Marketing Plan for the TERRACE Restaurant at AMBA Hotel Charing Cross

An Advice on Attracting More Customers to Raise Profits of the TERRACE Restaurant

Thesis C

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Foreword

I am writing my thesis after two great years of SDP programme at the Saxion University of Applied Sciences with huge expectations and interest. Even before starting the management internship semester I decided to go to London to gain some work experience and find a possible client for my thesis project. Thanks to my internship in the Amba Hotel Charing Cross, where I experienced a real hospitality business more than an internship student can wish for and expect, I have decided that Amba will be a great client for my thesis project. My experience allowed me to have a critical look at internal and external processes and this experience supported my interest in writing a document which could be implemented in an environment which I am familiar with. I hope to develop an efficient marketing strategy which will help to attract more guests in such a noble environment as the Terrace restaurant truly is. Therefore, I hope that this thesis report can help to make a Terrace restaurant full of customers and consequently create a greater atmosphere there.

During my studies and the management internship mentioned above, I realized that I would like to gain a deeper knowledge of marketing, advertising and sales. Apart from gaining this knowledge I have discovered that I tend to work on the other side of the hospitality business – the supplier side. Therefore, this thesis project can be considered as a base for gaining knowledge of both internal and external processes in the Amba Charing Cross Hotel. After learning more, I hope I will be able to understand those processes and supply all the products and services which the supplier may offer to the hospitality market. After conducting my research and finishing this thesis project as well as the degree from hotel management, the Bachelor of Business Administration degree will help me in my future career. Additionally, I would like to thank the Amba Hotel Charing Cross employees and management team for all their help and support while doing my management internship and also during the process of writing this thesis project. Last but not least I would also like to express my warmest thanks to all teacher from the Saxion University of Applied Sciences, especially my examiners, Mr. Ralph van Dijk and Mr. Marc Vink, for all their valuable pieces of advice, evaluation and feedback.

I hereby confirm that the present thesis is solely my own work and that if any text passages or diagrams from books, papers, the Web or other sources have been copied or in any other way used, all references – including those found in electronic media – have been acknowledged and fully cited.

6th June 2017

Martín Kramný
Management summary

The Amba Hotel is a four-star property in the Central London with a great occupancy index, thus the Terrace restaurant deserves the same occupancy and positive appreciation from customers. This thesis project advises the client, Terrace restaurant at Amba Hotel Charing Cross, on management question such as how the management team can improve their marketing strategy towards the local guest. As a consequence of local marketing strategy, growing occupancy index is expected, as well as rising profitability of the Terrace restaurant. The objective of this thesis project is to present an effective piece of advice and/or recommendation on local marketing plan in order to rise occupancy of the Terrace restaurant and therefore to increase the profits of the F&B department.

The basic principle is in creating personal profiles of possible customers and finding their preferences on communication channels. Based on those characteristics, the communication and promotion tools towards the local customers are described, evaluated and implemented in the local marketing strategy. The strategy considers the mission of a client who wants to ‘continuously create best guest – centred hospitality experience.’ The values are representing words such as ‘passion for creating seamless atmosphere, honour which represents the best possible provided services and an integrity which is represents the fact that all guest are appreciated and welcomed.’ Especially the integrity is emphasized in the strategy which concentrates on different customer groups. The company vision is to be ‘the leader in guest satisfaction and employee engagement.’ This vision will be achieved by ‘doubling prime value and economic profit every 3–5 years.’ Keeping all aspects of this mission and vision in mind, it is trying to advise the local marketing strategy targeting at diverse customers, considering the guest satisfaction along with reviews, while focusing on rising profits.

Marketing, the market segmentation, communication channels and promotion are core concepts researched in the literature review. The quantitative research will collect personal data and preferences of the clients, which will be than analysed. The research instruments are: the questionnaires given to actual customers of the Terrace restaurant, the desk research and the literature review. All the data collected during the research are analysed afterwards and result in alternative solutions.

The advisory part is elaborating and evaluating all alternative solutions. The best solution is established on criteria such as: costs, impact, return on investment and reachable audience. The advice combines communication channels with targeted promotion tools and specific advertising approach towards every target group. The effectiveness of local marketing strategy is measured by balance scorecard performance tool. The recommended process is then implemented within a framework of PDCA cycle. The Terrace restaurant management is advised to target at various customer groups. Each target group has its own specification and requirements concerning communication channels and advertising methods, which are described in chapter 5 Advice.
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1) Introduction

This thesis report is final document of my International Hotel Management studies at Saxion University of Applied Sciences. This thesis project is based on a personal experience in client property while internship in the 4th year of my studies 2016/2017. The client, Amba Hotel Charing Cross, provided me with a great experience in one of the best hotels in London. This thesis is offering a new promotional perspective for the management team and is focusing on increasing profit of the Terrace restaurant.

1.1 Reason behind thesis project

The reason behind this thesis report has a character of a new perspective on local marketing mix and therefore has an informative intent. The objective of the Advice is to convince a client management team, that implementation of recommended solution is feasible and beneficial for the client company. Formulated management question will be answered and supported with researched findings. Amba Hotel Charing Cross wants to increase profits of the Terrace restaurant. The client is a customer oriented hotel, where values and customer service has high expectations. The expectations are two sided: the customers expect the desired level of services, which they paid a price for, and on the other hand, the owners are having the financial expectation which they desire after investing money in a brand such as Amba.

1.2 Background information of the client

The hotel is offering free Wi-Fi and hi-tech equipment following the latest trends. Hotel occupancy is above average – over 75%, but the profits of the Terrace restaurant are stagnating. The key elements of client values are:

1. Continuously create, develop and deliver the best guest oriented experience in the industry.
2. The financial ambition of the company is “doubling prime value and economic profit every 3–5 years.” (Amba 2016)

The Terrace restaurant is offering 69 seats, available for lunch, afternoon tea and dinner service. Additional 24 seats are available in the bar area. The expectation after implementing the advice is to fill the restaurant with 80% occupancy per serving period, therefore to have stable 55 covers for lunch, 55 for afternoon tea and 40 for dinner – dinner service is more complex and time-consuming. This expected situation is reachable since the location of the hotel is surrounded by heavily busy walking corridors and fifth busiest London terminal – The Charing Cross station with more than 42 million passengers annually. Despite all, the actual situation is dramatically different. The hotel restaurant occupancy some days even reaches 0%. Personal experience from the client environment obtained while the internship is ensuring me, that this topic is relevant for the client.

After describing background information of the client property, it is obvious that management problem is; how to attract those potential 150 customers per day to fulfil the capacities of the restaurant. The location of the hotel is an advantage and a disadvantage together. The surroundings of the hotel are in one of the busiest parts of the Central London. Thanks to that, there is a tough competition in this
specific location. The main reason of this thesis project is that the F&B department of Amba Charing Cross is below budget – £15.000 depending on the month. Usual department budget is between £100.000 to £130.000 per period – accounting month. The ambition of this project is to present an opportunity for the client, where the study of words such as local customers, local targeting, communication channels or promotion will be presented. The central problem of the Amba Charing Cross hotel is a lack of promotion, marketing and communication with customers. Since the Terrace is a hotel restaurant it can be wise to focus on hotel guests. But more feasible is to find a local client who may become a regular guest.

The ambition of this thesis project is to design and recommend a local promotional marketing plan for the Terrace restaurant at Amba Charing Cross Hotel to reach revenue targets. At this moment, the actual profits are below the budget. Ms Kefford, the VCGM deputy of the hotel stated interview (January 2017) that the restaurant has good standards, good menu, fabulous location, however competition in this location and the fact that restaurant is on the first floor are negative facts for revenue growth. Naturally, after the description of the client and reasoning behind the project, the management question is stated.

Management question

*How can F&B department of Amba Hotel Charing Cross improve its local marketing strategy towards the local customers and raise the profits of the Terrace restaurant?*

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

- What is the key element in order to improve local marketing strategy of the Terrace restaurant at the Amba Hotel Charing Cross?
- What are personal characteristics of the Terrace restaurant customer?
- What are practical steps which the Terrace restaurant management should consider to implement the local marketing strategy? – Implementation plan
- What critical success factors and performance indicators to set in order to analyse if the local marketing plan implementation was successful?

In order to gain deeper knowledge and then answer the management question, the following central research questions and its sub–questions are created. By answering the central research questions, knowledge of theory and a customer characteristic has to be gathered. Demographic, geographic, buyer behaviour characteristics provide us with enough information about the clients. As second research question, the ways of approaching guest are elaborated and described.
1.3 The central research questions

1) What are the characteristics of customer who may be interested in the concept of the Terrace restaurant?
   a) What are characteristics of target group?
   b) What are demographic characteristics?
   c) What are geographic characteristics?
   d) What is buyer behaviour?

2) How to approach targeted customer?
   a) What approach is more effective towards the client – traditional or modern marketing model?
   b) Which communication channels to use for communication with the customer?
   c) What is most effective – by target customer used social media?

The objective of this thesis project is to answer the management question and to present valuable recommendation on a local marketing plan in order to rise occupancy of the restaurant and therefore to increase the profits of the F&B department. Considering the management problem, to formulate valuable advice for the client the following information will be needed: Demographic and geographic characteristic of potential guest will be collected in form of questionnaires. From an interview with the VCGM deputy Sally Kefford, we can say that the restaurant has to focus on local customers – London inhabitants. The main purpose of this thesis research is to allocate the local guest. The VCGM deputy has conducted that the hotel guest is very special in terms of different expectations of quality of services. Moreover, there are different guests for business lunch, quiet afternoon tea or a romantic dinner. Therefore, different aspects of the marketing mix are needed.

1.4 Core concepts

The core concepts are marketing, market segmentation, communication channels and promotion. Above stated core concepts are formulated in line with two central research questions its sub-questions to provide valuable data. To be able to provide the client with valuable recommendation, the segments of marketing mix has to be set correctly towards the local customers.

To gain a deeper understanding of the reason behind the research questions, these lines are describing the current IST situation which is deducted from personal experience and observations. On the other hand, the SOLL situation, which advice part of the thesis project will target for.

IST situation:

The Amba Hotel Charing Cross is advertising and cooperating with many partners and third-parties’ servers (Bookatable, Timeout or Afternoontea.co.uk), which are advertising and selling products of the client. Although those partners are offering client products, the occupancy of the Terrace restaurant is not adequate with expectations. Moreover, those partners are charging the client fee, which differs a lot. The client is not using its building and close surrounding to promote its services. The Terrace
The restaurant is not visible since it is located on the first floor. The client is also using an account on social media such as Facebook, Twitter or Instagram, but is not particularly active.

**SOLL situation**

The Amba Hotel Charing Cross is visible and attractive for close surrounding and on social media. The promotion department of the Terrace restaurant is using different communication channels where the close contact with a potential customer is made. Typical way by banners, posters, gift cards and vouchers, but also by using modern channels such as social media, AdWords by Google, using “foodies” blogs and pictures – Yelp, loyalty programme and lastly email newsletters. This example of the promotional mix with right targeting and planning should attract more customers and will bring additional profits.

**1.5 Reading guide**

Reading of the thesis report is structured from the bottom – research and central research questions up to the top, which will be a recommendation for the client. To visualise this process, the model of Maslow triangle of needs is used as a template. See figure 1.

The base stone of the thesis report is a statement of management problem and central research question which are in line with client needs.

A theoretical framework where the description of search methods, search engines and criteria of the research are specified. The definition of the core concepts and operationalization, approach to the research, approach to the advisory part, planning and organisations.

Next section of the hierarchy is an approach to the research were examples of research strategy, data collection methods with data sources. To evaluate the information’s, the data analysis methods, analytical research and evaluation are used.

Then the main elements and aspect of advice as long as a financial implication of advice will be processed into the local marketing implementation plan.

*Figure 1. Own illustration*
2) Theoretical framework

This part of the thesis project consists of a description of the literature used, search engines including search terms and also criteria in order to evaluate search results. Those results will show the relation between literature review, search results and core concepts – marketing, market segmentation, communication channels and promotion.

2.1 Literature selection

The search methods are used to gain knowledge and deepen understanding of the keywords as marketing in hospitality, targeting, promotion, communication channels and local guest. The quantitative research method is used to understand motivations and characteristics of a guest. The theoretical framework consists of a description of used literature and literature findings. The criteria of the sources: they have to be scientific, reliable, related to marketing, hospitality and to this thesis project. The theoretical framework is in line with those core concepts: Marketing, market segmentation, communication channels and promotion.

The triangulation – at least three definitions per core concept were applied to validate and state reliable information. The sources and definitions had to be specialised in marketing, hospitality and communication with customers.

The search engines used for researching the data are (Google, Google Scholar, Google Books, CiteSeer, Searchengineland). Furthermore, to support the core concepts with valuable data, following search terms or keywords were used (marketing plan, marketing strategy, marketing definitions, marketing mix, segmentation, target group, local, communication, local advertising, promotion of hotel/restaurant).

In order to evaluate a quality of search results, search criteria were determined using the AAOCC method. Accuracy to determine whether a document is accurate for the research, authority to check whether the author is authorised of writing such a source, objectivity to make sure facts and opinions are separated, currency to determine if a source is still valid today and coverage to determine how much of the topic is covered. (McMillin, 2014). See appendix VI for AAOCC criteria table.

2.2 Literature review

Definition of core concepts and relations with research questions.

Segmentation

Core concept segmentation can be summarised by the STP strategy – which is representing the Segmentation, Targeting and Positioning. This philosophy is implementing an approach which suggests that mass market consists of many smaller groups, where each group representing different needs and desires. The STP strategy is identifying this groups – segments and direct marketing activities (marketing mix) towards them to satisfy their needs better than competitors. (Lynn,M, 2011) To satisfy the customer, there is a need to recognise targeted customer segment and needs. Louiz Mountinho state that “Segmentation arise from the recognition that consumers are different. It is a strategy of allocation of marketing resources to serve customers better than competitors do and thereby to
Market segmentation is according to American Marketing Association used to identify customers and provide with supportive data about target group to achieve marketing plan. Moreover, a segmentation can be especially useful for companies that have large potential customer bases and complex portfolios of brands (Wyner, 2016) – this note fit the client well, since Amba has a big potential customer base and is a part of hotel chain and has a portfolio of brands. Lastly, Kotler et al. (p.379, 1999) defined market segmentation as ‘dividing a market into distinct groups of buyers with different needs, characteristics or behaviours, who might require separate products or marketing mix.’

There is also contra argument against the segmentation. The question is if the market is big enough to be segmented. If differences in market groups are measurable, therefore can be separated. Therefore, there must be differences which are measurable in order to segment the market. (Alsbury, p.98, 2001). In order to allocate the target groups for each serving period of lunch, afternoon tea and dinner, the segmentation of customers has to be researched. As McDonald & Dunbar stated: Market segmentation is the process of splitting customers, or potential customers, in a market into different groups, or segments. (p.34, 2004)

Marketing

It is difficult to summarise all definitions concerning such broad topic as marketing is and find their similarities since marketers and authors always have a different idea about this topic. Although all definitions are different, PhD Regis McKenna states that “Marketing is everything and everything is marketing” (1991). This bold statement simplifies a thought that everything we do in order to sell our product or service is considered as marketing. It can be 4P’s, 7P’s or thousand P’s. It is all about what we do and how. How we price our products, how we distribute it, how we communicate with customers, how we handle problems. It is what the customer thinks about the company and how the customers perceive it. (McKenna 1991)

Marketing is also exchanging the values and products between customer and company. It is a social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. (Kotler & Armstrong, 2012) This statement from Philip Kotler is also including the social aspect of marketing.

To build the relation with the customer the client need to show social communication skills. In order to educate and inform customers about products or services, client need to build a customer–producer relationship. This relationship is already a social aspect of marketing, where two different objects (customer–producer) are interested in the same product or service. To build this relationship, the story telling is needed. Marketing is how we tell your story to attract customers, partners, investors, employees and anyone else that company interacts with. All definitions stated above are about communication, social aspects and a relationship, but there is no business side of marketing – why all marketers and companies do marketing. It is a game of convincing consumers that they need (or would greatly benefit from) whatever we have to sell. Thus, the Chartered Institute of Marketing define it as follows: Marketing is “The management process responsible for identifying, anticipating and satisfying
customer requirements profitably.” *(CIM, 2016)*

To ensure that marketing is a never ending process of meeting the needs of inquiry, Baker and Hart stated, that “The enigma of the marketing mean that it is one of the man’s oldest activities and yet it is regarded as the most recent of business disciplines.” *(p.3, 2003)* *(1st edition published at 1987 and fifth edition review at 2012 stars just same.)* Dr. Kotter agrees that marketing is still evolving and is “no longer only telling and selling.” Moreover, he agreed with Peter Drucker, that the aim of marketing is to make selling unnecessary. Selling and advertising are only part of a larger marketing mix. As part of the marketing mix, there is also communication channels *(p.5, 2012).*

Local marketing refers to all the marketing actions used to reach a local population. It is used by retailers and physical stores networks who want to reach consumers in their catchment areas. *(Batheot, 2015)* In line with this definition, the local promotion or messages should be directed thru communication channels to the local population. Local marketing involves tailoring brands and promotions to the needs and wants of local customer groups – cities, neighbourhoods and even specific stores. *(Kotler, p.201, 2012)* consider local marketing and individual marketing as parts of micromarketing.

**Communication channels**

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers – directly, or indirectly – about the products and brands that they sell *(Kotler, 2014)*. The client is selling their services both directly and indirectly as Dr. Kotler stated. Both of those methods are used by the client in order to support sales. The customer uses direct communication channel when booking via Amba website. On the other hand, the indirect method is used while booking with third parties and booking.com. A distribution channel can be as short as a direct transaction from the vendor to the consumer or may include several interconnected intermediaries along the way such as wholesalers, distributors, retailers and third parties.

**Promotion**

The promotion of sales is not focusing on only generating more turnover. It is mainly focusing on creating additional value for the customer. Even if it brings some short-term sales, the brand awareness is the main crucial value for the customers. The short-term promotion is evocating increasing revenues in such a period of time, but on top of that, the long-term sales promotion in the name of brand awareness is influencing the buying behaviour of customers. In the other words, sales promotion has developed from single meaning of rising sales into a marketing communication tool which is increasing psychological value to the brand *(Floor & Raaijn, 2011)*

The classical sales promotion is focusing on the short-term rising of the revenues. On the other hand, the local sales promotion is looking into the brand awareness, brand loyalty, value for the customer and advertising, those terms are part of promotional mix elements. Promotion refers to raising customer awareness of a product or brand, generating sales, and creating brand loyalty. *(Mccarthy & Brogowicz, 1981)*
The Economic times also states, that promotion refers to the entire set of activities, which communicate the product, brand or service to the user. The idea is to make people aware, attracted and induced to buy the product, in preference over others. (Economictimes, 2017)

To summarise those different theories of promotion is relatively easy. The sales promotion is nowadays focusing on all element of the promotional mix which consists of product, place, promotion and price.

There are three objectives of promotion. These are:

1. To present information to consumers and others.
2. To increase demand.
3. To differentiate a product.

According to Dr. Kottler, it is very difficult to measure if investment into the marketing strategies is returning and turning into the profits. According to a recent study, as finances have tightened, marketers see a return on marketing investment as the second biggest issue after the economy.” Even thought that it is difficult to measure marketing ROI, many companies are trying to use the ROI index to measure the efficiency of the investment. Although two-thirds of companies have implemented return on marketing investment programs in recent years, only 22 percent of companies’ report making good progress in measuring marketing ROI. (Kottler, p.57–58, 2012)

Now, the connection between core concepts and theory is made clear. As R. McKenna says: “Marketing is everything.” It is a management process, it is identifying needs, satisfying customer, it is exchanging values, but most importantly, marketing is directing messages through communication channels with the vision of profit behind.

2.3 Theoretical answer to the research questions

To gain a deeper theoretical knowledge, the research questions are answered in the following part below due to theory and literature.

1) What are the characteristics of customer who may be interested in the concept of the Terrace restaurant?
   A. What are characteristics of target group?
   B. What are demographic characteristics?
   C. What are geographic characteristics?
   D. What is buyer behaviour?

2) How to approach targeted customer?
   A. What approach is more effective towards the client – traditional or modern marketing model?
   B. Which communication channels to use for communication with the customer?
1A) Defining target market

In order to define the target market, it is essential to identify typical customer profile and then tailor marketing strategy accordingly. Therefore, segmentation of market and targeting to customers is essential for creating a value for customers. The survey research method which is used in this thesis project is the most widely used method for primary data collection and gathering descriptive information. Economic magazine Inc. says, that nowadays it is almost impossible to target marketing strategy to everyone. On the other hand, it does not mean that people who do not fit targeted customer profile are excluded from marketing strategy. By looking for actual customers what are their characteristics, interest and behaviour it is feasible that people with same characteristics can be also interested in services and products which the client is offering. Even thought that they do not need to match with a profile of the targeted customer. (INC.com, 2016)

Dividing customer and creating right customer profile includes gathering demographic and geographic characteristics. To create a right personal profile, there are used two main segmentation elements – descriptive (demographic and geographic) and behavioural characteristics.

1B) Demographic characteristics

Every segmentation divides customers from a different perspective. Thus, demographic segmentation has its own characteristics and it is one of the most common used forms of segmentation. The demographic environment is one of major interest to marketers because it involves people, and people are representing market (Kottler, p.191, 2012). The five main types of demographic segmentation are age, gender, income, occupation and education. (Marketing91, 2016)

Age, the essential characteristic in the segmentation of target customer. It is more than important to know what age are the customers of the Terrace restaurant. Due to the huge impact of social media and modern communication technologies, every age segment is requiring different options in communication and different features in Communicator. Kottler says that customer needs and wants change with age.

- The young adults market consists of ages from 20 to 34. This age segment contains about 24 percent of the global population. This customer segment represents the largest social media platforms audience. Interacting with young adults known in different words as millennial is according to the Forbes magazine the best to inform, entertain and present value of the client products and services. “Not all Millennials are addicted to their phones, but Millennials are the most mobile generation.” (Forbes 2016)

- In this range of age, people usually start their careers, building family connections and gaining on purchase power. This age group is a vital segment which is developing its buying patterns. Promotion toward this age group may be essential for the Terrace restaurant since this segment is developing the buying behaviour. Communication with this age group could create a positive future relation between the customer and the Terrace restaurant and results in regular customer base.
A middle-aged market is a group of people from 35 to 60 years, who are often named as a Golden working class or baby boomer generation. Thus, this generation has already a lot of working experience, are successful in building up career or running business. This segment is well known for strong buying power and its stable buyer behaviour. Quantity and value of the purchased products and services are larger than in above segment of young adults due to stable financial income. Usually, people in this range of age are on the top of their financial power and they are more likely to purchase top quality services and products which are also high priced.

About 14% of our population are people over 60. (Eurostat, 2015) More importantly, this market is still growing. This customer segment may differ a lot, due to the psychical and physical condition. People in this group may have a discretionary income after paying cost of living, therefore they purchase just basic amenities. On the other hand, they want to fill their leisure time, and this is a chance for the client offer towards them the right set of services and products.

Gender segmentation is dividing market by gender. For the Terrace restaurant, it is not essential to divide customers by gender, but an interview with the VCGM deputy manager (January 2017) shows that a guest who come for an afternoon tea are mainly a female guest. In order to promote this specific serving period of afternoon tea across the female population, it is necessary to create specific afternoon tea customer profile, where the main element could be characterised as follows: gender, age, income or education.

Income segmentation divides market according to the income and expenditure patterns. As we can see from figure 2.1, London is an area with the highest income across the UK. More importantly, after conducting the questionnaires, it would be easier to describe more specifically the characteristics of the targeted customer with the income level.

Figure 2.1

How is income spread across the UK?

Source: Office for national Statistics
1C) Geographic Characteristics

Geographic segmentations can vary by region, area size, urban/suburban/rural or domestic characteristics. All those characteristics may define potential customer for the client. More importantly, office for national statistics reveal data from 2011 on how the population changes during the working day. The area of Westminster, where the Terrace restaurant is located, has over 175 000 residents. During a work day, the usual population in the Westminster area is above 640 000 people. The Westminster has a workday increase in the population of 266%. (Census 2011)

*As shown in the visualisation below:*

![Population Increase Visualisation](source: Census 2011)
1D) Buyer behaviour

Behavioural characteristics are for example occasion, benefits, loyalty status. Buyer behaviour is essential for businesses where competition in the market is significant. Companies which are offering same or very similar products or services need to target the right customer segment. In order to understand a customer better, it is important to understand the buying behaviour of the customers. Lancaster et al (2002). Kumar is more specific when he states that buying behaviour refers to the buying patterns of final consumers and individuals, who buy goods and services for personal consumption (Kumar, 2010, p.218).

Buying behaviour is also defined by Stallworth as a set of activities which involves the purchase and use of goods and services which resulted from the customers’ emotional and mental needs and behavioural responses. (p.9, 2008)

Lastly, Kotler and Keller (2011) stress the importance of understanding consumer buying behaviour and the process how the customers evaluate and choose purchased products and services. Understanding of those processes provides us with a competitive advantage over competitors in terms of creating and selling right services to the right customer.

Buyer behaviour may differ in London area significantly. Since the target group of the Terrace restaurant is any Londoner and anyone can go and purchase the services, online surveys and questionnaires will help to describe not only customer profile but also purchase patterns. As one of that pattern can be the frequency of purchasing. According to Zagat surveys 2013, typical Londoner would go to eat 3.7 times a week out. Out of 400 people, 80 percent would go for lunch at least once a week. (Bighospitality, 2015)

The figure 2.3 below shows average per capita spending on food purchased in a restaurant by age in 2000 to 2010. Sadly, young people under thirty years seem that they tend to spend less on purchased food in restaurant then ten years ago. The opposite tendency is in age segment over sixty−four years, which is positive for afternoon service. (Intergeneration Foundation, 2012)

*Figure 2.3*
Buyer purchase power is described in the *visualisation 2.4* below. This table illustrates that food and beverage sector is continuously raising on power since 2009. Moreover, spend on catering and restaurant services has grown since 2007 of 24% until 2016. (Defra, 2016)

*Visualisation 2.4*

![Graph showing food and beverage spending]

*Source: Defra 2016*

Additional table illustrates factors influencing consumer choice. See *appendix III*. Most preferred eating out period in London according to Sacla respondents survey is between 18:00 until 21:00 (Sacla, 2015)

![Graph showing eating out preferences]

*Source: Sacla’ Eating Out - Today and Tomorrow Consumer Survey (Base: 2014)*

**1E) Benefit segmentation**

According to Haley, the benefits that people are seeking in consuming given product are the basic reasons for the existence of true market segments. (p. 5–13, 1984)

Benefit segmentation is an alternative view on traditional characteristics as demographic and geographic elements of segmentation. It is a technique that segmenting customers on the basis of desired benefits and values. In this theory, the attributes which represent the product or service cause consumers to purchase. To summarise this theory, the benefit segmentation is explaining why customer purchases or prefer this particular product or service. In order to research why customer goes to the Terrace restaurant and therefore research what are the benefits for them, the questionnaires will be held.
2A) Traditional VS. modern marketing

Both methods of traditional and modern marketing have advantages and disadvantages. This part of the thesis is about gaining deeper insight of what is considered to be traditional or modern. Which method is more effective in capturing and creating interest amongst different target groups? A Study made by Canada Post showed that traditional marketing methods may be even more effective in certain aspects than modern marketing methods e.g. direct mail requires 21% less effort to process than modern digital media. Moreover, post memory tests validated that people exposed to direct emails, 75% of them memorise company better than digital advertising 44%. Although this study showed advantages of traditional marketing methods, financial implication and requirements are higher than online advertising. (Digitaldoughnut, 2016)

On the other hand, modern marketing gives us a possibility to interact with the target audience in different ways. It can be Facebook, Instagram, YouTube or online blog. Giving target audience option to choose the best communication platform is the advantage of modern marketing. Moreover, modern marketing is cost-effective and give us the possibility of analysing data of our online audience directly. As a conclusion of modern vs. traditional marketing methods, physical – traditional marketing is more effective in memorising brands, on the other hand, digital marketing may have an impact on both local and international audience. Best practise according to B2C advertising company Digitaldoughnut is to have both modern and traditional marketing practices, where each method is supporting the other.

2B) Communication channels for communication with customers

After describing characteristics of targeted customer profile, it is time to acknowledge types of communication channels and guest preferences over them. Some consumers prefer to use traditional communication for their specific needs and preferences. Other consumers might prefer to use social media channels (Walker & Johnson, p.125–135, 2006).

An example of traditional communication channels is face-to-face interaction, telephone, e-mail and websites. Social media channels are internet-based applications or pages, where consumers create and receive content based on their preferences. (Percy, p.135, 2014)

Examples of social media communication channels are: blogs, Facebook, Twitter or Instagram. In the visualisation 2.5. below, there is a description of most popular social media in the UK.

Visualisation 2.5

Source: Social–media.co.uk
2.4 Operationalization

- **Local marketing strategy**
  - **Target customer characteristics**
    - Demographic
    - Geographic
    - Buyer behaviour
  - **Approaching customer**
    - Traditional and/or modern communication methods
    - Communication channels
    - Social media and targeting the customer
  - Age, gender, income
    - Region
    - Benefits, loyalty, buying patterns

*Own illustration*
In this part of the thesis, the approach to the research method is explained. The overview of the central research questions and its sub-question that will be answered in a research of the thesis is described. Next step is the description a data collection method, selection of data sources and data analysis methods. According to Saunders & Lewis (2003) research strategy is a general plan that helps researcher answering research questions. In this case, the research strategy is used to create a valuable recommendation for the client.

3.1 The research strategy

As stated above, quantitative research strategy is used due to the main data source (questionnaires). The main target of the thesis is to provide a detail description of objectives in marketing, expectations and needs of the potential customers of the Amba Charing Cross hotel. This thesis project collecting information's from questionnaires, internal documents, academic sources and desk research.

3.2 The data collection methods

Data collection is a recording of data from members of a population (FAO, 1998). The basic source of the data collection is the questionnaires in order to gain knowledge about current customers and their experience. This specific method is essential for gathering the reliable primary data source from actual customers. Questionnaires will uncover how the current customers know about services in Amba Charing Cross and therefore it will uncover existing communication channels which have to be consolidated. The data from surveys will also show segmentation elements: demographic, geographic, behavioural characteristics.

Moreover, the semi-structured interview with the VCCM deputy from the Amba Hotel will be held, as long as an interview with F&B manager of competitor’s hotel (The Renaissance Hotel). Those interviews will conclude what are current customer’s characteristics, needs and expectations, but also how the management of the hotel think about marketing and what are their expectations. According to The Business Communication “An interview is a procedure designed to obtain information from a person’s oral response to oral inquiries.” (Dessler, p.269, 2013)

Face-to-face interviews have a distinct advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation. The interview allows the researcher to clarify the answers and continue deeper with follow-up questions. The questionnaires will be used to compare the client approach towards the communication with customers and different approach from a competitor. (Leedy & Ormrod, p65–67. 2001)

Personal observations obtained during six months’ internship within the client property will be included. While internship period, many internal documents, also from a financial perspective, were gathered therefore those documents will be used to illustrate a better picture and to provide the client with realistic data. Observations are not reliable data source; therefore, they will be used only to have a personal opinion on the situation. DeWALT & DeWALT suggest that “participant observation be used as a way to increase the validity of the study, as observations may help the researcher have a better
understanding of the context.” (p.99, 2002)

**Questionnaires**

According to Simplypsychology.org, questionnaires provide a cheap, quick and efficient way of obtaining large amounts of information from a large sample of people (McLeod, 2014). Within this thesis research, questionnaires are used to support interviews with especially characteristic of the current customer group. This information’s will help to specify the customer segment and therefore to target marketing practices to the right customers. Questionnaires help with targeting and segmentation. They provide a lot of numerical perceptions of products/services and their benefits, brand itself and also disadvantages. (Floor & Raay, 2011)

By collecting questionnaires analytical data, the research will be valid and therefore, the questionnaires are the base stone of research.

**Selection of the respondents**

The respondents’ criteria in order to obtain reliable and valuable data are:

- Respondent has to be older than 18 years
- Respondent needs to have at least one experience from the client property.
- Respondent is giving answers due to its own best opinion – there is nothing in exchange for him/her

### 3.3 Sampling Plan

<table>
<thead>
<tr>
<th>Data source</th>
<th>Sample</th>
<th>Selection</th>
<th>Research method</th>
<th>Information needed to obtain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires</td>
<td>108</td>
<td>The Terrace restaurant customers</td>
<td>Questionnaires</td>
<td>Demographic, geographic characteristics, buyer behaviour, by customer preferred communication channels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>given to actual customers of The Terrace restaurant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interview</td>
<td>1</td>
<td>The client VCGM deputy manager</td>
<td>Open conversation</td>
<td>Processes in the Terrace restaurant, cooperation with third parties</td>
</tr>
<tr>
<td>Literature research</td>
<td></td>
<td>AAOCC criteria</td>
<td>Using search engines, literature, studies</td>
<td>Theoretical knowledge of core concepts and management question</td>
</tr>
</tbody>
</table>
Sample size

According to Survey Monkey, a number of responses needed to gather relevant data within questionnaire will be 108 questionnaires. Sampling is good for gain a deeper understanding of the cases in order to facilitate the development of theories. (SurveyMonkey, 2011) This server calculates a number of respondents needed to provide research with reliable data. The population size was set to 150, the margin of errors 5% and confidence level 95%. Therefore, a number of respondents needs is 108.

3.4 Data analysis methods

The data which will be collected with above-stated methods has to be analysed using right method of analysis. Since the base of the researched data are surveys such as a quantitative research method, the analytical research will be conducted. Evaluating data with tables, charts and percentages will ensure validity and reliability of the data. The survey questions will have the numerical code, which will help to analyse and then visualise the data with graphs and tables.

By analysing the surveys, the core concept and therefore central research questions will be answered. Visualisation of the data in graphs and tables, clarifying the key characteristics of existing customers (gender, age, the purpose of the appearance, what occasion or time of the service).

The interview with manager from the client company is used to create correlations and connections between the client company and existing customers. Those connections will show if the client company have a good understanding of their existing customers.
4) Researched results

The researched results represent the outcome of a questionnaire which was given to actual guest of the Terrace restaurant in the Amba Hotel Charing Cross. Discussion of the researched results provide deeper knowledge and explain specific characteristics of the guest of the Terrace. Therefore, the customer profile can be based on demographic, geographic and buyer behavioural characteristics, as long as customer preferences of communication channels and methods.

4.1 Summary of questionnaires

The questionnaires were designed to research characteristics of the customers at the Terrace restaurant at the Amba Hotel Charing Cross. By creating a profile of an actual customer, it will be possible to create a profile of the targeted customer group. More importantly, after analysing collected data the most used communication channels and points of sales are uncovered. By gaining deeper knowledge about channels and platforms which actual customers use to book, subscribe or gather information, this thesis report is able to focus on those channels and strengthen them. The validity of the answers to the questionnaire is based on sample size calculator which has shown that amount of 108 questionnaires are valid for research with a population of 150 people. Thus, the gathered answers are valid by over exceeding these minimum responses value.

In order to create a customer profile, the demographic characteristics as age and gender are essential. All other characteristics are additional for describing customer needs, demands and want. The most important graphs and tables will be presented in the analysis of questionnaires below, other additional graphs, charts and tables can be found in Appendix I. The filled questionnaires by the customers from data collection period can be found in Appendix V.

Analysis of questions one and two – target group characteristics

As stated above, the most important characteristics are age and gender. To begin with the analysis of questionnaires, it is important to say, that collected responses are both from male and female gender. There were slightly more female respondents 53.27% female over 46.73%, of male respondents, so the difference between male and female guest is not relevant figure 4.1.a. Additionally, most of the actual customers are in age segment between 36 to 60 years – over 40% of respondents Figure 4.1.b. This fact is even confirmed by creating cross-tabulation, where is possible to see, that number of respondents in segment of 36 to 60 years is exactly the same See figure 4.1.c.

Therefore, the first presented characteristic of the targeted customer is following: Female or male in age between 36 to 60 years. This age segment was described previously as a golden working class, or baby boomers with strong buying power and developed buying behaviour. Additionally, over 57% respondent who described themselves as a regular customer is within this age group of 36 to 60 years.
Figure 4.1.a

Q2 - What is your gender?

Figure 4.1.b

Q1 - What is your age?

Figure 4.1.c

Age / gender
Analysing question three

Following topic in a survey, was if the respondent has ever been in the Terrace restaurant before. Over 49% of respondents have been in the Terrace couple of times according to response percentage. Sadly, only over 14% of respondents are regular customers which do come to restaurant regularly. See figure 4.3. One of the goals in advice part is to create a plan how to transform those customers into the regular customers and therefore ensure and raise regular customer base. Information obtained from this question is uncovering, that loyalty/benefit program is required.

Figure 4.3

Q3 - Have you ever been to the Amba Hotel Charing Cross?

Analysing question four – target market

The next section of the survey was focused on preferences within serving period. Information obtained are describing which serving period is most preferred due to respondents and on the other hand, which period has to be promoted and where to focus marketing power. About 35% of respondents went to lunch or dinner that day, 30% had a meeting, 20% enjoyed an evening drink and only 14,52% of all respondents came to have an afternoon tea. See appendix I. Due to this information, it is possible to determinate which serving period is least popular and opposite. Therefore, to focus an advice in right direction. The most popular serving period according to the respondents is lunch or dinner. The least popular is an afternoon tea. The marketing strategy will focus on both serving periods, because while lunch, there is a big turnover of the guest, in other words, paying customers. At the other hand, afternoon tea is very efficient for simple service requirements and profit.

Analysing question five – buyer behaviour

Next question was focused on the purpose of coming to the restaurant that day, what the customer like the most and why they are actually coming. Over 80% of respondent together have chosen that location with services and atmosphere, which employees create, is what they like about the Terrace restaurant. Only 18 % of respondent come because of food/drinks offering. Based on this data, it is possible to conclude that qualified employees which provide services create a great atmosphere for guests who prefer the Terrace restaurant due to its location.
**Analysing question six – the purpose of coming**

The following question was created in order to obtain information why would customers come to the Terrace next time. Almost 60% would return for dining, but more importantly, remaining 40% are creating people who come for a ‘business meeting only’ or are doing business while dining. *See figure 4.6* Based on this data, there is a significant number of business customers. Base od this data, the business customers are one of the targeted customer segments “Business customer is better for us because they prefer to have a quick meeting, where they spend good money because they representing their company. Service is quick and more profitable than group of customers dining couple of hours” *(Interview with VCCM deputy (January 2017))*

*Figure 4.6*

Q6 - What would be the purpose of you coming back to The Terrace?

![Graph showing analysis on purpose of coming back](image)

**Analysing question seven – promotion preferences**

Is it the power of the internet, social media or classical marketing? What is the best promotion technique? Those are questions which are formulating this thesis report. Based on information from survey question “How do you know about the Terrace restaurant at the Amba Hotel Charing Cross?” it is easy to conclude that customer are actually promoting Restaurant themselves. As you can see in *figure 7.1* below, over 40% of respondent’s answered: Someone brought me here. One of the marketing strategies could be based on good reviews, recommendation and loyalty of the customers. Therefore, steps as launching loyalty cards, vouchers, an invitation for next time may be an effective tool for promoting the Terrace restaurant.

Additionally, business customers are mostly regular customers. Business guest tend to be brought by someone the restaurant – invitation for a meeting. Business customers are not influenced by Internet portals and social media. On the other hand, respondents who tend to come to the Terrace restaurant for dining are influenced and discovered the restaurant online, on social media or booking and rating portals. *See cross tabulation figure 7.2.*
Analysing questions eight, nine and ten – social media communication

Following three questions are focused on social media, reviews, content and decision making influenced by social media platforms. Over 50% of respondents use Facebook (32%) and Instagram (22%) platforms together. Those two major social media platforms, which has also biggest amount of users are then followed by YouTube (16%) and Twitter (11%). Based on this survey answers it will be possible to set right communication channels, where to interact with customers who like to be approached via online communication channels. See figure 8.1

Another topic discussed is if social media have any impact on decision making. This question was added to the questionnaire to support the previous question in order to provide valuable information for the advice part. By researching if social media have any impact on decision making and if yes, what is actually the trigger for customers it would be possible to fit the promotion strategy towards the right customer. Nearly 50% of respondents choose that feedback, comments, reviews and other people reviews have an impact on their decision making. See appendix I, Q9. Therefore, for the Terrace restaurant it is important to invite customers to leave a comment or review on rating portals such as TripAdvisor or Timeout. Motivate them by discount or voucher. Additionally, there is no wonder, that
40% of those respondents who are not influenced by social media are in age over 60, but what is shocking is that over 30% of respondents in the age group from 18 up to 25 years – millennial generations are not influenced by social media too. See figure 8.2

The last question from social media part of the questionnaire is, what is the content that attracts social media users the most. By answering this question, it would be possible to set what is content on online marketing strategy which will preoccupy the interest amongst the customers. From figure 8.3 we can surely say that pictures and videos (38%) are the main content which social media users are looking for. Then strongly followed by reviews (32%) which customers can see online or hear from other people.

Concluding that majority of social media users are influenced by Facebook and Instagram. On those two mentioned social media platform, the pictures/videos and other users review are the content, which will attract them. As a result, the Terrace restaurant has to be more active on social media platforms.

Figure 8.1

Q8 - What social media platforms do you use?

Figure 8.2

<table>
<thead>
<tr>
<th>What is your age?</th>
<th>Feedback and comments from other people persuade me</th>
<th>Profile content and activity of restaurant would help me to decide</th>
<th>No impact</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>12</td>
<td>3</td>
<td>7</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>54.56%</td>
<td>13.64%</td>
<td>31.82%</td>
<td>100.00%</td>
</tr>
<tr>
<td>25 - 35</td>
<td>15</td>
<td>8</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>51.72%</td>
<td>27.66%</td>
<td>20.69%</td>
<td>100.00%</td>
</tr>
<tr>
<td>30 - 60</td>
<td>22</td>
<td>10</td>
<td>13</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>40.80%</td>
<td>22.22%</td>
<td>28.99%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Over 60</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>25.00%</td>
<td>33.33%</td>
<td>41.67%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>25</td>
<td>31</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td>48.15%</td>
<td>23.15%</td>
<td>28.70%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Analysing questions eleven and thirteen – main customer values

After above-described preferences of online communication and content which social media users are interested, it is time to reveal why actual customer likes to come to the Terrace restaurant and what would bring those customers back. From figure 11.1 it is obvious that business customer like the restaurant because of its location and atmosphere. Customers who appreciate dining at the Terrace, prefer the same values, firstly location, atmosphere and also good value of products. Therefore, the main value which attracts customers is the location, atmosphere and balanced quality and price of the products. Question thirteen had to obtain data on factors which influence the customer to return. As you can see in Figure 11.2 the strongest factor that have an impact on the customer are Social media.
Analysing question twelve

One of the key characteristics which describe targeted customer is how they like to be approached and informed about new offers, products and changes Figure 12.1. Nearly 50% of respondents would like to be informed via Facebook account, which makes Facebook the strongest platform for communication with the customers. The second most preferred distribution channels will be email newsletters.

Figure 12.1

Q12 - How would you like to be informed about new products, new offers?

Analysing questions fourteen and fifteen

Those questions are summarising how much respondents usually spend in the restaurant for lunch and dinner. Almost 40% usually spend £15–£20 per head. Followed by dinner where usual spend for dinner is between £15 to £25 pursued by spending between £25 to £40 per head. See Appendix I, Q14

Analysing question sixteen

This part of the questionnaire was only open ended question. Therefore, codes as “Location, Leisure, Food & Beverage” has been set in order to analyse this question. Word cloud –figure 16.1 has been used to make a visualisation of the key value for the respondents. The match between those 2 analysis techniques is in main 3 codes which are “Location” with 24% of all respondents and the biggest part of word cloud visualisation. Followed by “Leisure, Food & Beverage” with both over 22%. See appendix I for coding of Q16. The word cloud visualisation just summarising previous topics, where the location is most favourite value for customers.

Figure 16.1

Q16 - Why did you choose to come to the Amba Hotel Charing Cross?
Analysing question seventeen

The last question of the survey was focused on the experience with the Terrace restaurant. With a pleasure, it is possible to conclude that there are no major problems in the Terrace restaurant since there was not recorded any rating (0% of responses) as “poor.” Moreover, less than 5% of responses which stands for only 4 respondents rated the Terrace as “Average.” The majority of responses are very positive where 40% rated restaurant as “Very good” and over 54% rated as “Excellent” For visualisation of this question. See Appendix I Q17

4.2 Answers to the central research questions

Due to above-discussed results of the research, it is now possible to answer two research questions which are describing targeted customer and how to approach him/her. The both research question and its sub-questions are answered by creating a complete profile of a customer which is an answer to the research questions. The targeted customer is Male or Female in age between 36 to 60 years.

Leisure customers which are about 60% and business customers 40% choose the Terrace restaurant due to its superb location, quality services and good value of products.

Summary of the questionnaires.

1st target group:

- Male or female in age between 35 to 60 years who tend to come to the Terrace restaurant repeatedly.

- The purpose of coming is mostly business meeting, but also private and business dining.

- They prefer the Terrace restaurant due to its Atmosphere of old Victorian age, good services and location.

- This target group would find information about the Terrace on social media, rating and reviews portals as TripAdvisor, Bookatable, Opentable. But most likely they will be invited to meeting or dinner by another customer.

- This target group is mostly using Facebook and Instagram where feedback and comments from another user would persuade them to come to see a new place. Simultaneously, the contents which attract them and helps in process of decision making are reviews and pictures.

- Most preferably they like to be informed and communicate via above mentioned Social media which would influence their decision making. Another most preferred communication channel is within this age group email and newsletters.

- They usually spend between £15.00 – £20.00 per head for lunch and £15.00 – £25.00 per head for a dinner.
2nd target group:

- Male or female in age between 26 to 35 years who tend to come to the Terrace restaurant repeatedly for dining and business meetings.

- This target group like the Terrace because of its location and quality of services.

- Same as target group from 36 to 60 years, they would find information on social media, but most likely, they will be invited by another customer or business partner to a meeting or dining.

- This age group is using mostly Facebook, Instagram, but also YouTube is a platform, where they can get in mind about the Terrace restaurant.

- Feedback and comments on social media will influence their decision-making process. Moreover, they prefer to communicate mainly on Facebook, where they follow pictures and reviews from other users. TripAdvisor and other rating portals have also a strong influence on this target group.

- The great value for them is location and products.

- They usually spend between £15.00 - £20.00 per head for lunch and £25.00 - £40.00 per head for a dinner.

3rd target group – Business customers:

- Most of the respondents who answered that purpose of coming to the Terrace restaurant is business or meeting are in age between 26 to 35 and then followed by age category of 36 to 60 years.

- There is a slight difference in gender, where in business customers segment is about 40% of female and 60% male customers.

- They like the Terrace restaurant due to its location and atmosphere.

- A respondent who is business customers is also most likely to be regular customers. In this customer’s segment, there is an opportunity to create strong customers base who would be the regular customers.

- Even thought that over 50% of business customer think, that social media does not have any impact on their decision making, they are using Facebook and Instagram same as other above-described customer groups.

- When the business customers use social media, the main content which attracts them is pictures and reviews from other users.
• They also like to be informed about new products and special offer via Facebook and email.

• They usually spend between £10.00 – £15.00 per head for lunch and £15.00 – £25.00 per head for a dinner.

4th target group – Afternoon tea

Previous target groups are focused on already existing customers. How they communicate, where, which platforms they use. Thus after researching those characteristics, it is important to strengthen those communication channels and focus marketing strategy towards them. Customers who may be interested in afternoon tea would be different than any other. The marketing strategy and advice of this thesis report is focusing also on the weakest point of the Terrace restaurant. As only about 13% of respondents came to the restaurant for afternoon tea, we can conclude that it is the weakest point of the serving periods. To add on, based on the personal working experience from the Terrace restaurant during management internship, it is my assumption that it is weakest serving period too. On top of that, interview conducted in January 2017 with the value VCGM manager at Amba Hotel Charing Cross, is approving my statement above. The manager told, that: “competition in the Westminster area is really huge, even bigger in serving afternoon tea.” She also says that “Afternoon tea is the most profitable period since serving does not require much staff.” Therefore, it is wise to focus in advice part of this thesis also to customers who would be interested in afternoon tea.

4.3 Validity and reliability

Research validity can be divided into two groups: internal and external validity. Each group can be then further described. “The internal validity refers to how the research findings match with reality. While the external validity refers to the extend to which the research findings can be applied or implemented in other strategy or enviroment ” (Pellissier, 2007, p.12). Internal validity

The internal validity is ensured by careful selection of the respondents for questionnaires. The goal of the questionnaire was to obtain personal, geographic, demographic characteristics as long as buyer decision process and elements which affect it. The validity of the researched information’s with regards to the company values is ensured by the above-mentioned selection of respondents. The questionnaires were given to actual customers in the Terrace restaurant at Amba Hotel Charing Cross. This system has ensured that obtained information’s are from an actual guest who already had at least one experience (the day of filling questionnaire) in the client’s property. Therefore, the respondent answers reflect characteristics of future guest who may be interested in the Terrace restaurant and are in line with company values. The respondents had to meet criteria for selection. Since all of those criteria has been met by the respondents, the researched results are valid.

Moreover, as discussed in part 2.2 Theoretical framework discussion of literature review and research findings was conducted before starting questionnaires. The questionnaires were tested and discussed with two managers at the Amba hotel before the questionnaires were given to the guests. This obtained information and findings have been confirmed and supported by questionnaire findings which were the main validity indicator.
External validity

The external validity is as long as above described internal validity based on respondents who has been chosen carefully. Hence, the external validity is ensured by respondents who had answered due to their best feeling right after or even while their experience in the Terrace restaurant. The fact that respondents answered by their own decision, therefore their motivation for answering the questionnaire was different and came from different actual experience is supporting the external validity. Any respondents have not been forced to answer in any time cap or uncomfortable situation.

Reliability

"Reliability deals with the extent to which the research findings can be replicated" (Pellissier, 2007, p.12). Thus, once again, the research finding are base on the Amba Hotel Charing Crossm where the data collection was made. The results apply for the customers of the Terrace restaurant who are London inhabitans. Therefore the research findings can be replicated by other company or to same enviromet to a certain extend.
5) Recommendations

The following part provide a clear answer to the management question “How can F&B department of Amba Hotel Charing Cross improve its local marketing strategy towards the local customers and raise the profits of the Terrace restaurant?”

The advisory part is concluding the researched results in order to create an advice on management problem. Conducted research which has answered research questions and its sub-questions in form of desk research, literature review and questionnaires is describing personal characteristics of actual guest who were asked to fill the questionnaire. Based on gathered information, various target groups with different needs, expectations, buying behaviour and expectations were created. The advice section of this thesis report is taking in consideration those target groups and creating marketing strategy on all mentioned target groups specified in research section 4.2. Financial implication of the best advice strategy is explained further in this report.

In order to create valuable and feasible advice, following questions will be answered in this part:

- What are the key elements to improve local marketing strategy of the Terrace restaurant in the Amba Hotel Charing Cross?
- What are practical steps, that the Terrace restaurant management need to implement before launching the local marketing strategy? – Implementation plan
- What critical success factors and performance indicators to set in order to analyse if the local marketing plan is successful?

The marketing strategy goals are recommended to be controlled with the balance score card and the PDCA cycle. Table 5.1 below- the visualisation of balance scorecard includes critical success factors, performance indicators, and goals for the year 2018. All those aspects are in line with mission, vision and values of the client company.

Table 5.1) The balanced scorecard of the Terrace Restaurant

<table>
<thead>
<tr>
<th>Balance score card 2017/2018</th>
<th>AMBA HOTEL CHARING CROSS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Terrace restaurant at Amba Hotel Charing Cross</td>
<td></td>
</tr>
</tbody>
</table>
| Vision | The World’s best managed global hospitality company  
Leader in guest satisfaction and employee engagement  
Doubling prime value and economic profit every 3–5years |
<p>| Mission | Continuously create the best guest – centered hospitality experience |</p>
<table>
<thead>
<tr>
<th>Values</th>
<th>Integrity, passion, honour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
<td>Creating personal profiles based on research, evaluating best promotion tools and creating a local marketing strategy.</td>
</tr>
<tr>
<td><strong>Critical success factors</strong></td>
<td><strong>Performance indicators</strong></td>
</tr>
<tr>
<td><strong>Customer dedication</strong></td>
<td>• Guest satisfaction/loyalty</td>
</tr>
<tr>
<td></td>
<td>• Increasing number of reviews</td>
</tr>
<tr>
<td><strong>Financial control</strong></td>
<td>• Sales</td>
</tr>
<tr>
<td></td>
<td>• Costs of marketing promotion and advertising</td>
</tr>
<tr>
<td></td>
<td>• Increasing number of regular guests</td>
</tr>
<tr>
<td></td>
<td>• Marketing revenues</td>
</tr>
<tr>
<td><strong>Internal business process</strong></td>
<td>• Productivity of marketing plan</td>
</tr>
<tr>
<td></td>
<td>• Analysis and updates on marketing strategy</td>
</tr>
<tr>
<td></td>
<td>• Employees engagement in upselling and promotion face-to-face</td>
</tr>
<tr>
<td><strong>Learning and growth</strong></td>
<td>• Continuously analyse and develop new strategy</td>
</tr>
<tr>
<td></td>
<td>• React on changes on market</td>
</tr>
<tr>
<td></td>
<td><strong>Prior to answering above-mentioned questions, the alternative advice solutions will be presented and followed by the evaluation of the alternative solutions. Next step is selecting the best solution. After the best solution is chosen, the above-mentioned questions will be answered in line with the best solution.</strong></td>
</tr>
</tbody>
</table>
5.1 Alternative solutions:

Alternative solutions are based on the researched results, findings from theoretical framework and desk research. There are two main target groups: leisure and business guest, which are specified in section 4.2. Additionally, the leisure segment is separated into different age categories. Every targeted category has different purpose of coming to the Terrace restaurant. Moreover, each age group has its own specifications in terms of preferences, communication channels, buying patterns and motivators.

Business client customers are not separated by age since their motivation for coming to the Terrace restaurant is clear. This specific target customer is having different preferences and communication requirements. Due to the fact that majority of the business customers are at the age of 26 up to 60 years, there is no need to separate business customers by age category, but differentiate them by communication channels and different value requirements such as atmosphere, location, internet connection.

The goal of this thesis project is clear: to improve local marketing strategy towards local guest which will result in additional profits. In order to attract additional customers, selection and segmentation of customers mentioned above have to be combined with preferred communication tools.

**Leisure target group**

The first advice option given is considering leisure customers who are divided into 2 age groups from 26 to 35 and 36 to 60 years.

Generally speaking, the leisure customer likes to be approached mainly online via social media platforms such as Facebook or Instagram where feedback, comments and posts from other users would persuade users to come to the Terrace and become the customer. They are mainly attracted by pictures and videos of the products. The main reason for them would be a great location and good value of products. Therefore, the social media campaign and advertising strategy on Facebook and Instagram is advised. Additionally, YouTube video promotion is required to support social media campaign.

Another approach towards the new leisure customers is by the power of word of mouth. Over 40% of respondents claim, that someone brought him/her to the Amba Hotel Charring Cross. The Terrace restaurant has to raise the number of customers. Therefore, a campaign that will focus on group dining is recommended. An example of such campaign is vouchers or special offers such as a glass of house wine or soft drink for free for groups of more than three people. Vouchers are recommended to be given personally to actual customers but also advertised in free Metro News. This kind of promotion can be suited for any item on menu, cocktail, starter, dessert. If customers are satisfied with services and/or food quality and receive such voucher, they will be motivated to come back again. In this case, the motivator is some item for free and good experience. Apart from Facebook, this target group likes to be informed by emails. The collection of personal detail can be held by feedback questionnaires.
**Afternoon tea target group**

People interested in afternoon tea are sub-group of leisure customers. According to survey results, over 40% of respondents enjoying afternoon tea in the Terrace are people over 60 years. See appendix II. This age segment requires different communication channels and approach. The communication channels which has to be used to attract more customers in this age segment is rather traditional than online. Vouchers or specials offers should be advertised in local news and communicated over email. The communication should be held primary via emails. Personal experience and interview with deputy VCGM held in January 2017 also suggest, that after customers finish their afternoon tea session, they go to the local theatres, therefore small billboards should be placed in surrounding theatres.

**Business target group**

An alternative solution would be to target on business clients. About 40% respondent of questionnaires were business customers. Those clients are most likely to be in age from 26 to 60 years. The most powerful strategy towards to business customer is word-of-mouth. Inviting colleagues or business partner to the meeting is the best promotion strategy for the Terrace – it is free and effective. Obviously there is strong business customer base, the customer loyalty programme should be implemented. To support this strategy of creating loyalty or benefit programme, the Pareto’s principle of 80/20 rule is applied. This principle means that roughly 80 percent of customers bring in 20 percent of sales, and the remaining 20 percent of customers bring in 80 percent of sales. In other words, rather than spending resources trying to please everyone, strive to build lasting relationships with loyal customers (Businessbals.com, 2017).

Pareto’s principle focuses on capturing at least 20% of business clients who come to the Terrace restaurant regularly or repeatedly. The loyalty/benefits programme is required. This types of programmes are rewarding customers with points, discounts or extras. Apart from the positive site for customers, there would be a huge advantage for the Terrace restaurant. Reward program like this will allow collection of customer data for additional promotion activities. The data can be measured and analysed and most importantly, the reward program keeps the customer coming back. The business customer who will be coming back as a regular customer who invites partners to the meeting is the best promotional tool for the Terrace restaurant. Thus the loyal customer who is in reward programme is spreading positive word of mount and customer base is growing.

Business customer preferences on communication are via Facebook and emails.

In addition to all advised solutions, the web page of the Terrace restaurant is required. Having an own website of the restaurant could generate additional bookings, is additional promotion tool which will make the restaurant more visible on the internet and therefore will attract more customers. In order to make the Terrace restaurant more visible for customers, the pay per click – PPC, and search engine optimisation – SEO is applied. Those techniques are generating traffic from a web browser to the website.
5.2 Description of the criteria of evaluation:

Above described targeted customer groups need to be now evaluated due to following criteria. In each advised customer group, the preferences on communication channels and promotion strategy are described. Those channels and marketing tools will be evaluated concerning these criteria: Cost of the method, ROI, reachable audience and an impact on the audience.

- **Costs** are describing costs of full implementation of the certain promotion tool. Cost includes all resources as time, people money and other resources needed to develop and implement the certain promotion tool.

- **Return on investment** – ROI – represents how long certain method will take to see new leads with this type of method. The usual rule is "shorter the ROI is, the more effective the strategy is". When the strategy with short ROI is chosen, the company is able to react to changes in the market better.

- The amount of **reachable audience**. This criterion is representing the possibility of the method to reach further spectrum of audience. In other words, it is the ratio between the times needed to approach a potential client.

- **Impact** on the targeted audience. This criterion is describing whether the targeted audience is exposed to or impacted by marketing strategy. Every targeted customer segment has its own preferences and different impact of each method on a certain type of audience. The segmentation into different customer segments was done in order to be able to choose the best strategy with the biggest possible impact on each customer segment.

Evaluation of criteria and advice strategies:

Criteria of each option are evaluated by a score from 1 to 3 points. Each scored point is presenting the value, importance and consequences of the criteria within the solution. Following points are used:

- 1 point does not have value for this advice
- 2 points have significant value for this advice
- 3 points have huge value for this advice and biggest impact

*Cost criterion is evaluated with negative value (−) since the costs are undesirable for the Terrace restaurant.

Visualisation below is the evaluation process of marketing communication and promotion methods. 

<table>
<thead>
<tr>
<th>Criteria/option</th>
<th>Metro news</th>
<th>Billboards</th>
<th>Facebook/Instagram</th>
<th>Youtube</th>
<th>Vouchers</th>
<th>Email</th>
<th>SED</th>
<th>PPC on web site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>-3</td>
<td>-3</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
</tr>
<tr>
<td>ROI</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Reachable audience</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Impact</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>1</td>
<td>7</td>
<td>6</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 5.2) Visualisation of evaluation process
The best scoring solution

From this table, we are able to conclude that the best communication channel platform is Facebook and Instagram. After conducting a research, evaluation of results and segmentation of targeted customers, the best match between the most effective strategy and targeted customer segment is made.

Therefore, the best solution is targeting to customer segment from the age of thirty–six to sixty. This customer segment is the most preferably approached by Facebook and Instagram.

5.3 The best solution

Due to the fact that the Amba Charing Cross hotel is a place where all races, religions, genders and age categories meet on daily basis, the Terrace restaurant has also various customers. Those customers can be described as so–called Millennials, who are starting their career and family life, or baby–boomers who are already successful in career, then the golden working class and also senior customers.

The best advice for the Terrace restaurant management is to focus on described age segments with specific marketing tools and communication channels to each customer category – see table 5.3. Various target groups are a key to success in strategy for the Terrace restaurant. Ko Floor stated that restaurant should spend about 3.3% on communication and promotion from the budget (Ko Floor, p 214). That would make about £3,600 to be spent on marketing communication and promotions of the Terrace restaurant monthly.

In other words, most effective methods showed in Table 5.2 above, are in general the online strategies. Those strategies should be used to promote the Terrace restaurant and to communicate with their clients from a whole spectrum of customers. Since the difference between mentioned strategies and other online methods are not significant, the online advertising and communication methods on Facebook, Instagram, YouTube, emails and also using techniques such as SEO and PPC are advised as the best solution. Those methods are the most powerful and significantly more effective than rest of discussed methods.

Table 5.3) The overview of methods used for each targeted customer group

<table>
<thead>
<tr>
<th>Customer group / promotion tool</th>
<th>Metro news</th>
<th>Own website</th>
<th>Facebook/Instagram</th>
<th>Youtube</th>
<th>Vouchers</th>
<th>Email</th>
<th>SEO</th>
<th>PPC on website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Afternoon tea</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Business</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
5.4) Online goals for 2018

The first goal would be to create an official web page for the Terrace restaurant only, where all menu types would be described and would communicate any changes or news from the restaurant. This step should be taken into consideration, since the online management tools such as pay-per-click or search engine optimisation may help to remark the restaurant significantly.

Facebook and Instagram advertising. The reach of those two social media platforms is overwhelming. As per results from questionnaires, those are also the two main used social media platforms by actual customers of the Terrace restaurant. Therefore, advertising and promotion of the Terrace under auspices of the Amba brand are required. Excellent Facebook targeting capabilities by demographic characteristics, shared content, followed users and other systems allow reaching targeted customer base. Moreover, the CPM (cost per thousand views) costs are starting just at 6.29$ per 1000 views. Another option is a pay per day advertising starting from 1$ daily (Facebook, 2017).

The most used portal by customers and the one with most comments is TripAdvisor. On this rating portal, the Terrace restaurant score as 1226th restaurant in London. Rating is 4.5 point out of 5 possible, therefore the overall image of TripAdvisor is positive. On the other hand, on TripAdvisor, there are only 16 reviews since the start of the year 2017, which is pretty low review rate (To compare with Massimo restaurant in Corinthia hotel with 43 reviews, which is located just around the corner.) Negative point is, that there also included comments from the Terrace restaurant own employees. Another server as Bookatable or OpenTable has a very positive look and comments. Timeout has currently only one review and the description of the restaurant is everything else, but not welcoming.

Additional online goals for 2018 would be to drive the Terrace restaurant in best ratings such as:

- Top 50 restaurants near Trafalgar on "OpenTable".
- Get on the first page (first ten restaurants) in the rating of best restaurants near Trafalgar Square on "TripAdvisor". "Timeout" review portal has a list of the best pre-theatre restaurants, where the Terrace is missing, even though they serve a pre-theatre menu.
- Lastly, Google organic search results showing restaurants near Charring Cross need to show the Terrace on "Google Maps". See Appendix IV for actual Google Map search.

5.5) Implementation of marketing methods

The implementation plan is describing each step which is required to make sure that implementation of chosen strategy will happen due to expectations. The implementation plan is separated into four main parts.

- **Schedule** include all key tasks, that clearly identify what needs to be done and when. The schedule is describing and mirroring the strategy objectives.

- **Resources** are indicating all required instruments, people, machines or knowledge needed for developing and distribution of the message or advert. Resources describe which key elements are
required. For example, email addresses, social media accounts, brochures or IT specialists. Usually, the resources also include employees who then communicate with customers – the F&B team and other hotel employees.

- **Cost** is clearly everything which needs to be taken from a budget of the Terrace restaurant. Costs need to be regulated by budget options.

- **Control** of all above-stated elements. The plan needs to state what targets and key elements will be controlled and how what are the crucial criteria and how to measure them.

As well as setting out the schedule, the plan needs to say how it will be controlled. A good schedule and budget should make it easy to monitor progress. Implementation is ensured by following the PDCA cycle.

**5.5.1) PDCA cycle – implementation plan**

**PDCA cycle** model, which is quality control tool which is recommended to use to plan, do, check and act on the situations and marketed requirements.

**Plan phase of PDCA cycle**

The objective of this thesis report is to deliver local promotion strategy for the Terrace restaurant at Amba Hotel Charing Cross. The key aspect, desired situation or expectations is to fill the restaurant with 80% occupancy or in another word, to have 150 customers daily. Further details can be found in background information in section 1.2. The research in form of questionnaires – a desk research has been done to supply the advice with valuable data. A personal profile is created and segmented in target groups. Analysis of the promotion tools and methods has been done and evaluated. Now all researched information will be described how to implement the strategy to the process.

**Do phase of PDCA cycle – implementation of the strategy**

**Metro News – afternoon tea**

The Metro News has 900,000 distributed copies within an average of 2.5 readers per copy in London area every day. These numbers are making strategy interesting from point of possible reach towards a targeted audience. An average reader has a job and is from 18 to 44-year-old. These papers are distributed at almost every tube station, train station, busy places and infrastructural crossing points and also at stores such as Tesco or Sainsbury’s. Advertising or placing voucher, coupon or welcoming Ad, could create sympathy towards the Terrace and bring additional local customers. Metro News is the most cost consuming advertising strategy; therefore it can be used only for one-time promotion as an experiment. Even though the expected ROI from advertising in news is generally low, the financial forecast could be found in part 5.5 Financial implications. “It is a sought–out product for the latest news, sport, entertainment and daily features which focus on food, travel, fashion, technology and games, film, music and so much more” (Moremetro.co.uk, 2017)
Own website – all target groups

Creating a website of the Terrace restaurant is required. The own website will drive online traffic with the assistance of SEO and PPC methods described further. Moreover, the new website does not require any significant financial resources, since the Amba brand have the entire HTML templates, rights and its own IT department. The web page should be closely connected to the official web page of the Amba Hotel Charring Cross, where both websites will support each other. The content of the website will communicate and show menu items, describe types of menu and describe services. It allows customers to book directly without any third parties as Opentable or Bookatable – therefore it is more cost effective since there is no need to pay any fee. The web page is also connected to other social media, a profile on Facebook, Instagram or even refers and shows reviews from TripAdvisor. Blog of the restaurants scenes behind can be made – to show customers how their tea, coffee or meal is prepared. The Terrace web page will also encourage customers to leave a comment, ask any questions or participate in customer satisfaction/feedback survey. Since the Amba hotel has a registration for web page amba-hotel.com, the Terrace domain should be based on the same hotel domain: for example: terrace.amba-hotel.com

Facebook/Instagram – all target groups

Those 2 platforms may be seen as a quick and simple tool to use for advertising (Ads). The opposite is true when speaking about simplicity. Facebook has developed very sophisticated promotion tool and since Instagram is owned by Facebook, connectivity and Ads options are mirroring the Facebook ones. In general, social media has very effective targeting capabilities to address the message. While TV Ads can be very abusing and repeating for long period, the social media and especially Facebook Ads may change every day. It is recommended to change Ads every three to five days. (Hotsuit, 2016).

Facebook/ Instagram is offering to advertise in several different formats such as photos, videos, carousel (pictures with text and link to web page) and other types of Ads. Facebook Ads targeting is based on location, which is the most important characteristic for the Terrace restaurant, followed by demographics, interest and behaviour of the targeted customer. Facebook is allowing to target on a broad spectrum of users or very specific ones. Therefore, the advantage is that the Amba Hotel Charring Cross is already quite active on social media, so the base of followers who already have a connection will describe social media user behaviour and characteristics which the ads will focus on. For example, CPC – cost per click of Ads which can open an external web page of the Terrace or show extra offer cost approximately £0,20 (Hotsuite study 2017). Facebook has a very high return on investment rate. The financial implication and forecast may be found in section 5.5 Financial implications.

YouTube – leisure and afternoon tea

YouTube advertising is the same as other social media regarding cost implication and effectiveness. For example, spending $10 a day will generate 200 views of an advert. This promotion tool also offers full targeting to customers and later on analysing the results. Similarly, to other social media, the ROI index of YouTube is very significant. There won’t be any additional cost apart from PPC or Ad videos because video used as an ad can be just an presentation of pictures and contact details. To not stay only
on advertising, pro-active approach is required from the F&B team, where setting YouTube channel is for free and non-professional videos from behind the scenes (how food and drinks are made) can be uploaded and shared with customers on YouTube channel, own web page, Facebook and Instagram.

**Vouchers – afternoon tea and business**

The vouchers are advised to be used just as an additional tool to influence customers to come repeatedly. Printing cost is expected to be low since the Amba hotel is cooperating with a printing company, where the client has a quantity discount. To cut cost to a minimum, vouchers should be printed in form of business cards which the customer can save in wallet for next time. Vouchers may be a trial version for the loyalty programme, where every given and used voucher should be tracked in order to collect information how many of them have been given and how many of customers use them – therefore come repeatedly to the Terrace restaurant. Based on information gathered, the customer loyalty/benefit programme should be considered.

**SEO – all target groups**

This marketing strategy is increasing online traffic, is greatly tractable with ROI, is cost effective and increase web page usability and brand awareness. Best practices according to search engine journal are a combination of Search engine optimisation (SEO) and PPC. SEO method will help to make the Terrace more visible in organic search. For example, Google organic search did not show the restaurant under search “Restaurant near/on Charring Cross” see in Appendix IV. By setting SEO and paying for example per click– PPC will raise awareness and make restaurant visible. Moreover, SEO would greatly work together with an official web page of the Terrace. SEO method is focusing on creating informative and based on keywords relevant list of results. By using SEO strategy, the hotel would be able to track almost every aspect of the strategy, as example traffic increase on a web page, in rankings; in-depth analytics provide data on a demographic and behavioural characteristic of users who interacted with the restaurant website. (Titan SEO, 2017).

**Email – all target groups**

Email marketing and communication are very cost effective and efficient. A direct email will allow the Terrace restaurant to target advertising to actual customers while raising brand awareness. Another advantage is that email Ads are easy, shareable, and measurable same as on social media, Since the Amba hotel has a huge database of the clients from their bookings and third parties’ portals, the email marketing does not require any additional costs. The IT department will create pictures and content of the message and use contact detail database of actual customers. Although the email marketing does not require any additional cost apart from creating the Ads, which include photo shooting, the ROI of email marketing is significant according to the Direct Marketing Association, which has estimated that in 2013, email marketing typically returns £40 for every £1 invested (DMA, 2014). The financial implication of the email marketing can be seen in section 5.5 Financial implications.
Check phase of PDCA cycle

In order to analyse effectiveness and efficiency of the marketing strategy, the following critical success factors and performance indicators are set.

Critical success factors what

- Revenue Indicators = sales / cost
- Customer loyalty
- Employee engagement – how the employees are willing to communicate with customers and promote/up sale the restaurant services
- Customer satisfaction – returning number of guests, guest reviews, rating on portals
- Efficiency and flexibility of marketing strategy

Key performance indicators how

- Positive revenue indicator
- Number of customer reviews, score on TripAdvisor as the Terrace Restaurant – move from 1283 to 800th place within London or weekly mentions of the services
- Satisfaction questionnaires
- Increasing number of reviews
- ROI
- Restaurant occupancy over 80%

Act phase of PDCA cycle

After analysing the check phase of implementation, when the management is ensured that marketing strategy is efficient and effective, it is time to set standards of the marketing processes and results. The next steps need to focus to higher those standards with using the PDCA cycle repeatedly again.
5.5) Financial implications

As part of the marketing plan, the financial implications of selected marketing methods are presented. More specifically, financial implications will forecast alternative solutions of the management problem to show the feasibility of selected method.

As example1:

To attract potential customers, vouchers printed in the Metro magazine can be used as described in section 5.5.1. Free Metro magazine distributes about 900 000 copies daily in London. 1/3 of the page in the Metro magazine cost £9.516 (Metro magazine, 2017). This advertising method can be used as a tool to invite broad groups of customers. In form of voucher (1+ for half price/ 20% discount), this method can promote for example afternoon tea. Afternoon tea is the most efficient serving period according to hotel deputy VCGM. The best financial aspect would be the ROI (return on investment) index. This index is showing directors and management if they invested well and investment is returning back in form of more revenues/ profits.

Forecast of RIO on Metro news advertising:

If from 900,000 copies per day, 50 persons will become regular guest who will come once a month for an afternoon and spend £24.95, those 50 customers will deliver an additional profit of £14,970. Financial forecast of this advertising method is following:

\[
\text{Income} - \text{cost} = \text{profit (}£14,970 - £9,516) = £5,454 \text{ additional profit a year.}
\]

This venue can deliver an impressive amount of potential future customers and profit.

Example 2:

Facebook advertising wit PPC method. Revenue goal is for example set to £6000, monthly advertising budget could be £2000. In order to reach a target, there will be needed 167 clicks per day, where every click cost £0,4. (ROI calculator, 2013) The financial implication – the costs of this method is forecasted to £2000, which should result in an additional profit of £4000.

Another way to look at the Facebook campaign is to impressions, in other words, users who seen or liked the profile of the Terrace restaurant. CPM – cost per 1000 impressions are £5,71. If 1% from all impression on Facebook will come to grab a coffee; (100 x £2,5) – 5,71 = £244,29 additional profit.

Example 3:

Email newsletter. This method is completely cost free. Photoshooting done by employee, email newsletter done by IT specialist who will create picture for a newsletter and required email adresses are obtained from the customers reservations.
Summary of financial implications

<table>
<thead>
<tr>
<th>Method</th>
<th>Cost</th>
<th>Expected benefit</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro News</td>
<td>900,000 copies distributed in London for</td>
<td>50 people spend £24.95 monthly = (£14,970 – £9,516) = additional revenue £5,454</td>
<td>Every 3 months</td>
</tr>
<tr>
<td>Facebook/Instagram/online</td>
<td>CPC cost (1000 impressions) = £5.71</td>
<td>Expect 100 people pay for coffee £2.5 = (100 x £2.5) – 5.71 = additional revenue</td>
<td>Weekly for at least 3 months</td>
</tr>
<tr>
<td>campaign</td>
<td></td>
<td>£244.29</td>
<td></td>
</tr>
<tr>
<td>Emails</td>
<td>For free</td>
<td>Attracting customers and inviting for special offers.</td>
<td>Monthly or due to special offers</td>
</tr>
</tbody>
</table>

It is recommended to the Terrace management to use above explained promotion methods to raise occupancy of the restaurant as long as profits. The combination of those methods will promote the restaurant and meet the financial budget.
6) Conclusion

Amba Hotel Charring Cross, where the Terrace restaurant is located, has a great historical location, which every Londoner is familiar with. Therefore, the Amba Hotel Charing Cross as a client is advised to promote a restaurant with such a superb location and good quality services towards the local people/potential guests. The promotion is divided and segmented into three major target groups, which are presenting characteristics, needs and wants of the targeted guest. For the promotion of the Terrace restaurant, it is advised to target specific segments of the London market with marketing tools corresponding with requirements and preferences of each targeted customer segment. Those customer segments are leisure customers, afternoon tea customers and business customers. Promotional and communication tools such as Facebook/Instagram advertising, YouTube channel videos, marketing campaign in free Metro news, launching loyalty programme, direct emails communication or online tools such as SEO or PPC are recommended to be used for raising brand awareness, occupancy of the restaurant and rising profits. Additionally, to create a platform, where all strategies and promotion meet at one place, the official web page of the Terrace Restaurant should be launched.

- Facebook, Instagram and YouTube profiles of the Terrace restaurant to be created to inform and attract all targeted customer groups. Communication and promotion are to be held on those platforms.

- Metro News campaign with promotion in form of vouchers for afternoon tea should be tried, in order to attract the broader volume of potential customers.

- Direct emails are recommended to be used to communicate special offers and program of the terrace restaurant.

- All mentioned tools should be gathered and visible on the own official web page of the Terrace restaurant, where promotion tool as PPC and SEO are set. Moreover, web page is a place, where the customer will be able to see their benefits/rewards from loyalty programme.

Continuous analysing of the market and reacting to changes will make the marketing strategy of the Terrace restaurant compact, efficient and profitable.
7) Afterword

After the defence of the Initial Thesis Proposal, the examiners Mr. Ralph van Dijk and Mr. Marc Vink suggested that I should make the management question, core concepts and the research questions more specific.

The marketing strategy has changed to the local marketing strategy. Since then, the specification of the aims and goals has been targeted and focused more on local inhabitants – Londoners. After many consultations with Mr. van Dijk, the researcher even specified the management question and central research questions according to the requirements of local strategy.

Thanks to regular communication via emails and Skype, advice report was constantly elaborated with the first examiner. The interview, which was the main research method, was more complicated than the researcher thought. The first implication was that the client would provide the contact details of current customers. The contacts were intended to be used for sending questionnaires to all current customers of the Terrace restaurant. Those contacts were obtained by client from all booking and third parties’ portals. Due to the policy of personal data protection, the client was not able to provide those email addresses. The research method had to be changed. After discussion with client via emails and phone calls, it was established that the F&B management will give questionnaires to the guests of the Terrace restaurant. The actual data collection was carried out within two weeks. During this period, 109 questionnaires were collected. The collection of questionnaires was stopped after reaching required 108 questionnaires due to the time pressure.

According to author view, the thesis semester was really informative in many ways. For example, communication skills, own time management, studying the primary and secondary literature, laws and regulations is the experience every student takes along for future life. Since a researcher is SDP (short degree program) student, it is worth saying, that 1st and 2nd year spent in different educational systems was a complete waste of time. Dutch educational system is focused on a student as such and develops many different abilities and allows one’s personal growth. Therefore, the author of this thesis believes that those abilities and experience gained during those two years are displayed in the thesis project.

The biggest weak point of the research strategy was that the communication with company tutor was held via emails and phone calls. If ever writing similar assignment next time, it would be more efficient and easier to work in the client company while writing the assignment or choose some other client company in a country of stay for better communication options. Due to the busy period in the client company and time consuming preparation of the research methods at the beginning of the thesis project, the researcher had contacted the company tutor and insisted on quick responses to his emails and phone calls. Also the quick execution of the data collection was required. This attitude was not appropriate from a student. Due to the above mentioned busy period in the client company (the VCGM deputy, the F&B manager and their teams were busy with their own work (people who cooperated on developing questionnaires and data collection). As mentioned above, due to the personal information law and regulations, the client was not able to supply researcher with the personal information of the clients – email addresses. The another weak point was, that the questionnaires were collected in paper form and for more sophisticated evaluation, trasfered to Qualitrics survey tool.
On the other hand, the strong point of this thesis project was, that student has learned to communicate in different perspective. It has stared while internship in the client company, where student had learned “in hard way, but also good way” how to communicate with higher positions, from managers, VCGM’s in hotel, GM or even the CEO of a company. Definitely, the strength of this thesis project is questionnaires, which had been collected in the client company, right in the middle of business. Those responses are valid, reliable and valuable for research and client, since the actual customers have been asked to complete the questionnaire while or right after their experience. Student have learned how to better manage time planning and organisation of the given task, which will positively contribute in profession life.

The value of this thesis project for the industry is mainly in research conducted on the actual guests, inhabitants of London. Those customer persona profiles, characteristics, communication requirements or buyer behaviour may be used by hospitality companies or start–up projects as a base for similar marketing strategy. On the other hands, value for another hospitality student may be an example of solving management problem in terms of local marketing strategy and this paper is describing steps needed to be taken in order to solve that problem.

Additionally, it would be wise and interesting to conduct similar research in same location in order to describe how the customer characteristics and communication requirements changes over the time.
References


Appendices

Appendix I – questionnaires graphs, table and data from the survey

Questionnaire Report

Q1 - What is your age?

![Age Distribution]

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your age?</td>
<td>1.00</td>
<td>4.00</td>
<td>2.45</td>
<td>0.94</td>
<td>0.89</td>
<td>109</td>
</tr>
</tbody>
</table>

Q2 - What is your gender?

![Gender Distribution]

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your gender?</td>
<td>1.00</td>
<td>2.00</td>
<td>1.53</td>
<td>0.50</td>
<td>0.25</td>
<td>107</td>
</tr>
</tbody>
</table>
Q2 - What is your gender?

Q3 - Have you ever been to the Amba Hotel Charing Cross?

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you ever been to the Amba Hotel Charing Cross?</td>
<td>1.00</td>
<td>4.00</td>
<td>2.65</td>
<td>0.39</td>
<td>0.80</td>
<td>109</td>
</tr>
</tbody>
</table>
Q4 - What has brought you into the restaurant/lounge/bar today?

- Lunch or dinner: 35.20%
- Meeting: 29.60%
- Drinks: 20.00%
- Afternoon tea: 15.20%

Q5 - What did you liked most?

- Location: 28.89%
- Services: 20.74%
- Atmosphere: 26.20%
- Food/Drinks offering: 18.19%
Q6 - What would be the purpose of you coming back to The Terrace?

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>What would be the purpose of you coming back to</td>
<td>1.00</td>
<td>3.00</td>
<td>2.05</td>
<td>0.54</td>
<td>0.41</td>
<td>107</td>
</tr>
<tr>
<td>The Terrace?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Q6 - What would be the purpose of you coming back to The Terrace?

- Only business / meeting: 17.76%
- Dining: 58.88%
- Both: 23.36%
Q7 - How do you know about the Terrace at the Amba Hotel Charing Cross?

- Someone brought me here: 39.8%
- Social media: 17.59%
- TripAdvisor, Bookatable, OpenTable: 14.81%
- I am a regular customer: 12.96%
- I found it online: 10.19%
- Advertising online: 4.83%

Field: How do you know about the Terrace at the Amba Hotel Charing Cross?

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>6.00</td>
<td>2.95</td>
<td>1.45</td>
<td>2.10</td>
<td>108</td>
</tr>
</tbody>
</table>
Q8 - What social media platforms do you use?

- Facebook: 32.24%
- Instagram: 22.04%
- YouTube: 16.12%
- Twitter: 11.38%
- Google+: 9.34%
- Pinterest: 6.01%
- Yelp: 1.97%

Q9 - How does social media impact your decision making?

- Feedback and comments from other people persuade me: 48.15%
- Profile content and activity of restaurant would help me to decide: 23.15%
- No impact: 28.70%

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do social media impact your decision making?</td>
<td>1.00</td>
<td>3.00</td>
<td>1.81</td>
<td>0.85</td>
<td>0.75</td>
<td>108</td>
</tr>
</tbody>
</table>
Q10 - What is the main content that attract you to social media posts?

- Pictures / videos: 38.62%
- Reviews: 32.41%
- Story of the product or place: 17.24%
- Written articles: 11.72%

Q11 - What would bring you back to the Terrace at Amba Hotel Charing Cross?

- Location: 32.00%
- Atmosphere: 23.00%
- Good value of products: 18.00%
- Menu: 15.50%
- Advertising, special offers, loyalty: 11.50%
Q12 - How would you like to be informed about new products, new offers?

- Facebook: 48.52%
- Emails, newsletters: 25.44%
- Instagram: 15.98%
- Twitter: 10.06%

Q13 - What would influence you to come back to the Terrace at Amba Hotel Charing...
Q14 - What is your usual spend in a restaurant for lunch?

- £15.00 - £20.00 per head: 39.45%
- £10.00 - £15.00 per head: 27.52%
- £20 per head: 22.94%
- Less than £10.00 per head: 10.09%

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your usual spend in a restaurant for lunch?</td>
<td>1.00</td>
<td>4.00</td>
<td>2.75</td>
<td>0.92</td>
<td>0.85</td>
<td>109</td>
</tr>
</tbody>
</table>

Q15 - What is your usual spend in a restaurant for dinner?

- £15.00 - £25.00 per head: 38.53%
- £25.00 - £40.00 per head: 34.86%
- £40 per head: 22.02%
- Less than £15.00 per head: 4.59%

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your usual spend in a restaurant for dinner?</td>
<td>1.00</td>
<td>4.00</td>
<td>2.74</td>
<td>0.85</td>
<td>0.72</td>
<td>109</td>
</tr>
</tbody>
</table>
Q16 - Why did you choose to come to the Amba Hotel Charing Cross?

Q16) Word cloud breakdown by codes

Q17 - How would you rate your experience?

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you rate your experience?</td>
<td>1.00</td>
<td>6.00</td>
<td>1.65</td>
<td>1.10</td>
<td>1.20</td>
<td>82</td>
</tr>
</tbody>
</table>
Appendix II – cross tabulations used for analysis.

### What has brought you into the restaurant/lounge/bar today?

<table>
<thead>
<tr>
<th></th>
<th>Meeting</th>
<th>Lunch or dinner</th>
<th>Afternoon tea</th>
<th>Drinks</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>6</td>
<td>15.62%</td>
<td>11</td>
<td>5.26%</td>
<td>21</td>
</tr>
<tr>
<td>26 - 35</td>
<td>11</td>
<td>9.3%</td>
<td>11</td>
<td>4.71%</td>
<td>26</td>
</tr>
<tr>
<td>36 - 60</td>
<td>17</td>
<td>45.89%</td>
<td>14</td>
<td>3.42%</td>
<td>44</td>
</tr>
<tr>
<td>Over 60</td>
<td>3</td>
<td>8.11%</td>
<td>8</td>
<td>42.11%</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>37</td>
<td>100.00%</td>
<td>44</td>
<td>100.00%</td>
<td>106</td>
</tr>
</tbody>
</table>

### What social media platforms do you use?

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Twitter</th>
<th>Instagram</th>
<th>Yelp</th>
<th>Pinterest</th>
<th>YouTube</th>
<th>Google+</th>
<th>Mean</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>20</td>
<td>5</td>
<td>18</td>
<td>2</td>
<td>7</td>
<td>11</td>
<td>7</td>
<td>11.00</td>
<td>22</td>
</tr>
<tr>
<td>26 - 35</td>
<td>28</td>
<td>11</td>
<td>13</td>
<td>3</td>
<td>7</td>
<td>16</td>
<td>12</td>
<td>10.31</td>
<td>29</td>
</tr>
<tr>
<td>36 - 60</td>
<td>40</td>
<td>13</td>
<td>23</td>
<td>3</td>
<td>7</td>
<td>16</td>
<td>12</td>
<td>8.23</td>
<td>44</td>
</tr>
<tr>
<td>Over 60</td>
<td>10</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>7.50</td>
<td>12</td>
</tr>
<tr>
<td>Mean</td>
<td>2.41</td>
<td>2.53</td>
<td>2.16</td>
<td>2.17</td>
<td>2.19</td>
<td>2.31</td>
<td>2.38</td>
<td>2.38</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>34</td>
<td>67</td>
<td>6</td>
<td>21</td>
<td>48</td>
<td>28</td>
<td>107</td>
<td>-</td>
</tr>
</tbody>
</table>

### How do you know about the Terraces at the Amba Hotel Charing Cross?

<table>
<thead>
<tr>
<th></th>
<th>I am a regular customer</th>
<th>Someone brought me here</th>
<th>I found it on internet</th>
<th>Social media</th>
<th>TripAdvisor, Bookatable, Opentable</th>
<th>Advertising online</th>
<th>Mean</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>1</td>
<td>14</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>2.39</td>
<td>22</td>
</tr>
<tr>
<td>26 - 35</td>
<td>3</td>
<td>11</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>3.83</td>
<td>29</td>
</tr>
<tr>
<td>36 - 60</td>
<td>8</td>
<td>16</td>
<td>3</td>
<td>8</td>
<td>7</td>
<td>3</td>
<td>2.88</td>
<td>45</td>
</tr>
<tr>
<td>Over 60</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3.33</td>
<td>12</td>
</tr>
<tr>
<td>Mean</td>
<td>2.79</td>
<td>2.14</td>
<td>2.64</td>
<td>2.37</td>
<td>2.69</td>
<td>3.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>43</td>
<td>11</td>
<td>19</td>
<td>16</td>
<td>5</td>
<td>-</td>
<td>106</td>
</tr>
</tbody>
</table>

### How would you like to be informed about new products, new offers?

<table>
<thead>
<tr>
<th></th>
<th>Emails, newsletters</th>
<th>Facebook</th>
<th>Twitter</th>
<th>Instagram</th>
<th>Mean</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 25</td>
<td>4</td>
<td>17</td>
<td>0</td>
<td>13</td>
<td>4.09</td>
<td>22</td>
</tr>
<tr>
<td>26 - 35</td>
<td>10</td>
<td>26</td>
<td>7</td>
<td>7</td>
<td>3.83</td>
<td>29</td>
</tr>
<tr>
<td>36 - 60</td>
<td>22</td>
<td>21</td>
<td>8</td>
<td>6</td>
<td>3.14</td>
<td>42</td>
</tr>
<tr>
<td>Over 60</td>
<td>7</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>2.54</td>
<td>13</td>
</tr>
<tr>
<td>Mean</td>
<td>2.74</td>
<td>2.37</td>
<td>2.71</td>
<td>1.81</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>82</td>
<td>17</td>
<td>27</td>
<td>-</td>
<td>106</td>
</tr>
</tbody>
</table>
Appendix III – visualisation of factors influencing consumer choice.

<table>
<thead>
<tr>
<th>Factor</th>
<th>29</th>
<th>34</th>
<th>39</th>
<th>24</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>36</td>
<td>24</td>
<td>30</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td>Quality or performance</td>
<td>18</td>
<td>12</td>
<td>32</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Special offers/promotions</td>
<td>6</td>
<td>15</td>
<td>39</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Taste or smell</td>
<td>13</td>
<td>13</td>
<td>29</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Use by or sell by date</td>
<td>5</td>
<td>7</td>
<td>39</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Familiar</td>
<td>7</td>
<td>8</td>
<td>34</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Healthy option</td>
<td>10</td>
<td>8</td>
<td>29</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Defra 2016

Appendix IV – Google Maps result on search "restaurant on Charring Cross" There is not any result on Google Maps nowadays.
Appendix V – examples of the questionnaires

What is your age?
- 18–25
- 26–35
- 36–60
- Over 60

What did you like most?
- Atmosphere
- Food/Drink offerings
- Service
- Location

How many times have you been to the Amba Hotel Charing Cross?
- Never
- Once
- Couple of times
- I’m regular

What would be the purpose of you coming back to The Terrace?
- Business and meetings
- Dining
- Both

What has brought you into the restaurant/lounge/bar today?
- Meeting
- Lunch or dinner
- Afternoon tea
- Drinks

How do you know about The Terrace at the Amba Hotel Charing Cross?
- I am a regular customer
- Someone brought me here
- I found it on the internet
- Social media
- Advertising online
- Tripadvisor/Bookatable/Open Table

Why did you choose to come to the Amba Hotel Charing Cross?

How would you rate your experience?
- Excellent
- Very good
- Average
- Poor

What social media platforms do you use?
- Facebook
- Twitter
- Instagram
- Yelp
- Pinterest
- YouTube
- Google+
How does social media impact your decision making?

- No impact
- Feedback and comments from other people persuade me
- Profile content and activity of restaurant would help me to decide

What is the main content that attracts you to social media posts?

- Story of the product or place
- Pictures / videos
- Written articles
- Reviews

What would influence you to come back to The Terrace at Amba Hotel Charing Cross?

- Social Media
- Online discount sites
- Voucher
- TripAdvisor

What is your usual spend in restaurant for lunch?

- Less than £10.00 per head
- £10.00–£15.00 per head
- £15.00–£20.00 per head
- Over £20.00 per head

What is your usual spend in restaurant for dinner?

- Less than £15.00 per head
- £15.00–£25.00 per head
- £25.00–£40.00 per head
- Over £40.00 per head

Thank you so much for your time. If you would like to be kept informed of our promotions and offers, please leave us your name and email address:

------------------------------------------
------------------------------------------
------------------------------------------

Amba Hotel Charing Cross, Strand, London WC2H 5HX 0800 330 8397
What is your age?

- 18-25
- 26-35
- 36-60
- Over 60

How many times have you been to the Amba Hotel Charing Cross?

- Never
- Once
- Couple of times
- I'm regular

What has brought you into the restaurant/lounge/bar today?

- Meeting
- Lunch or dinner
- Afternoon tea
- Drinks

Why did you choose to come to the Amba Hotel Charing Cross?

- For lunch

How would you rate your experience?

- Excellent
- Very good
- Average
- Poor

What did you like most?

- Atmosphere
- Food/Drink offerings
- Service
- Location

What would be the purpose of you coming back to The Terrace?

- Business and meetings
- Dining
- Both

How do you know about The Terrace at the Amba Hotel Charing Cross?

- I am a regular customer
- Someone brought me here
- I found it on the internet
- Social media
- Advertising online
- Tripadvisor/Bookatable/Open Table

What social media platforms do you use?

- Facebook
- Twitter
- Instagram
- Yelp
- Pinterest
- YouTube
- Google+

Amber Hotel Charing Cross, Strand, London WC2H 9HD 0800 330 8297
How does social media impact your decision making?

☐ No impact
☒ Feedback and comments from other people persuade me
☐ Profile content and activity of restaurant would help me to decide

What is the main content that attracts you to social media posts?

☐ Story of the product or place
☐ Pictures / videos
☐ Written articles
☒ Reviews

What would bring you back to The Terrace at Amba Hotel Charing Cross?

☐ Menu
☐ Atmosphere
☒ Location
☐ Good value of products
☐ Advertising, special offers, loyalty

How would you like to be kept informed about new products, news and offers?

☒ Email newsletters
☐ Facebook
☐ Twitter
☐ Instagram

What would influence you to come back to The Terrace at Amba Hotel Charing Cross?

☐ Social Media
☐ Online discount sites
☐ Voucher
☒ TripAdvisor

What is your usual spend in restaurant for lunch?

☐ Less than £10.00 per head
☐ £10.00–£15.00 per head
☐ £15.00–£20.00 per head
☒ Over £20.00 per head

What is your usual spend in restaurant for dinner?

☐ Less than £15.00 per head
☒ £15.00–£25.00 per head
☐ £25.00–£40.00 per head
☐ Over £40.00 per head

Thank you so much for your time. If you would like to be kept informed of our promotions and offers, please leave us your name and email address:

[Handwritten names and email address]

Amba Hotel Charing Cross, Strand, London WC2H 5HX 0800 330 8397
What is your age?
- 18-25
- 26-35
- 36-60
- Over 60

How many times have you been to the Amba Hotel Charing Cross?
- Never
- Once
- Couple of times
- I'm regular

What has brought you into the restaurant/lounge/bar today?
- Meeting
- Lunch or dinner
- Afternoon tea
- Drinks

Why did you choose to come to the Amba Hotel Charing Cross?

How would you rate your experience?
- Excellent
- Very good
- Average
- Poor

What did you like most?
- Atmosphere
- Food/Drink offerings
- Service
- Location

What would be the purpose of you coming back to The Terrace?
- Business and meetings
- Dining
- Both

How do you know about The Terrace at the Amba Hotel Charing Cross?
- I am a regular customer
- Someone brought me here
- I found it on the internet
- Social media
- Advertising online
- TripAdvisor/Bookatable/Open Table

What social media platforms do you use?
- Facebook
- Twitter
- Instagram
- Yelp
- Pinterest
- YouTube
- Google+

Amber Hotel Charing Cross, Strand, London WC2H 9HN 0800 330 8387
How does social media impact your decision making?

- □ No impact
- □ Feedback and comments from other people persuade me
- □ Profile content and activity of restaurant would help me to decide

What is the main content that attracts you to social media posts?

- □ Story of the product or place
- □ Pictures/videos
- □ Written articles
- □ Reviews

What would influence you to come back to The Terrace at Amba Hotel Charing Cross?

- □ Social Media
- □ Online discount sites
- □ Voucher
- □ TripAdvisor

What is your usual spend in restaurant for lunch?

- □ Less than £10.00 per head
- □ £10.00-£15.00 per head
- □ £15.00-£20.00 per head
- □ Over £20.00 per head

What is your usual spend in restaurant for dinner?

- □ Less than £15.00 per head
- □ £15.00-£25.00 per head
- □ £25.00-£40.00 per head
- □ Over £40.00 per head

How would you like to be kept informed about new products, news and offers?

- □ Email newsletters
- □ Facebook
- □ Twitter
- □ Instagram

Thank you so much for your time. If you would like to be kept informed of our promotions and offers, please leave us your name and email address:

guillen.burch@money
Supermoney.com

Amba Hotel Charing Cross, Strand, London WC2H 5HX 0800 330 8397
What is your age?
- 18-25
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- 36-60
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- Story of the product or place
- Pictures / videos
- Written articles
- Reviews

What would bring you back to The Terrace at Amba Hotel Charing Cross?

- Menu
- Atmosphere
- Location
- Good value of products
- Advertising, special offers, loyalty

How would you like to be kept informed about new products, news and offers?

- Email newsletters
- Facebook
- Twitter
- Instagram

What would influence you to come back to The Terrace at Amba Hotel Charing Cross?

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Amba Hotel Charing Cross, Strand, London WC2H 5HX 0800 330 8397
### Appendix VI – AAOCC criteria

<table>
<thead>
<tr>
<th>Source and Authors</th>
<th>AUTHORITY</th>
<th>ACCURACY</th>
<th>OBJECTIVITY</th>
<th>CURRENCY</th>
<th>COVERAGE</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Professor of Consumer Psychology, School of Hotel Administration, Publisher: Cornell University. Since 2012 he has 2783 citations.</td>
<td>Detailed description of targeting, market description, competitors, or targeted segments.</td>
<td>Based on STP strategy</td>
<td>2011 –relevant</td>
<td>There are key words as: hospitality management, hospitality industry, customer services, market analysis</td>
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<tr>
<td>Moutinho, L. (2009)</td>
<td>Professor at Dublin City University marketing, neuroscience, futurecast. Since 2012 he has 4771 citations. Publisher: Wallingford, Oxon, UK ; New York, N.Y. : CABI Pub., c2000.</td>
<td>Analytical discussion of key areas of contemporary tourism management: evaluation of the most important global trends in tourism</td>
<td>The publication has 349 and 18 elaborated topics. Trends in Tourism The Marketing Environment for Travel and Tourism</td>
<td>2009 – relevant</td>
<td>Key words as: evaluation management marketing planning tourist industry trends</td>
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<tr>
<td>Author</td>
<td>Gordon Wyner is a partner at Millward Brown Analytics and is a member of the executive committee at the Marketing Science Institute. Also contributor in AMA articles.</td>
<td>The article is elaborating short-term and long-term implications of segmentation.</td>
<td>The article is a summary of Marketing Journals, but objectivity cannot be ensured, since there is a possibility to advertise on the web site.</td>
<td>2016 – relevant</td>
<td>The article covers only topic of online segmentation.</td>
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<tr>
<td>Author</td>
<td>Regis McKenna is the founder and chairman of Regis McKenna, Inc., an international marketing consulting firm. He is also university lecturer. Statement &quot;marketing is everything and everything is marketing&quot; has</td>
<td>The publication was used only for an interesting Marketing definition</td>
<td>Publication provides concepts for marketers in the always-changing market environment. Area of focus is for people in the technology industry. Elaborates on a revolution in the computer-age marketplace</td>
<td>1994 – Older than 10 years, not relevant</td>
<td>The publication elaborates on a revolution in the computer-age marketplace. The information is not unique</td>
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<td>Author(s)</td>
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<td>Kotler, P. &amp; Armstrong, G. (2012).</td>
<td>S.C. Johnson &amp; Son Professor of International Marketing, Kellogg School of Management</td>
<td>The information obtained from this publication are relevant and accurate. It is considered by many as bible of marketing. This publication has over 740 pages and cite hundred of references. 2012 – relevant. This publication obtain many different part elaborating on: defining the market, understanding the market and consumer, analyzing market enviroment, creating value for targeted customers etc.</td>
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<td>Floor, K. &amp; Raaij, F. (2011).</td>
<td>Publisher: Noordhoff Uitgevers BV, 1st edition, Publications is cited by 102 articles</td>
<td>The publication is elaborating marketing communication as a unit. Is used by universiting teaching marketing, communication and students of marketing especially in the Netherlands. Publication include case studies, exercises, examples and textual materials Integrated Marketing Communications Strategy bridges the gap between theory and practice. 2011 – relevant. especially information on budgeting, media costs, position or promotion was used as a source due to many examples and case studies.</td>
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<td>McDonald, M. &amp; Dunbar, I. (2004).</td>
<td>Professor at Cranfield University and author of a series of books on marketing planning. Has over 1236 citations. Publisher: Elsevier Science &amp; Technology, Segmentation and marketing mapping are core areas of the marketing. It is usable by students and executives, For whom the practical, step-by-step approach is designed. McDonald argues that segmentation should start every marketing planning process – implemented in this thesis document. 2004 – not relevant, but the information obtained are valuable, the title is revised also in 2012. Publication is elaborating how to do it and how to profit from it... Discussing methods as Balanced Scorecards, Six Sigma, Innovation, Relationship Marketing and, CRM.</td>
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<td>Marketing91. (2016).</td>
<td>A site dedicated to becoming the leading marketing resource on the web created by marketing professional Hitesh Bhasin. This site is economical web with over 8.000 followers ans subscribers, does not contain any advertising and can be considered as reliable. This marketing site contain all types of tutorials such as: Marketing strategy tutorials, Sales management tutorials, Branding tutorials, Tutorials on Market research, Online Marketing tutorials. Last modified in March 2017 – relevant. This author present all types of topic containing marketing.</td>
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<td>Office for National Statistics (2017)</td>
<td>The UK's largest independent producer of official statistics and the recognised national statistical institute of the UK. This web site is on official page of the UK goverment statistics. Publications may be used by whole spectrum of public , and objectivity has a governmental standarts. The office is doing year to year edition on their statistics in all possible field. Data is officially approved by the UK government.</td>
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<td>EUROSTAT 2016</td>
<td>Is encyclopedia of European statistics for everyone, completed by a statistical glossary clarifying all terms used and by numerous links to further information and the latest data and metadata.</td>
<td>Eurostat is the statistical office of the European</td>
<td>2015 – relevant</td>
<td>Data is officially approved by the European Commission</td>
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