ÖPNV von A nach B. Das muss der Mitarbeiter unten nicht unbedingt kennen. Aber dann kann er mal eben im Internet schauen. Aber dann kann er mal eben auf den Plan der DVG schauen im Internet, weil die haben ja alle Internetzugang an ihrem PC. Dann kann er das mal eben Informationen rausholen und dem Kunden geben. So das ist Punkt eins.

Der Umgang mit dem Menschen, das wird prämiert. Da hatten wir auch schon mehrere Mysterychecks und haben sehr gut damit abgeschnitten, also wirklich hervorragend. Und zwar nicht nur vor Ort sondern auch ungefragt von was weiss ich wem gezielt irgendetwas angefragt). Das hat ja inhaltlich von zwei Tagen oder das beantwortet einer eh nicht oder so. Also das sind auch so eine Sachen, die wir durch dieses Service Qualität gemacht haben. Wenn eine Email zu dem Hauptverteiler des Ruhr. Visitorscenters, das ist service@duisburg-marketing.de wenn da eine Email hin kommt, dann kriegt der eine automatische Bestätigung, also „Dankeschön für Ihre Email. Wir kümmern uns kurzfristig darum...‘ Also, dem Kunden wird sofort schon mal suggeriert, alles klar, da ist was angekommen, wir kümmern uns....Machen wir wirklich. Also manchmal in der Hektik des Tages, da geht man das nicht am selben Tag, das man die Email beantwortet, aber am nächsten Tag garantiert.

Luisa Bauer: Dann wissen die Kunden, das ist schonmal angekommen auf jeden Fall...
Inge Keusemann: [Public Relations] So, was macht die öffentliche Beziehungspartner einflussreich...also das versteh ich jetzt gar nicht.

Luisa Bauer: Also, die Partner, die die haben was, also wie soll ich das sagen, ja was macht die einflussreich, was macht die besonders, das die viele Kunden anlocken, oder das die sehr bekannt sind zum Beispiel oder dass die zur ITB nach Berlin gehen.

Inge Keusemann: Also was meinen Sie mit öffentlichen Beziehungspartnern?

Luisa Bauer: Also, die Partner die sie haben, was macht die so machtvolll vielleicht? Also wie helfen die Ihnen Kunden rein zu bringen?

Inge Keusemann: Ja indem sie gut sind, indem sie gute Qualität abliefern. Die Operngruppe am Rhein, das ist ja eine Kooperation zwischen Düsseldorf und Duisburg. Die sind einfach gut. Also was in Düsseldorf gespielt wird, wird auch in Duisburg gespielt. Nicht am selben Tag, aber die haben ja Ihre Programme und die sind sowohl da wie auch hier und Besucher, die sich für Rigoletto zum Beispiel interessieren und an dem Datum nur können, wo das in Duisburg nur ist, dann kommen die eben nach Duisburg. Das ist der selbe Besucher, der würde auch nach Düsseldorf gehen, weil er Rigoletto sehen will.... Also die Qualität ist natürlich sehr wichtig bei den Partnern. Also wenn die nichts sind, dann würd ich...also wenn mir etwas persönlich missfällt, wo ich denke, 'Mann, das ist ja nun wirklich nicht gut', ob das ein Hotel ist oder ein Restaurant. Würd ich persönlich hin gehen, würd ich auch niemanden anders empfehlen, würde es auch keine Partnerschaft geben, also Partnerschaft im Sinne von Arbeit. Also Qualität spielt bei mir persönlich eine große Rolle und die würd ich auch so bei den Kunden angedeihen lassen.

Luisa Bauer: [Direktes/ Persönliches Marketing] Wann Sie direktes Marketing machen, jetzt zum Beispiel bei den Messen stehen und den Kunden die Brochüren vermitteln, wie ist der Prozess, wie machen Sie das, wie sprechen Sie den Kunden an? Wie funktioniert das?

Inge Keusemann: Das müssen wir erstmal schauen, ob der Kunde angesprochen werden will. Es gibt Leute, die sind sofort verschreckt, wenn man Ihnen sagt 'Kann ich Ihnen helfen?' Also das muss man gucken, ob er angesprochen werden will oder nicht. Es gibt Leute, die wollen nur schauen, die nehmen sich haufenweise Prospektmaterial mit, wollen aber nicht reden. Und es gibt Leute, die gerne reden sehr gerne oder wollen sich wirklich auch informieren lassen. Also da muss man ein Gespür für entwickeln und für beides offen sein. Also offen und ehrlich rüberkommen ist sowieso Grundprinzip überhaupt; und nicht die Leute zulabern. Also Informationen ja, aber qucken wie weit der Kunde in die Tiefe gehen will. Also die Information muss bei mit vorhanden sein, ich muss aber abschätzen können, was möchte er denn alles erfahren. Deshalb sortiere ich das auch vorher aus.

Luisa Bauer: Wie machen sie das?

Inge Keusemann: Ich frag ihn an welchen Dingen er denn interessiert ist. Ich brauch einem Sportler nicht zu erzählen 'Gehen Sie in die Oper.' Oder einer alten Dame nicht zu sagen 'Gehen Sie mal in Duisburg zum Klettern an die Wand.'
Luisa Bauer: Gibt es auch, aber...


Luisa Bauer: Dann wollt ich noch zum Abschluss fragen, ob Sie etwas im Bezug auf die Werbung in Zukunft ändern möchten?

Inge Keusemann: Im nächsten Jahr werden wir klären, was wir dann im übernächsten Jahr an Angeboten und Printmaterialien haben. Und wie das mit der Internetseite weitergeht, weil wir werden ja eine andere Firma sein.

Luisa Bauer: Möchten Sie noch einen letzten Ratschlag zum Marketing von Duisburg geben? Oder irgendetwas hinzufügen worüber wir noch nicht geredet haben?

Inge Keusemann: Ja, es ist natürlich immer einfach, wenn man ein gutes Marketingbudget hat, ja wenn die Stadt als solches schnallt, dass je mehr man Geld in Tourismumarketing reinsteckt, um so mehr hat man anschließend wieder zurück, sprich Einzelhandel, Hotellerie, einzelne Institutionen. Das wäre super. Wenn die sagen würden ‘Zack, das Budget ist so und so hoch.’ Da kann man super was klauen dran. Also, umsonst ist unser Werk nicht. Wenn wir ein Budget hätten wie Hamburg, Berlin, München, die haben Marketinggelder. Dann hätten wir auch ein besseres Marketing, das ist ganz klar. Man muss im Gespräch bleiben. Man muss auf die Leute zugehen uns sagen ‘Huhu, hier sind wir und wir sind toll!’ Günstig geht das leider nicht. Also wenn man davon lebt. Man kann nicht sagen ‘Wir sind hier, wir haben gerade kein Geld, um Werbung zu machen.’, dann kommt keiner.

Luisa Bauer: Ja vielen Dank für die Ratschläge!

Inge Keusemann: Ja gerne!

Luisa Bauer: Ich hab auch wieder was dazu gelernt, also wie Sie mir gesagt haben wie die Zielgruppierungen aussehen und wie das Marketing in dem Unternehmen ist, wie die Arbeit aussieht und und welche Informationen wichtig sind auch von den Partnern. Das war sehr interessant.

Inge Keusemann: Sehr gerne.

3. Panel Discussion Via Facebook:

Luisa: Buenas tardes! Soy Luisa de Alemania. Estoy escribiendo mi tesis de mercadotecnia en el turismo. Quiero hacer una discusión por Facebook entre 5 guatemaltecos, 3 salvadoreños
y 2 estadounidenses sobre sus preferencias en vacaciones y de hoteles. Tendrán interés y tiempo? Tal vez conocen a alguien más que pueda participar?

Marlon: Ok pero más tarde.

Luisa: Sí claro. Voy a poner las preguntas y ustedes responden en cuando puedan.

Para empezar puedan escribir su edad, trabajo y nacionalidad cada uno por favor?

Yo tengo 23, soy estudiante y alemana.

Marlon: 25, trabajo en telecomunicaciones, Guatemalteco.

Melissa: Yo tengo 27, trabajo en administración (para una iglesia) y soy de EE.UU.

Santiago: 23, estudiante en Xela, Guatemala.

Marvin: Hola, soy Marvin, tengo 20 años, estudio también y soy guatemalteco.

Ardany: 27, minero de Guatemala.

Luisa: Tengo varias temas, pueden decir su opinión sobre sus preferencias viajando? Viajando:

Reservaciones
Canales de medios
Criterios para acomodaciones
Compras (cuando, como, cuanto, como pagar)
Actividades
Hoteles
Tiempo/temporada
Necesidades y demandas (productos, precios, lugares, promoción)

Entonces primero sobre reservaciones: como hacen reservaciones, que les gusta, que no les gusta allá?

Les gusta hacer la reservación por teléfono, directo en la recepción, la página del hotel, por una página de reservaciones (e.g. Trip Advisor), por agencia de viaje...?

Marlon: Agencia de viajes

Luisa: Y porque allí?

Marlon: Es más específico y seguro

Luisa: Buena asesoría?

Marlon: Siii

Luisa: Entiendo... también usas el internet para hacer investigación antes del viaje?
Marlon: Siiiii

Marlon: Sabes

Marlon Sam agregó a Jairo Calderón Fonseca.


Melissa: Yo normalmente hago las reservaciones por el internet – o una página de reservaciones o la página del hotel.

Marlon: Que bien.

Jairo: Hola a todos. Generalmente la persona hace primero las consultas por teléfono para saber más detalles del paquete o servicio que va a comprar, algunos consultan por promociones familiares o promociones de temporada, actividades complementarias si son destinos de hospedaje entre otros, si el cliente queda satisfecho reserva de una vez vía telefónica y si no entonces lo hace luego por internet en la página del destino turístico que desea visitar. No sé si mi opinión sirve de algo por ser de Costa Rica. Saludos.

Luisa: Muchas gracias Marlon y Sr. Calderón. Mucho gusto. Es información muy interesante, porque me gustaría trabajar en Costa Rica un día. Pero para mi tesis ahora ya tuve entrevistas con dos profesionales (jefe de un hotel y jefa de mercadotecnia de una ciudad) y la discusión es con viajeros, gente ‘normal’, y sus preferencias en vacaciones (reservaciones, actividades, etc.).

Por qué te gusta hacer la reservación por el internet Melissa?

Y a todos: Por qué eligen a un hotel en especial, cuáles son sus criterios?

Ardany: Reservaciones: por internet, primero antes de reservar miro todos los folletos, anuncios, que comodidades tiene y que necesito para disfrutar mis vacaciones y cuando hay una que cumple todos mis servicios prefiero reservar por la página del hotel.

Hoteles: Habitación: bien ordenado, limpio, televisor, cama dura (por enfermedad de la cintura), agua caliente en la ducha, linda vista (afuera del balcón) Servicios: internet (wifi), limpieza de cuarto diario o cada 2 días, servicio de habitación

Empleados: amables y buen comunicadores

Instalaciones del hotel: restaurante (comida internacional y típica de Guatemala, bufé, los 3 tiempos de comida); jardín para relajarse y una cancha de fútbol, juegos de sociedad, y un café bar

Compras: pagar en efectivo, regalos para la familia y unos vecinos como cosas de típicos del lugar, ropa, y comida
Actividades: Salir a conocer cual tipos de comida hay dentro de la ciudad/ el pueblo, deportes (fútbol, natación, correr y andar en bicicleta), conocer el lugar donde hago las vacaciones (naturaleza, lago, si hay un mirador de lo alto para ver la ciudad), hacer amigos para saber más de la ciudad.

Temporada: Verano en marzo, semana santa

Presentación del hotel: por medio de internet (propia página, páginas de reservación como Despegar.com, por revistas, televisión, anuncios por periódico, folletos en las tiendas)

Ventajas que yo tengo de un hotel: relajación en una hamaca (tranquilidad sin bulla), conocer nuevos lugares y hacer nuevos amigos.

Calidad: hotel reconocido por su calidad

Es difícil encontrar promociones de hoteles, pero me gustaría un descuento en la reservación de la habitación.

Y información en el hotel sobre el lugar, cuales actividades hay y un mapa de la ciudad

Pagar en el hotel: en efectivo, pagar una parte cuando reservo y una parte cuando ya estoy en el hotel (al principio) o pagar todo llegando, no necesito crédito

Evaluación del hotel: dejar una nota escrita en la recepción y o su página del hotel (por las buenas comodidades que me dieron del hotel)

Transporte: por medio del hotel del aeropuerto al hotel o por mi propia cuenta de la terminal en autobús público o mi propio carro.

Luisa: Muchas gracias Ardani, muy detallado.

Cómo les gusta hacer sus vacaciones a ustedes Santiago y Marvin?

Santiago: Para vacaciones, me gusta estar en la playa.

Luisa: Y cuáles actividades haces?

Santiago: Jugar futbol de playa, nadar, relajar, fiesta y conocer varios lugares.

Luisa: Explorar la playa en lancha.

Santiago: Para vacaciones, me gusta estar en la playa.

Luisa: Ya me da ganas. Y qué te gusta comprar en tus vacaciones? Y dónde duermes allí?

Marvin: Mm lo más importante para mí en un hotel es que tenga baño privado, TV, Wi-Fi y la limpieza.

Luisa: Y cuáles actividades te gusta hacer en vacaciones?

Marvin: Salir a pasear a alguna playa o a un centro turístico también me gusta ir al gimnasio y hacer mucho deporte.

Luisa: Y en cuál temporada vas normalmente?
Marvin: A la playa en verano y al gimnasio el fin de año por mis estudios.

Luisa: Ah sí pues, y como te buscas un hotel para ti?

Marvin: Mm bueno generalmente vamos a una playa donde haya un familiar de algún amigo.

Luisa: Y duermen allí. Entonces nunca hiciste una reservación?

Marvin: La verdad no.

Luisa: Está bien. Entonces cuáles páginas del internet te gusta usar?

Santiago: Me gusta comprar artesanía. En un hotel con vista a la playa.

Luisa: Y dónde compras y cuanto? Y qué necesita tener el hotel?

Santiago: ...

Marvin: Las que más uso son Wikipedia y Google.

Luisa: Y en redes sociales?

Marvin: Solo Facebook.

Luisa: Y nunca estuviste en un hotel?

Marvin: Si estuve pues.

Luisa: Ah bueno. Qué te gusto en esos hoteles?

Marvin: Mm ya no habían mas cuartos porque ya habían demasiadas personas y nos tuvimos que quedar en el comedor jajaja.

Luisa: En serio? y otro hotel?

Marvin: En serio fue en san marcos porque los que nos invitaron dijeron que la mayoría de hoteles ya estaban ocupados.

Luisa: Vaya, y que te gusto de los instalaciones del hotel?

Marvin: Si de allí no he estado en ningún otro hotel.

Luisa: Y que tal el comedor y todo los demás de este hotel?
Marvin: Aaaa el hotel era como de 4 estrellas jeje tenía tv con cable comedor de lujo los baños eran privados.

Luisa: Ah vaya, nada mal. A que más...cuando haces compras en vacaciones como lo haces? (que, donde, cuanto, como pagas)?

Marvin: Si era de 3 niveles y ya todos estaban ocupados. Comida y algunos recuerdos en los restaurantes y pago en efectivo.

Luisa: Y cómo pagaron en el hotel?

Marvin: En eso si no te puedo ayudar porque como te digo nada más nos invitaron a una actividad.

Luisa: Ah ya, muchas gracias!

.....

Luisa: Marlon, me quieres contar algo de tus vacaciones?

Marlon: Oooo amm bien.

Luisa: Así que actividades haces en vacaciones y como te gusta como sea un hotel hecho solo para ti.

Marlon: Es que ponerle yo salgo y me quedo en casas de cuates por eso no sabría decirte de hoteles...Pero...Responderé eso.

Luisa: Ah muchos lo hacen así en Guatemala.

Marlon: Me gusta salir en bicicleta de montaña, nadar, e ir a juegos extremos.

Luisa: Como cuales? Montañas rusas?

Marlon: Siíi a parte de juegos mecánicos, también Canoppi, Bongy y cosas así... donde se sienta la viva adrenalina.

Luisa: Jaja. Y con quien vas?

Marlon: A veces amigos o en excursiones brindadas por alpinistas, o grupos así.

Luisa: Y esos encentras por medio de una agencia de viajes?
Marlon: No, lo encuentro en páginas de Facebook. O sugerencias de amigos con los que comparto similares actividades.

Luisa: Que interesante. Necesitas algunas cosas en especial para esos actividades? ...para lo excursiones por ejemplo?

Marlon: Solo lo básico, ropa cómoda, recipiente de bebida, ya el resto prefiero conseguirlo durante el trayecto.

Luisa: Y donde se puede comprar en el trayecto?

Marlon: Ejemplo si voy a hacer bicicleta de montaña, alquilo lo necesario, o si voy a la playa no necesito mayor cosa que pantaloneta.

Luisa: Jaja, q más pues? Y en cual temporada te gusta ir?

Marlon: La mejor temporada es noviembre y diciembre... Hay mas disponibilidad y se ven mejores los paisajes.

Luisa: Y antes del viajes también investigas a dónde vas a ir?

Marlon: Si!!! eso es seguro. Veo si es agradable a mi parecer o no, pero también voy con la idea de dejar un amigo en ese lugar para así poder regresar tomándolo como una motivación de visita y distracción futura.

Luisa: Y para tener más contacto mientras?

Marlon: No entendí.

Luisa: Mantienen contacto por Facebook o algún medio hasta cuando le visitas la próxima vez?

Marlon: A siii... esa es la idea no perder la amistad jejej

Luisa: Y tener amigos en...todo el mundo? A cuales países haz viajado otra vez?

Marlon: Vez por eso no podía decirte del todo lo que necesitas porque no he salido de Guate. ...
Luisa: Ah, yo recordaba que sí, no hay problema escribo para un hotel en Xela. Como te gusta Xela? jaja

Marlon: Genial... entre sus habitantes y el buen gusto del salir por las noches y ver su bello parque central iluminado, y sus estructuras que son su patrimonio. Es fabuloso, y más aún porque compartes al salir con personas no solo residentes sino extranjeros.

Luisa: Que te gusta hacer en Xela?

Marlon: Ver el zoológico, pasear por sus centros históricos, y disfrutar de la compañía de las aves en el parque central.

Luisa: Tantas palomas que hay allá.

Marlon: Jajaja siii cabal.

Luisa: Una cosa más te quería preguntar...en cuales redes sociales estas?

Marlon: Twitter, Facebook, Instagram, BBM jejeje

Luisa: Que es BBM?

Marlon: El chat de BlackBerry.

Luisa: Ah okay. Muy bien, mil gracias Marlon!

.......

Luisa: Y donde compras y cuanto? Y que necesita tener el hotel?

Santiago: En algún súper mercado o en el mercado de la localidad. El hotel necesita tener cable sauna o lugares de relajación...y de convivencia.

Luisa: Ah que bueno, q cuales cosas de convivencia te gustan?

Santiago: Bungalows...canchas deportivas...piscinas

Luisa: Y como eliges a un hotel? Investigues antes?

Santiago: Sí.
Luisa: Y en dónde?

Santiago: En internet.

Luisa: En algunas páginas en especial?

Santiago: En INGUAT.

Luisa: Ah que buena idea.

Santiago: Sí.

Luisa: Y cómo reservas un hotel?

Santiago: Llamando al número del hotel…o primero busco y si nos conviene llamamos y lo reservamos.

Luisa: Y con quién vas?

Santiago: Con amigos.

Luisa: Y cuáles son los criterios para elegir un hotel?

Santiago: El paquete y servicios que ofrecen así como también las tarifas.

Luisa: Que es más importante allí?

Santiago: El servicio.

Luisa: Que sean amables los empleados del hotel?

Santiago: Si la atención a los huéspedes hace que quieran regresar

Luisa: Y cuales deseo tienes tu?

Santiago: Como qué?

Luisa: Servicio de habitación las 24 horas, los 3 tiempos en el restaurante…
Santiago: Si las refacciones, los postres.

Luisa: Hmm, entiendo. A mí los chocolates y helados.

Santiago: Uuu que deliciosos.

Luisa: Que más, en cuales temporadas te gusta viajar?

Santiago: En verano…y otoño…

Luisa: Porque?

Santiago: Son las temporadas que me gusta viajar…aunque en invierno también jeje.

Luisa: Si jejeje. Y por cuánto tiempo sales?

Santiago: 3 días.

Luisa: Una cosa más, como te gusta pagar el hotel?

Santiago: Efectivo.

Luisa: En anticipo o al fin de la estadía?

Santiago: En anticipo.

Luisa: Si creo que es todo. Muchísimas gracias Santiago! Me ayuda mucho.

Santiago: De nada estoy para servirte.

Luisa: Hola Melissa, cómo estás hoy?

Melissa: Me gusta usar el internet porque puedo comparar mucha información (precios, reseñas, fotos, etc.)

Luisa: Cuáles paginas usas en el internet para comparar?

Melissa: Normalmente algo como Expedia o Priceline.
Luisa: Bien bien. Dónde te gusta dejar críticos o fotos o videos después de tu viaje?
Melissa: A veces los comparto en Facebook. Y una vez tuve un blog.
Luisa: También cuentas a tu familia o escribes en alguna página que tal tu viaje?
Melissa: Sí, a lo mejor describo mis experiencias a mi familia y a mis amigos. Pero normalmente no dejo comentarios en ningún sitio web.
Luisa: Todavía hablas mucho español en Sacramento, verdad? Se nota!
Voy a escribirte los demás preguntas o temas para que sea más rápido. Entonces, 1. Cómo eliges a un hotel (criterios)?
2. Cuáles actividades hacen en tus viajes?
3. En cuáles meses del año te gusta viajar y por cuánto tiempo?
4. Y cuáles otros deseos tienes de tu hotel y viaje 'perfecto'?
Melissa: Gracias!
1. El precio es importante cuando elijo un hotel, pero también considero el lugar y las críticas de otros huéspedes.
2. Me gusta hacer cosas muy turísticas y famosas en mis viajes, como visitar la torre de Pisa por ejemplo. Pero también disfruto lo inesperado, cuando puedo experimentar un lugar como la gente local. ¡Y por supuesto me encanta probar todo tipo de comida!
3. La temporada de mis viajes depende en el clima de la destinación y también en mi disponibilidad. Pero si el viaje coincide con algún festival o gran evento, mejor!
4. En general busco un hotel cómodo y relajante para que pueda descansarme después de mis aventuras.
Luisa: Cuando dices que consideras las críticas de otros huéspedes cuando elijes un hotel, dónde lees reseñas?
Melissa: Las leo a veces en la página del hotel y a veces en otro sitio, como Expedia.
Luisa: Cómo haces la reservación?
Melissa: Normalmente lo hago en línea.
Luisa: En línea o por una página de reservaciones como tu dijiste Expedia por ejemplo?
Melissa: Probablemente la del hotel.
Luisa: Muy bien, mil gracias Melissa!
Melissa: De nada!
Esteban 30, ingeniero y minero, Guatemala:

Esteban: Luisa, todo bien?

Luisa: Todo bien, y contigo? Me puedes hacer un favor y escribir como son tus viajes en Guatemala?

Esteban: He viajado a Jutiapa…Es muy bonito viajar.

Luisa: Te voy a hacer unas preguntas para que sea más fácil contar.
   1. Cómo eliges a un hotel (criterios)?
   2. Cuáles actividades hacen en tus viajes?
   3. En cuáles meses del año te gusta viajar y por cuánto tiempo?
   4. Y cuáles otros deseos tienes de tu hotel y viaje ‘perfecto’?
   5. Cómo reservas tu viaje?
   6. Cuáles redes sociales usas?
   7. Cuáles sitio de web usas para ver y escribir críticos y dejar fotos de tus viajes?
   8. Y por último, con cuantas personas vas y cómo pagan?

Esteban: El hotel elijo por el precio y la ubicación.
Visito a familia y hago compras.
Viajo en febrero julio y octubre por 3 días.

Luisa: Y porque esos meses?

Esteban: Menos gente.

Luisa: Ah ya entiendo.

Esteban: Mis deseos son que mi hotel tenga piscina y camas limpias.
   No reservo. Solo viajo.
   Redes utilzo Facebook y Whats App…para contactarme con los hoteles. Solo subo fotos al Facebook.
   Normalmente voy con 4 personas.

Luisa: Y dónde lees críticos sobre hoteles?

Esteban: Y siempre se paga en efectivo.
Por Google leo críticos del hotel.

Luisa: Muchos Guatemaltecos me dicen: ‘Solo voy por una recomendación de un familiar o un amigo; no reservan, van y pagan en efectivo. Son espontáneos, verdad?

Luisa: No tienes una página en especial, como Trip Advisor o despegar o algo?
Esteban: No hay una red de hoteles que de referencia. Si es cierto, no planificamos.

Jose Luis, 38, El Salvador, iron and roof company

Luisa: Buenas tareas Sr. Eguizabal!

Jose: Buenas tardes, será un gusto ayudarle Luisa.

Luisa: Me alegra mucho. Por favor cuéntame todo lo posible y de que quiere sobre sus vacaciones. Esto son las preguntas que tengo: Cómo elige a un hotel (criterios)?

Jose: Que sea barato, con promociones, buena atención y aseado.

Luisa: Cuáles actividades hace en sus viajes?

Jose: Natación, montañismo o escalada de cerros, montañas o volcanes.

Luisa: En cuáles meses del año le gusta viajar y por cuánto tiempo?

Jose: Semana santa en abril o marzo. Uno o dos días.

Luisa: Y cuáles otros deseos tiene de su hotel y viaje 'perfecto'?

Jose: Mejores promociones y más días.

Luisa: Cómo reserva su viaje?

Jose: Por teléfono o en línea.

Luisa: Cuáles redes sociales usas?

Jose: Facebook, Instagram.

Luisa: Cuáles sitios de web usa para ver y escribir críticos y dejar fotos de tus viajes?

Jose: Facebook and Instagram.

Luisa: Y por último, con cuántas personas va y cómo pagan?

Jose: Con 2 o 3 en tarjeta.
Luisa: Me puede responder unas cositas más? Cuáles promociones le gustan?

Jose: Promociones de descuentos.

Luisa: Porqué más viajar semana santa?

Jose: En semana santa es una época de fiesta acá en El Salvador u por eso hay asueto o vacaciones nacionales aquí y es más conveniente por mi trabajo.

Luisa: Si dice que reserva en línea, en cuáles páginas?

Jose: www.utravel.com Hay otras agencias de viajes. Yo casi no viajó al exterior del país si no al intruié.

Jose: Es más barato o económico.

Luisa: Nunca estaba en Guatemala?

Jose: Es por mi trabajo. Si. Entrada por salida. Viaje de un día.

Luisa: Viaje de un día a Guatemala? y en general es uno o dos días?

Jose: Si pero es por economía y mi trabajo. Si no me hechan si faltó.

Luisa: Hay algo más que le gustaría contarme sobre sus preferencias en vacaciones?

Jose: Las montañas, lagos y la playa o el mar.

Luisa: Muy bien, muchas gracias Sr. Eguizabal por su ayuda! que tenga un lindo día.

Jose: Gracias. Suerte con tu proyecto.

Karla: El Salvador tiene la ventaja de ser un país pequeño y en un mismo día puedes disfrutar del sol y playa y de la vegetación entre montañas. En vacaciones hay una gran diversidad de cosas que hacer. En este momento la mayor atracción turística lo tiene el lago de Coatepeque, está considerado entre las ocho maravillas naturales del mundo, cada cierto tiempo sus aguas cambian de color y se vuelven turquesa, como en este momento, puede que ocurra nuevamente en varios anos, en el lago hay varios hoteles y restaurantes, hay un ferri, se practica esquí acuático, buceo, etc.

A la par del lago están el volcán de Santa Ana y el cerro verde, los cuales son muy visitados para caminatas, hoteles, etc. El volcán de Santa Ana es llamado el faro del
pacifico, ya que estuvo activo por muchos años y le servía de guía a los barcos en el mar. Tenemos muchas playas y varias son famosas a nivel mundial por surfistas, como: el Tunco y Mizata; en la zona siempre vez extranjeros y nacionales practicando el deporte, hay muchos hoteles y resort al que vienen turistas como Decamerón, real resorts, etc., es común el fin de semana ir a la playa con amigos y familia, muchas personas tienen sus casas en la playa para los fines de semana.

Hay muchos pueblos coloniales que se pueden visitar también, los más visitados están en las rutas de las flores, los que quedan entre montañas, en los que hay muchos hostales y restaurantes, la zona es muy fresca. en los pueblos puedes encontrar iglesias antiguas con arquitectura colonial. También contamos con la ruta maya, en la que se visitan lugares arqueológicos como: Joya de Ceren, las Ruinas de San Andrés, las ruinas de Tamuzal, entre otros. Hay un lugar que se llama termas de Santa Teresa, el cual es un spa que cuenta con aulos naturales, con aguas medicinales en los cuales te puedes bañar. En la capital existen varios centros comerciales con tiendas de todo tipo con marcas nacionales y extranjeras, cines, restaurantes, bares, karaoke, etc.

Hoteles hay de todo tipo como Princess, Sheraton, Hyatt, intercontinental, etc. A unos minutos de San Salvador está el volcán en donde encuentras restaurantes con vistas a la ciudad impresionantes y climas frescos, como: Linda Vista Gardens, las brumas, la pampa, etc.

Tengo un amigo que es surfista con el que te puedo contactar, el realiza excursiones con turistas y te puede orientar que lugares visitan mas. Cualquier otra cosa, con gusto te puedo ayudar.

Luisa: Que interesante saber más de El Salvador. Gracias! También me puedes contar como a ti te gusta viajar? Puede ser afuera del país también. Así como tú haces las reservaciones, como eliges una acomodación, como viajes, con quién, cuándo y por cuánto tiempo etc. y dónde dejas críticos después de tus viajes o con quien hablas sobre tus experiencias?

Karla: Si son viajes dentro del país te pones de acuerdo con tus amigos, haces la reservación por teléfono y vas en carro. Si es en Centroamérica u otro país a través de una agencia de viajes, te hacen el paquete con reservaciones, ticket aéreo, etc. Es bastante cómodo si no dispones de tiempo para estar buscando en internet. Solo les dices las fechas, a donde y cuantas personas y te hacen el paquete.

También he utilizado la plataforma travelocity.com puedes hallar ofertas de vuelos y hoteles a muy buenos precios. Generalmente me pongo de acuerdo con familiares o amigos y hacemos un grupo, tengo 15 días al año de vacación, generalmente las partes en
2 y me voy de vacación 2 veces al año por una semana cada uno. Reseñas no dejo en ningún lugar.

Luisa: Perfecto, muchas gracias Karla, me ayudaste bastante!
Santiago me gusta comprar artesanía en un hotel con vista a la playa.

Luisa y dónde compras y cuánto?
y qué necesita tener el hotel?
Santiago en algun super mercado o en el mercado de la localidad
el hotel necesita tener cable sauna o lugares de relajación
y de convivencia
Luisa ¿ah que bueno? ¿cuáles cosas de convivencia te gustan?
Santiago bungalows
conchas deportivas
piscinas
Luisa y cómo eliges a un hotel? ¿investigas antes?
Santiago
Luisa
y en dónde?

y donde lees críticas sobre hoteles?
Esteban siempre se paga en efectivo
por google lees críticas de hotel
Luisa mucho guatemaltecos me dicen, solo veo por una recomendación de una familiar o un amigo; no reservan, van y ahi en efectivo
no tiene una paga en esas, como trip advisor o despegar o algo?
Esteban no hay una red de hoteles que de referencia
Luisa me gusta a que son muy espontáneos en mi guatemala, aquí ya viene el tocho, más frío, mucho viento
Esteban sí es cierto
no planificamos

y cuales actividades te gusta hacer en vacaciones?
Marvin salir a pasear a alguna playa o a un centro turístico
también me gusta ir al gimnasio y hacer mucho deporte
Luisa ¿y en qué temporada vas normalmente?
Marvin a la playa en verano y al gimnasio en fin de año por más estudios
Luisa ¿ah sí puiks
y como la buscas un hotel para ir?
Marvin regreso a vacaciones en la playa, estuvo chido
y regresés de vacaciones en la playa, estuvo chido
Luisa ¿mmm bueno generalmente vamos a una playa donde haya un familiar de algún amigo
Luisa ¿y durarías allí
entonces nunca hiziste un reservación?
Marvin
Luisa ¿la verdad no
Luisa ¿ja, está bien.
cuales pginas en el internet te gusta usar?
Luisa muchas
Luisa Me puede responder una cosa más
-¿cuáles promociones te gustan?
-porqué más viajar semana santa?
-¿Si dice que reserva en línea, en cuales páginas?
Josue Luis Ok pareme un momento

Luisa ¿claro que sí, gracias
Josue Luis Promociones de descuentos
En semana santa es una época de fiesta acá en el salvador a por eso hay asuelo o vacaciones nacionales aquí y es mas conveniente por mi trabajo
Www.utravel.com
Hay otras agencias de viajes
Yo casi no viajo al exterior del país sito al interoce
Es mas barato o económico
Luisa Nunca estuve en Guatemala?
Luisa [nombre oculto] 11/09/2015 10:03
Muy bien, mil gracias Melissa 😊

11 de septiembre

Luisa [nombre oculto] 11/09/2015 15:03
Ah, te olvidó preguntar: cómo haces la reservación?

13 de septiembre

Melissa [nombre oculto] 13/09/2015 4:44
Normalmente lo hago en línea.
Y de nada 😊

14 de septiembre

Luisa [nombre oculto] 14/09/2015 15:56
Ya te respondió?
En línea por la página el hotel o una de bookings?

17 de septiembre

Melissa [nombre oculto] 17/09/2015 4:28
Probablemente la del hotel.
Y no, aún no me respondió.

17 de septiembre

Luisa [nombre oculto] 17/09/2015 12:46
okay, thanks

Image Appendix IX.a: Proof of Panel on Facebook, 20.8.2015 to 21.09.2015
Appendix IX: Axial Coding of In–Depth Interviews and Panel Discussion

Consumer Segmentation Characteristics

- Demographic: Age, gender, education, family size, family life cycle, occupation, social class, religion, ethnicity
- Geographic: urban, suburban, rural, regional, city size, climate, landforms
- Lifestyle: consumer opinions and interests, motives, personality, aspirations
- Socio-cultural behavior: purchase occasion, benefits sought, loyalty, price sensitivity

The Marketing Mix

Product:

- Products and services
- Benefits sought: understand benefits sought
- Packaging: emotions, functionality, innovation, communication, eye-catching, material development, design, shape, color; extravagance, charge more
- Brand names: customer loyalty and a competitive advantage, help (from linguists, computer programs, internal creativity techniques), differentiation from competitors, easy to remember, trigger senses of audience, support positioning, establish personal character, symbolized global things
- Product quality: quality officer, hotel standards
- Product design: characteristics, features, performance; functionality, high quality to low cost (time and price attractiveness)
• Features: promote mentioning benefits (as a result)
• Installations: installation and service (painting, carpeting, changing all base, flooring, texture coating), channel system
• Warranties: simple words, plan for customers in case of problem, law requirements
• After sales services: activities, needs and demands, word-of-mouth, after sales services techniques, support to install, complaints, exchanging wrecked products, feedback, communication
• Delivery: speed, small footprint, automate program, labor costs, industrial accidents
• Credits: sales of product and services, terms of payment, accounts payable

Price:
• List price
• Discounts: quantity, cumulative quantity, seasonal, trade, promotional
• Allowances: types (trade-in, promotional)
• Payment periods: time span, relation between company and customer, ways to pay (credit card, direct debit payment)
• Credit terms: payment time, size of the business, industry standards and competitors, cash flow
• Pricing strategies: penetration, skimming, premium, objectives

Place:
• Distribution channels: intermediaries, place, time and quantity
• Coverage: internal and external dynamics, concentrated marketing, market segmentation, niche marketing, undifferentiated, differentiated marketing
• Assortments: depth an width, core, basic and edge assortments
• Location: where sold/provided, brick stores/facilities/virtual places
• Inventory: past and current sales, stage of competition, economic position
• Transportation: roads, railways, waters, air or pipelines, costs, nature of product, consumer demands, distance, warehousing

Promotion:
• Sales promotions: (offers for a short time span to generate sales)
• Advertisement: communicating product via media, help by advertising agency
• Sales force: objectives to augment sales volume, introduce new products, minimize selling costs, compensate competitive promotions, develop internal working processes or new prospect lists, activities, development of sales force’s skills
• Public relations: (establish relationships with stakeholders)
• Direct marketing: (face to face communication)
Research Questions:
1c: What are lifestyle characteristics?
1d: What are characteristics of socio-cultural behavior?
1f: What are segment specific needs and demands of future clients of Hotel Imperio Inn?

<table>
<thead>
<tr>
<th>Open Codes</th>
<th>Properties</th>
<th>Examples of participant’s words</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guatemalans:</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| • Nature and people oriented activities | • FAM trips  
• Nature trips (beach)  
• Meeting people | See more landscapes, making friends to have a motivation to visit and have a future distraction, Quetzaltenango is great because of people, meet a mix of local and international people, beach, exploring the beach by boat, hotel at the beach, beach in summer, visit family member or friend at the beach |
| • Relaxation need | • Silence  
• Comfort and Cleanliness  
• Some luxury | Hot shower, organized and clean, relaxation in silence, feedback for the comfort and amenities provided, more availability and one can see more landscapes, relax (2), private bath, TV (2), cleanliness, four star hotel, luxurious restaurant and a private bath, less people |
| • Getting to know | • People  
• Destination | Getting to know the destination, getting to know new places and making friends, getting to know people, meet people, shopping (2) |
| • Sportive | • Football  
• Swimming | Adrenaline, play football, swimming, sport fields and pools, do a lot of sports |
| • Price sensitive | • Not much hotel visits  
• Staying over with family and friends  
• Mostly paying in cash | Never visited a hotel, stay over with friends, the price, paying in cash, due to price and location, always pay in cash |

<p>| Salvadorians: | | |
| • Nature oriented | • Hiking and climbing in the mountains | Alpinism, climbing hills, mountains and volcanoes, mountains, lakes and beach and |</p>
<table>
<thead>
<tr>
<th><strong>Lakes</strong></th>
<th><strong>Beach</strong></th>
<th>sea, volcanoes, lakes and beach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People oriented</strong></td>
<td><strong>FAM trips</strong></td>
<td>With two or three people, communicate with friends, talk to my family and friends to go with a group</td>
</tr>
<tr>
<td><strong>Relaxation need</strong></td>
<td><strong>Few holidays</strong></td>
<td>More convenient due to my work, I cannot be absent, 15 days holidays yearly,</td>
</tr>
</tbody>
</table>
| **Comfort need** | **Reservations via telephone or travel agencies**  
**Comfort**  
**Saving time** | Pay with credit card, reserve by telephone or travel agency (2), more comfortable instead of using a lot of time on the internet |
| **Price sensitive** | **Discounts**  
**Economic**  
**Best prices** | Better promotions like discounts, cheaper, due to economy and my work, very good price, within El Salvador (2) |
| **US–Americans:**  
**Internet oriented** | **Investigation via internet**  
**Reservation via internet** | Possible to compare many information (prices, reviews, photos), Expedia, Priceline, hotel website, share in Facebook, Blog, reservation on hotel website |
| **Planning** | **Reading reviews** | Possible to compare information, evaluations from guests |
| **Getting to know** | **Adventurous**  
**Sightseeing**  
**Events** | Tourist and famous things, Tower of Pisa, crazy people and all kinds of food, festival or event, to rest after adventures |
| **Sales Manager and Head of Marketing:**  
**Nature oriented (GUA, SV)** | **Location in nature**  
**Relaxing atmosphere** | At a lake, Landhaus style, atmosphere, not much smoke or traffic, theme-oriented, tour guides |
| **People oriented (GUA, SV)** | **Controlling the market changes** | Changes in customer and market, micro and |
| **Sports oriented**<br>(GUA) | **Connect clients wishes to the product**<br>**Public Relations**<br>**Knowledgeable Sales Force**<br>**Service quality**<br>**Flexibility for clients**<br>**macro markets, groups, weekend arrangement for couples, Crime–Dinner, product development in line with target market, wishes of clients, season, great idea needs a great audience, public relations, staff is trained, service quality, mystery checks, attentiveness, two locations, worth-of mouth, two types of people, open, honest, informative** |
| **Comfort/Relaxation**<br>(GUA, SV) | **Offering different hotel rooms (TV, hot shower)**<br>**Eager to improve services**<br>**Asking for feedback**<br>**Threat reconstructions**<br>**Different room types: standards, comfort, economy, family and suite, duty managers, questionnaires, to improve services, on demand, annual bookings, feedback of client, satisfied client is the highest goal, reconstructions, escape routes, lawyer, general terms and conditions** |
| **Price sensitive**<br>(GUA, SV) | **Offering discounts and promotions**<br>**Daily pick-up report**<br>**Rates**<br>**Upgrades**<br>**Price ranges**<br>**Pricing strategy (2), start with low price, best available rates, credit card, in cash, book via website or corporate rate, pick-ups, corporate rate from Monday to Thursday, Front Desk personal upgrades, starts with maximum price range, discounts for insufficient service, sell-outs, promotions, publicity, free tickets** |
| **Getting to know**<br>(GUA, USA) | **Offering different theme tours**<br>**Offering events and festivals**<br>**Offering combinations**<br>**Events, fairs, industry in combination with an event, tours** |
| **Internet oriented**<br>(USA) | **Offer online (website)**<br>**Reservation systems up-to-date**<br>**High rank and awards on booking websites**<br>**Reservations by iPhone and iPad, change booking and suppliers, preferred partner on Booking.com, sixth rank of hotels in Duisburg, online (2), website (2), digital download, website updated** |
Appendix X: Implementation Supplements

1. Application of Meta Tags (Place)

Suchmaschinen-Online.de (n.d.) claims if putting a website to a search engine, it will scan it with a so called ‘Spider’. The Spider is looking for information in form of meta tags (normally: <meta name="meta name X" content="content Y">). Effective meta tags help to get a higher rank on the hit list of the search engine website. Implementation:

a.) Open HTML Modus with your homepage editor. The <head> tag is the start, now there is space to fill in meta tags, </head> shall stand at the end (after the meta tags).

b.) For keywords: <meta name="keywords" content="key word a, key word b, key word c"> Separate key words by a comma.

c.) For content: <meta name="page-topic" content="service a, service b, service c"

d.) For a description (maximum 255 words): <meta name="description" content="Hotel Imperio Inn located in San Mateo, Quetzaltenango has 17 rooms, junior suites including Jacuzzi, triple, double and singles rooms. Free parking, television, playground, laundry service and engaged staff"> for instance.

e.) To repeat identification of the website through the Spider more often for actualizations: <meta name="revisit-after" content="7 days"

f.) The end tag (at the end of the web text) may say: <meta http-equiv="language" content="espanol, es"> to known which language is used on this website, especially as it has the ending .com (www.Hotelimperioinn.com) which is normally associated with an English website.

(Image Toolbar may be used to prohibit third parties to download photos. All webpage photos however include the logo and name of the hotel, so it may even be a benefit if potential guests download them.) It is recommendable to enter meta tags on the Homepage as well as on the sub pages of the website, adjusted to the content of the sub page (Suchmaschinen-Online.de, n.d.).

2. Steadily Making Use of the Target Market’s Feedback

Hotel Imperio Inn is available on Booking.com. There are two recent comments which say that the address needs to be updated otherwise the hotel is difficult to find. Another complaint is regarding the use of
common credit cards at the hotel. It says VISA is accepted, however not MasterCard as wrongly stated on Booking.com. Repeated positive feedback on the same patterns can be seen as strengths that might be unique selling points. Here, cleanliness, comfort and personnel are highly valued in the overall ranking. A unique selling point may be the best price-performance ratio guarantee. Ethnicity is currently guaranteed by 100%. Hotel Imperio Inn is recommended to steadily read and analyze feedback from guests on booking websites and Social Media platforms, respond and undertake adequate changes in the business.
### Hotel Imperio Inn

**Address:** Diagonal 2, 1-20 kilometro 209.5 carretera interamericana zona 3, San Mateo, 09010 Quetzaltenango, Guatemala – Map and directions

**Online Booking:** [Reservieren](#)

#### 100 % echte Bewertungen

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sauberkeit</td>
<td>9,7</td>
<td></td>
</tr>
<tr>
<td>Lage</td>
<td>9,4</td>
<td></td>
</tr>
<tr>
<td>Komfort</td>
<td>9,0</td>
<td></td>
</tr>
<tr>
<td>Ausstattung</td>
<td>8,5</td>
<td></td>
</tr>
<tr>
<td>Hotelpersonal</td>
<td>9,0</td>
<td></td>
</tr>
<tr>
<td>Preise-Leistungs-Verhältnis</td>
<td>8,5</td>
<td></td>
</tr>
</tbody>
</table>

#### 8 Bewertungen

**Laura**

*16. September 2015*

**8,8**

"Excelente."

No es Quetzaltenango, sino a 10 Km de esa ciudad. Necesitamos estar cerca de la salida para Cantel y confiamos en el mapa de booking.com, pero el error del sitio nos confundió e hizo que perdáramos mucho tiempo encontrando el hotel, y luego saliendo para buscar la ruta correcta a Cantel. En el desayuno, incluyen solamente a 4 personas a pesar de que indicamos claramente en la reserva de que éramos 7. Además, nos cobraron la leche que pedimos para el café.

**Omar**

*15. September 2015*

**10**

"Atualizan la dirección de google. Está muy bien ubicado y las instalaciones son modernas."

No aceptan tarjeta Master Card, a pesar de que el sitio booking.com lo indica, solo aceptan VISA. Este es un problema porque no hay cajeros automáticos cercanos para pagar en efectivo si no tienes VISA. La ubicación que da booking.com es incorrecta, lo correcto es aproximadamente San Mateo, Guatemala 14.93519, -91.59742.

**Germano**

*25. März 2015*

**8,8**

"Struttura molto buona dall’ottimo rapporto prezzo/qualità."

Accettano solo la carta VISA, non altre.

Cameretta spaziosa e pulita. Colazione inclusa nel prezzo a scelta.

*Image X.a.: Example of Hotel Imperio Inn’s Guests Feedback, Booking.com 2015*
3. Amenity Program (Promotion)

<table>
<thead>
<tr>
<th>Celebration</th>
<th>Date</th>
<th>Amenity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birthday</td>
<td>variable</td>
<td>Cake, vine/toy car/doll</td>
</tr>
<tr>
<td>Marriage</td>
<td>variable</td>
<td>Candle light dinner for 2</td>
</tr>
<tr>
<td>Anniversary</td>
<td>variable</td>
<td>Champagne/vine</td>
</tr>
<tr>
<td>Mother’s Day</td>
<td>May</td>
<td>Flowers, chocolates</td>
</tr>
<tr>
<td>Father’s Day</td>
<td>July</td>
<td>Beer, key chain HII</td>
</tr>
<tr>
<td>Eastern (Semana Santa)</td>
<td>March/April</td>
<td>Easter breads, sweets</td>
</tr>
<tr>
<td>Independence Day</td>
<td>15.9.</td>
<td>Key chain Quetzal</td>
</tr>
<tr>
<td>All Sanits’ Day</td>
<td>1.10.</td>
<td>Cup HII</td>
</tr>
<tr>
<td>Christmas</td>
<td>25.12.</td>
<td>Maya scarf</td>
</tr>
<tr>
<td>Repeating Guest</td>
<td>variable</td>
<td>Fruits with liquid chocolate</td>
</tr>
</tbody>
</table>

Ask during reservation or at reception on arrival if they celebrate a special day during their stay.


<table>
<thead>
<tr>
<th>Media Channel</th>
<th>(Potential) Partner</th>
<th>Requirements</th>
<th>To send/update</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magazines</td>
<td>Entre Mundos</td>
<td>1–2 pages text about HII, advertisement</td>
<td>Quarterly</td>
<td>Exchange one overnight stay per semester</td>
</tr>
<tr>
<td>Newspaper(s)</td>
<td>El Diario, Prensa Libre</td>
<td>Advertisement banner, 4 lines text</td>
<td>Monthly</td>
<td>Exchange one stay per semester</td>
</tr>
<tr>
<td>Travel Agent/Tour Operator</td>
<td>Adrenalina Tours</td>
<td>1 catalogue page with details of hotel</td>
<td>All 6 months/yearly new catalogue</td>
<td>Exchange one stay per semester</td>
</tr>
<tr>
<td>Newsletter</td>
<td>Internal Marketing</td>
<td>1–2 pages digitally, send to database</td>
<td>Monthly</td>
<td>/</td>
</tr>
<tr>
<td>Booking Websites:</td>
<td>Trip Advisor</td>
<td>Setting up account, booking 10% discount</td>
<td>Initially</td>
<td>/</td>
</tr>
<tr>
<td></td>
<td>Trivago</td>
<td>Setting up account, booking 10% discount</td>
<td>Initially</td>
<td>/</td>
</tr>
<tr>
<td></td>
<td>Expedia</td>
<td>Setting up account, booking 10% discount</td>
<td>Initially</td>
<td>/</td>
</tr>
<tr>
<td></td>
<td>Hotels.com</td>
<td>Setting up account, booking 10% discount</td>
<td>Initially</td>
<td>/</td>
</tr>
<tr>
<td></td>
<td>Booking.com</td>
<td>Setting up account, booking 10% discount</td>
<td>Initially</td>
<td>/</td>
</tr>
<tr>
<td>Yellow Pages</td>
<td>Xela Pages</td>
<td>Advertisement banner</td>
<td>Monthly</td>
<td>Exchange one stay per semester</td>
</tr>
</tbody>
</table>
Hotel Website | Internal Marketing | Booking 10% discount | Update monthly or as needed | /  
---|---|---|---|---
City Maps | Xela Maps | Advertisement banner | Monthly | Exchange one stay per semester  
Social Media | Facebook | Create app, use segmentation option via advertisements, build audience, make them active | Weekly | 5€ per advertisement (Facebook, 2015)  
| YouTube | Setting up account also on Google+, add links and channels (SproutSocial, 2014) | Monthly |  
| Google+ | Setting up account, build up brand and network, create conversations (Google+ Brands, n.d.) | Monthly | Pay ads only when people engage (Google+ Brands, n.d.)  
| LinkedIn | Setting up account, attract followers, find business partners, build relationships (LinkedIn Corporation, 2015) | Monthly |  

*Exchange=Publication in media channel as exchange for one or two free nights in the hotel (still to be discussed with partners)*

5. **Controlling Distribution Channels**

Revenue (Rev), amount of guests (AG) and amount of hotel rooms per type (HR) per month per distribution channel:

<table>
<thead>
<tr>
<th>Distribution Channel</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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</thead>
<tbody>
<tr>
<td>Personal at Reception</td>
<td>Rev:</td>
<td>AG:</td>
<td>HR:</td>
<td></td>
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<tr>
<td>Returning Guest</td>
<td>Rev:</td>
<td>AG:</td>
<td>HR:</td>
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<tr>
<td>Advertisement</td>
<td>Rev:</td>
<td>AG:</td>
<td>HR:</td>
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<td>Hotel Website</td>
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<td>AG:</td>
<td>HR:</td>
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<td>Booking Websites:</td>
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<td>HR:</td>
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<tr>
<td>Trip Advisor</td>
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<td>Expedia</td>
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<td>Hotels.com</td>
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<td>Booking.com</td>
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<tr>
<td>Other</td>
<td>Rev:</td>
<td>AG:</td>
<td>HR:</td>
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<td>Newsletter</td>
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<td>Word of Mouth</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
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</tbody>
</table>

5.1 Newsletter Example for January
6. **Controlling Geographic Segmentation**

Emphasis is on Guatemala, El Salvador and the USA again as they are the main incoming markets of Guatemala.
<table>
<thead>
<tr>
<th>Revenue by Geographic Segments</th>
<th>Revenue</th>
<th>Occupancy</th>
<th>Type of Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td></td>
<td></td>
<td>HS</td>
</tr>
<tr>
<td>*USA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South America</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Guatemala</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>*El Salvador</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Africa</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Abbreviations**

- HS: Single Room (Habitación Sencilla)
- HD: Double Room (Habitación Doble)
- HT: Triple Room (Habitación Triple)
- JS: Junior Suite

### 7. Market Segmentation Report (Place)

Ask during reservation or arrival for their country’s origin and distribution channel they heard and booked Hotel Imperio Inn. Additionally note duration of stay, purpose of visit and if applicable discount given. Create a data base with the guest’s name, email, telephone number, nationality, and his/her preferences like the room number, distribution channel where they heard of HII, purpose of stay, discount given, extra wished, etc..

The result is a differentiation of high and low seasons and possibility to adjust the media plan and amenity program accordingly.