



Marketing Strategy and Communications

Level 5 Semester 2

HTM_2_MSC

BA Hons: Tourism and Hospitality Management

**Department of Urban, Environment and Leisure Studies
Faculty of Arts & Human Sciences**

2010-2011

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Marketing Strategy and Communications

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UNIT DETAILS

Unit Title:	Marketing Strategy and Communications
Unit Level:	5
Unit Reference Number:	HTM_2_MSC
Credit Value:	15 Points
Student Study Hours:	150 hours
Contact Hours:	36 class hours contact
Private Study Hours:	114 hours self-managed study
Lecturer:	Robyn Griffith-Jones
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Summary of Assessment Method:	Examination (3 hours, 50% of overall mark); Coursework Assignment (2000 words, 50% of overall mark)

1. SHORT DESCRIPTION

This is a core management skills unit that requires the students to understand and apply the concepts of marketing strategy to the tourism industry, and to be able to communicate with an identified market using an appropriate suite of marketing tools and techniques. It is a practical unit in terms of its skills (see coursework assignment) yet embeds these firmly within theory (see weekly programme). The relationship between theory and practice will be explored in class and tested via the coursework assignments.

2. AIMS OF THE UNIT

This is a core unit in aiding students to understand the key role that marketing plays in business and destination management. Students will understand and be able to contribute to the marketing planning process in public and private sector tourism organisations and assist in the implementation, monitoring and evaluating of these plans.

3. LEARNING OUTCOMES

Knowledge and Understanding:

- To develop skills in marketing planning and communications;
- To be able to effectively apply the relevant marketing theory to practical issues;
- To understand the ethical issues surrounding marketing planning and communications;
- To understand and criticise the role of marketing within an organisation's strategy development.

Intellectual Skills:

- To develop skills in data gathering and to draw conclusions from that data;
- To apply models, concepts and theory to practical, vocational situations;
- To evaluate quantitative and qualitative data.

Practical Skills:

- To develop skills in specialised report writing;
- To develop understanding of the marketing pressures on commercial and non-commercial organisations and their responses to these.

Transferable Skills:

- To develop skills in report writing, data retrieval, presentations, and time management.

4. ASSESSMENT OF THE UNIT

4.1 Assessment method

The unit is assessed through a pieces of coursework of (a minimum of) 2000 words and an examination. Each is worth 50%.

4.2 Coursework assignment

For the coursework assignment you are asked to write a marketing plan for Sandals Resorts, Jamaica for the UK market for 2011-2014. This marketing plan will be a minimum of 2000 words and will include a situational analysis (PEST analysis, market and competitor analysis, SWOT analysis), and promotional plan.

More detail about the assignment is given at the end of this Unit Guide.

4.3 Marking Criteria for assignment

We are using a new marking scheme whereby you are marked on a scale of 0 (poor) to 5 (excellent) for each of the criteria. An overall impression of the work's quality can therefore be formed. You will still be awarded an overall percentage mark. Please see Section 9 of this Unit Guide for a detailed explanation of what is expected.

There will no longer be marks awarded for presentation as we feel that you should be able to present work neatly and clearly. However, a badly presented piece of work will be marked down. Therefore you must spell check and edit all work to a high standard.

The following criteria will apply:

Content: situational analyses, promotional plan	0 --- 1 --- 2 --- 3 --- 4--- 5
Quality of theoretical analysis and justification	0 --- 1 --- 2 --- 3 --- 4--- 5
Linking of recommendations to preceding analysis	0 --- 1 --- 2 --- 3 --- 4--- 5
Level and depth of research	0 --- 1 --- 2 --- 3 --- 4--- 5

At this level we are expecting a minimum of 10 references to academic books or papers. All references should be fully referenced in the text and with a full list at the back in the Harvard referencing system style as laid out in the LSBU library help sheet <http://www.library.lsbu.ac.uk/helpsheets/hs30.pdf>. In addition you can add as many references to industry sources as support your proposals. Marks will be deducted for poor referencing.

There are additional notes to help with the assignment attached to the end of this unit guide. The assignment due date is the end of Week 12.

4.4 Late Work

Students are reminded that work handed in after the deadline will be eligible for only a 40% mark (if handed in within 2 weeks of the deadline). A mark of zero will be awarded for work handed in thereafter.

If you hand work in later and have due reason for this you must hand in a Mitigating Circumstances form that will be assessed by an independent panel. Lecturers can no longer award extensions or decide mitigating circumstances claims.

5. FEEDBACK

Feedback sheets on the assignment will be available about 3 weeks after the submission date. Final marks for the course will be advised by the Course Administrator.

6. INTRODUCTION TO STUDYING THE UNIT

6.1 Overview of the Main Content

This unit looks at the main stages in the marketing planning process. It will cover the fundamentals of marketing strategy and situational analysis, travel purchasing and buyer behaviour, product development, pricing, distribution and promotion, including branding and positioning. Finally the unit looks at the role of NTOs, public/private partnerships in marketing and the delivery of the 'marketing promise'.

6.2 Overview of Types of Classes

Teaching will consist of 12 one-hourly lecture slots. Themes developed in lectures will be further explored during two-hourly seminar sessions involving group discussion and presentations.

6.3 Importance of Student Self-Managed Learning Time

It is essential that you spend time reviewing and writing up your notes after lectures every week and that you undertake further reading to develop your understanding of the subject. You should also keep abreast of issues affecting the industry by reviewing relevant trade press/websites and attending relevant trade exhibitions. You are expected to prepare for seminars in advance where this is required and to organise your time effectively in order to complete your assignment.

6.4 Employability

This is a core unit in aiding students to become employable in an industry where marketing is a key element in business and destination management. Students will understand and be able to contribute to the marketing planning process in public and private sector tourism organisations and assist in the implementation, monitoring and evaluating of these strategies.

7. PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Week	Lecture	Seminar
Week 1 Jan 31	Introduction to the unit and the coursework assignment.	Exercise examining tourism statistics. Homework to look at macro and micro-environment for UK tourism.
Week 2 Feb 7	Fundamentals of marketing strategy. Situational analysis: PEST, competitive review and SWOT	Reporting back on UK homework. Case study UK: PEST and SWOT analyses. Mintel Luxury Tourism report.
Week 3 Feb 14	Travel products: Development, extension and life cycle.	Competitive review for the UK. Case study Ryanair. Homework to write PEST for Jamaica.
Week 4 Feb 21	Travel behaviour and decision-making; market research.	Review of homework. Luxury travel segmentation exercise. Hotel case study.
Week 5 Feb 28	Marketing Planning. Setting objectives.	Group task to assess contents of a newspaper's travel section. Session on assignment.
Week 6 March 7	Branding. Reputation, PR and social media.	Case study New Zealand.

Week 7 March 14	Promotion. Advertising, communications, CRM.	Case study Travelocity FareWatcher campaign. Develop a promotional plan.
Week 8 March 21	Pricing and distribution	Exercise on long haul pricing and distribution.
Week 9 March 28	Reading week	Overseas Residential Field Trip
Week 10 April 4	NTOs and destination marketing.	Case study Australia youth campaign.
Week 11 May 3	The tourist experience and delivering the marketing promise.	Case study: sustainable tourism.
Week 12 May 9	Exam revision.	Final session on assignment. Assignment to be handed in at end of this week.

8. CORE READING

Hudson, S. (2008) *Tourism and Hospitality Marketing*, London: Sage Publications

Kotler et al. (2005) *Marketing for Hospitality and Tourism*. New Jersey: Pearson Education. Especially Chapter 11, pp 385 to 444, for Week 11 lecture.

Other recommended useful reading

Fyall, A. and Garrod, B. (2005) *Tourism Marketing: A Collaborative Approach (Aspects of Tourism)*. Clevedon: Multilingual Matters Limited.

Harris, R, Jago, L. and King B. (2005) *Case Studies in Tourism and Hospitality Marketing*. Frenchs Forest, New South Wales: Pearson Education Australia.

Holloway, J. C. (2004) *Marketing for Tourism*. Harlow (Essex): Pearson Education

McDonnell, I. (2009). *E-Travel and Tourism: Marketing and Management Techniques*. London: Butterworth Heinemann.

Middleton, V. T. C, Fyall, A. and Morgan, M. (2009) *Marketing in Travel and Tourism*. London: Butterworth Heinemann. 4th ed. (There are also many copies in the library of the earlier editions of this book authored by Middleton and Clarke.)

Oelkers, D. (2007) *Travel and Tourism Marketing*. Mason, Ohio: South-Western Educational Publisher.

Raza, I. (2004) *Heads in Beds: Hospitality and Tourism Marketing*. New Jersey: Prentice-Hall.

Swarbrooke, J. and Horner, S. (2007) *Consumer Behaviour in Tourism*. London: Butterworth-Heinemann.

Vellas, F. and Becherel, L. (1999) *The International Marketing of Travel and Tourism*. Basingstoke, Hampshire: Macmillan

Journal articles

International Journal of Contemporary Hospitality management (2003) Issue 15, Special issue: Tourism and Hospitality Management in the Caribbean

Yeoman, I. and McMahon-Beattie, U. (2006), Tomorrow's tourist and the information society, *Journal of Vacation Marketing*, 12 (3), pp 269 -291.

Parasuramam, A., Zeithaml, V.A., and Berry, L.L. (1985) A conceptual model of service quality and its implications for future research, *Journal of Marketing*, 49 (4), pp 41-50.

Gummesson, E. (1993) Service management: an evaluation and the future, *International Journal of Service Industry Management*, 5 (1), pp77-96.

Other sources/reading

- Euromonitor International (Global Market Information Database); Mintel Luxury Travel Report June 2010; Mintel Country Reports; Business Monitor International Caribbean Tourism Report.
- Website analysis (company, destination and user-generated websites) eg Caribbean Tourism Organisation.
- Online and print consumer and trade magazines/newspapers (eg Travel Trade Gazette, Travel Weekly, TravelMole, Hotel and Resort Insider, Travolution, Conde Nast Traveller; Saturday Telegraph and Sunday Times Travel Supplement).

9. ASSIGNMENT ASSESSMENT CRITERIA GRID

	Introduction, situational analysis and promotion plan	Theoretical analysis and justification	Linking conclusions and recommendations to preceding analysis	Level and depth of research
5	Clear presentation of sections and accurately allocated content. Good use of graphics and clear layout. Argument is clear and succinct with logical thought and persuasive evidence. A promotional plan with clear objectives that is logically drawn from the situational analysis and that contains evidence of wide research and an understanding of how strategy and tactics are used in marketing plans. The plan will show an awareness of topical issues, be innovative and numerate, with clear evaluation; in short a plan that could be adopted by a practitioner.	Accurate analysis of topic and data. Application of relevant theory and logical development of strategy/analysis. Evidence of original thinking in giving recommendations and results. Strong links to research and literature	Clear progression of argument from initial analysis to conclusion. Analysis clearly identifies issues, concepts and relationships that lead to deductions. No theory or facts are presented that do not help to lead to conclusions	Subject area clearly defined and objectives clearly set. Wide range of source material is used, including case study and theory. Addresses objectives from several angles. Literature is critically evaluated and identifies main theories and models to be used in analysis at a later in the report.

4	Good layout and clear contents. Sections content may be slightly confused or lacking accuracy and less than obvious logical steps to conclusions and the promotional plan. The plan will be well laid out with good, although not necessarily original, ideas and arguments for the choice of promotions. There may be some weaknesses in objective setting, evaluation and lack of clarity over tactics.	Results analysed, discussed and interpreted in accordance with the subject and objectives. Theories applied accordingly but lacking strong link to research and literature. Recommendations clearly developed but lacking in originality	Mostly all relevant evidence, theory and literature are mostly linked into an argument/ Some information is not linked in.	Subject area is defined and objectives clearly stated. Range of materials and sources limited mainly to those directly related to the project. Literature evaluation may lack depth and only superficial framework for analysis identified.
3	Content and layout of sections is a little confusing. Aims and conclusions slightly unclear, although evidence is presented. No obvious plan of action on which to build the promotional plan. The plan will be workmanlike, and exhibit basic understanding of promotional methods, but showing weaknesses in objective setting and evaluation.	Some analysis undertaken with brief mention to theory and strategy. Only moderate references to research and literature. Recommendations and results need more depth of analysis.	A clear progression of thought although a fair amount of spurious material that is not developed or linked to conclusions.	Project defined and objectives identified. Adequate use of sources with some critical evaluation.
2	Content is inaccurate. Lacks evidence of thought around structure. Poor layout. Final analysis insufficient on which to build a promotional plan. A set of promotional ideas that bears general relation to the situational analysis but has poorly related objectives or is poorly focused and shows little evidence of original thinking or research.	Limited analysis with data described rather than analysed. Little or no mention of relevant theory or strategy theories. Recommendations simplistic	Conclusions can be inferred but no strong links are made back to literature or theory.	Subject area inferred or poorly defined. Objectives vague or insufficient. Reliance on one or two main sources of information. Uncritical, lacks theoretical input and scope.
1	Poorly presented. Layout confusing or structured like an essay. Lacks clear aims and objectives and is unclear who the target audience is.	Some attempt at describing data but little attempt at analysis. Theory mentioned but weakly applied. Recommendations simplistic and not linked to research and literature	Few links made between conclusion and substantive amount of preceding text. Difficult to find any logical flow.	Subject area not identified and difficult to identify. No clear objectives set. Literature from popular sources only (e.g. newspapers, web pages). Lacks depth and analysis betrays lack of understanding of main issues
0	Lacks any kind of logic to presentation, unclear what the document is about or who it is aimed at and why. A set of ideas that bear no relation to the assignment or to the situational analysis.	No analysis presented. No mention of relevant theory or strategy. Results & recommendation repeated from literature	No conclusions or recommendations. Little evidence in literature to infer conclusions from.	Project not clearly defined, lacking imagination and objectives unclear and unstated. Review of existing literature not evident. No attempt at evaluation of subject area.

Appendix: Additional notes on coursework assignment

The aim of the coursework is to enable you to develop an outline marketing plan for a tourism product. The product in this case is a group of resorts in the Caribbean.

Imagine you are a marketing manager for Sandals Resorts in Jamaica. You are keen to increase the number of visitors from the UK. You are asked to develop a marketing plan for the UK market for 2011 to 2014. The assignment should include:

1. Your overall Mission for Sandals Resorts Jamaica
2. A situational analysis that includes:

- PEST analysis. This analysis should contain only items that relate to tourism and resort development in Jamaica/UK outbound travel. We will develop this PEST in class at the start of the term and it should be added as an appendix to your assignment. It is not included in the 2000 words.
- Market and competitor analysis (a look at market trends, competitors, target segments, comparative and competitive product strengths, particular issues affecting the success of the plan eg access, suppliers).
- SWOT analysis. This should draw on and summarise the key issues that you have identified in the above sections. It should then lead naturally on to the development of your objectives. Please do in the form of a table (as shown below).

Strengths (these are existing strengths for you as a group of resorts) - Bullet point - -	Weaknesses (these are internal/structural weaknesses that put you at a competitive disadvantage as a group of resorts)
Opportunities (these are opportunities that can be developed that will give you a competitive advantage either as a group of resorts in Jamaica or for individual resorts)	Threats (these are external, over which you have no control, but may affect your the future of your resorts in Jamaica)

NB. You must provide sources and references for the information you include in the situational analysis. This could include marketing models, Mintel reports, NTO marketing plans, newspaper articles etc.

3. Marketing objectives (make them SMART)
4. Product plan. Identify one or two packaged products that you would like to develop to promote Sandals to consumers in the UK that will fulfil your objectives.
5. Pricing plan. Outline in principle how you will price these packages and explain why.
6. Distribution plan. Outline the channels by which your packages will be sold and explain why.
7. Promotions plan. Outline the channels you will use to promote your two packages and explain why. (Some of this may involve partnership marketing.)
8. Evaluation and controls – how will you measure your success?

NB You are not asked to develop actual budgets or cost this activity. Please use percentages to indicate the importance of each promotional channel that you will use for each product. This will be explained in class.
