

Business and Marketing Communication Plan for the

QualityTourism



Awards



Svilena Mateeva ES3-3D

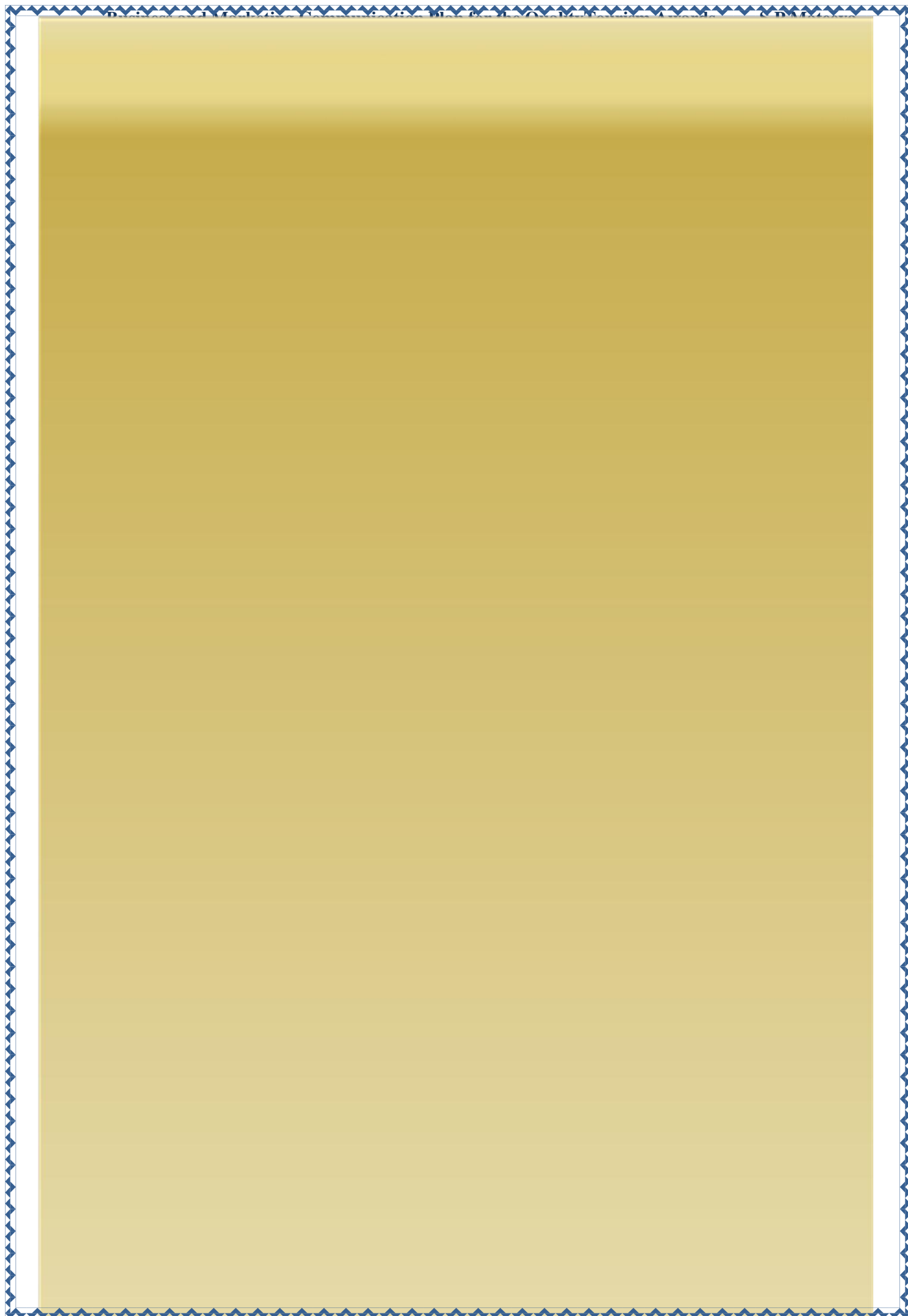
Student number: 09056467

School of European Studies

The Hague University of Applied Sciences, the Netherlands

Supervisor of the project: Dr. J. Veldman

May 2012



EXECUTIVE SUMMARY

The Business and Marketing Communication Plan for the QualityTourism Awards aims to understand the current market situation in the tourism industry, along with finding the most appropriate marketing and communication tools to introduce the new QualityTourism Awards to the tourism market. Furthermore, the plan intends to provide information on the main question: “what is the concept of the QualityTourism Awards and how should it be introduced to the tourism market?”.

The marketing research focuses on understanding the current values and objectives of the Coastal and Marine Union (EUCC), as well as on the sister program of the QualityTourism Business Club – QualityCoast, in order to gain better understanding of the organizational culture and its main competences in relation to the Awards. By using primary research methods, such as survey, questionnaire, phone interview and attendance of several workshops on sustainability in the tourism sector, conclusions of the target market and appropriate objectives for the QualityTourism Awards are drawn. The main outcomes of the primary, as well as of the secondary research methods are helping to create a suitable Marketing and Communication strategy for the official launch of the QualityTourism Awards.

The Business and Marketing Communication plan applies the marketing mix, the marketing and communication positioning, the pricing strategy and the marketing budget as a basis for the concrete marketing strategy, and the overall marketing recommendation for the QualityTourism Awards.

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	I
INTRODUCTION.....	V
LIST OF ABBREVIATIONS	VI
METHODS OF RESEARCH.....	VII
BACKGROUND INFORMATION.....	VIII
1. INTERNAL ANALYSIS.....	1
Mission (EUCC):	1
Vision (EUCC):.....	1
Mission and Vision (Quality Tourism):	1
Company location and facilities	1
Culture of the EUCC:.....	2
Name, Logo and a Slogan	2
Product description.....	3
1.1 Market definition:.....	4
Size of the market:	4
1.2 Target group of the QT Business Club and Awards:	5
Primary target group:	5
Secondary target group:	5
1.3 Business market segmentation:	7
1.4 Competitive advantage of the QT Business Club:	8
Difference between QT and eco-labels, green certificates and awards:.....	8
Key success factors:	8
1.5 Balance Score Card for the QTA:	9
2. EXTERNAL ANALYSIS	11
2.1 Interested businesses in the tourism market:	11
2.2 PESTEL analysis:.....	11
Interest division of potential business partners:	12

2.3 Competitor analysis.....	13
List of Competitors:	13
Major strengths of the competitors:.....	14
Major weaknesses of the competitors:	14
Proposed Award Categories for the QTA:	14
How the QT can outperform the competition:	15
2.4 Key driving forces and future trends for sustainability (in the business sector)	15
2.5 Industry analysis.....	16
2.6 SWOT analysis.....	18
2.7 Recommendation and proposal for a new pricing of the service package	20
3. SURVEY ANALYSIS	22
3.1 Assumptions:	22
3.2 Basic information for the online survey participants	22
3.3 Customer preferences:.....	23
3.4 Communication tools	23
3.5 The tourism industry	24
3.6 When asked about their personal desires	24
3.7 Preferred type of business	26
3.8 Is sustainability only for adults?.....	26
3.9 Future views of the tourism industry.....	27
3.10 Main conclusions and recommendations	27
4. MARKETING OBJECTIVES AND POSITIONING OF THE QTA.....	29
Marketing objectives:.....	29
Communication objectives:.....	29
Marketing strategy:	29
Marketing Positioning:.....	29
Communication strategy:	30
5. PRICING STRATEGY FOR THE QT BUSINESS CLUB AND AWARD	31
The pricing objectives	31

The most suitable pricing strategy	31
The customers' perception	31
Marketing communication and influence strategy:	31
6. SALES PROMOTION TECHNIQUES	33
7. MARKETING MIX FOR THE QTA.....	35
7.1 Product:	35
7.2 Price of the QTA product:	37
7.3 Place:	37
7.4 Promotion:	39
7.5 The QTA Added Value	42
7.6 Marketing Calendar:	43
8. MARKETING BUDGET	45
9. CONCRETE MARKETING RECOMMENDATIONS	47
10. CONCLUSION.....	49
REFERENCES	50
APPENDICES	1

INTRODUCTION

The QualityTourism Business Club is in the process of creating and developing a concept and marketing plan for the introduction of the QualityTourism Awards in the autumn of 2012. The main purpose of this Marketing and Communication plan is to investigate the tourism market, to identify the main needs and demands of both the consumers and the businesses, in relation to sustainability and to present recommendation for the best marketing methods, to introduce the QualityTourism Awards.

Marketing and Communication tools and strategies are of particular importance for the success of the new Award program, targeting the businesses in the tourism industry. The European tourism industry has the highest market share of the total global tourism industry, where new needs for sustainable development are rising. In order to achieve competitive advantage, amongst all other eco-labels, certification and award programs, the QualityTourism Awards should emphasize on the reputation and marketing benefits for the potential business partners, over the long term. This Marketing and Communication plan responds to the central question “what is the concept of the QualityTourism Awards and how should it be introduced into the tourism market?”. Moreover, the plan constructs new ways of how the Awards can achieve its main goals: higher market share, awareness of the brand and customers satisfaction. The plan emphasizes the benefits of the core values of the Awards, which are sustainability, high quality service and the use of marketing tools for the prosperity of all shareholders. Finally, the plan presents marketing and communication strategies, including scenarios, marketing budget, recommendations of the awards design and specific marketing conclusions, that would help the QualityTourism Awards, upon their introduction to the market.

LIST OF ABBREVIATIONS

QC: QualityCoast

QT:QualityTourism

QTA: QualityTourism Awards

GSTC: Global Sustainable Tourism Council

BP: Business Partner

BasiQ: The BasiQ scan is the criteria used to evaluate all the QualityCoast destinations. After the BasiQ scan is being made, a score (from one to ten) is given to the particular destination and the QualityCoast top 100 sustainable destinations are announced officially.

EUCC: The European Coastal & Marine Union (EUCC)

METHODS OF RESEARCH

In order to achieve the main aims of the report, a variety of primary and secondary research methods have been used, including:

An **online survey** (Svilena Mateeva, April, 2012, *The QualityTourism online survey*) has been created and distributed to more than one hundred customers of the tourism industry. The main purpose of the survey was to examine the sustainability awareness among the potential customers, as well as to draw conclusions of their main needs and preferences, with regards to their future holidays. Ultimately, it aimed at using the collected data in a way that would help the QualityTourism to fully understand and meet the demands of its clients.

A **phone interview** with Dr. Roger Wehrli (Head of the Research & Performance department in the Institute of Tourism ITW, Hochschule Luzern, Switzerland) was conducted in order to gain better perspective of the needs of the tourism industry. Furthermore, the demand for sustainability and new certifications and awards was discussed, followed by an analysis of how the QualityTourism Award should be designed and what would be the best methods to introduce it to the businesses in the field.

A **questionnaire** (Bill Hogsworth&Svilena Mateeva, April 2012, *QualityTourism Business Club Questionnaire*) was sent to Mr Bill Hogsworth (Ambassador of Sustainable Development for the QualityCoast), with the purpose of taking into consideration his professional understanding of the tourism industry, including his evaluation on which countries would be most appropriate for the market positioning of the QualityTourism Awards. Additionally, the objective of the questionnaire was to gain another perspective, in regards to the benefits that the QTA will offer to the businesses in the relevant market. Finally, the questionnaire required the assessment of the main needs of the tourism industry that still need to be met and the means for their fulfilment.

Several workshops and presentations on sustainability issues in the tourism industry and their benefits for the businesses were attended during the ITB Berlin Tourism Fair, 2012 (Svilena Mateeva, April 2012, ITB Berlin, the largest tourism fair on European level).

Secondary research methods, such as QualityCoast and QualityTourism magazines and brochures, internet sources and specialized marketing books were used, with the main aspiration to understand the QualityTourism Business Club and Award's core values. Moreover, they were also used to explore additional opportunities for the successful introduction, positioning and marketing communication strategy of the QualityTourism Award.

BACKGROUND INFORMATION

The Coastal and Marine Union (EUCC) is dedicated to marine conservation and protection and is aiming at maintaining healthy sea and beach coasts for both nature and people. It`s main working area is Europe (Black Sea, Mediterranean Sea and Baltic Sea).

The EUCC`s QualityCoast programme is in the process of introducing a new “sister” programme called QualityTourism Business Club. The main goal is to provide distinctive value to high quality and sustainable businesses (e.g. hotels, beach restaurants, beach cafes and campsites). Those businesses that show green policy, high quality services and willingness for improvements in terms of sustainability, will be awarded with a QualityTourism Award. The first QualityTourism Awards will be officially launched in the autumn of 2012.

With the new QualityTourism Business Club, the tourism market can explore new opportunities for a modern and green way of promotion and development of the business sector, without harming and polluting the environment. The QualityTourism Business Club needs to prepare a new Business and Marketing Communication plan for the QualityTourism Awards, which is the main purpose of this report.

1. INTERNAL ANALYSIS

Mission (EUCC): The European Coastal & Marine Union (EUCC) is an association with 2700 members and member organizations in 40 countries. It was founded in 1989 with the aim to promote coastal conservation. By bridging the gap between scientists, environmentalists, site managers, planners and policy makers, it has grown since then into the largest network of coastal practitioners and experts in Europe, with 15 National Branches and offices in seven countries. The main working area is Europe, the Mediterranean and Black Sea and other neighbouring region.

Vision (EUCC): The European Coastal & Marine Union (EUCC) is dedicated to conserving and maintaining healthy seas and attractive coasts for both people and nature. EUCC advocates best practice by developing coastal and marine policies, mobilizing experts and stakeholders, providing advice and information, and implementing demonstration projects.

Mission and Vision (QualityTourism): The QualityTourism Business Club is committed to selecting and organizing high-level service businesses that support aspects of sustainability. Our aim is to become a well-trusted structure where business owners can share ideas on both quality and sustainability. Our core competence is public promotion as an extension to our members' marketing and CSR departments, helping them to meet their goals. We also operate an annual Award scheme to provide even more competitive advantage to businesses making special efforts for wildlife and nature, for the environment, for cultural heritage, for local identity and for the local community.

Company location and facilities: The main office of the Coastal&Marine Union (EUCC) is located in the Breestraat Street in Leiden, the Netherlands (See Figure 1.1) and it also has Mediterranean and Baltic offices. The EUCC has a Dutch office in Scheveningen, The Hague (See Figure 1.2) which is open for visitors and used for marketing campaigns.

Figure 1.1

EUCC's main office in Breestraat, Leiden



Figure 1.2

The Pier, Scheveningen – Kust&Zee office



Culture of the EUCC:

The culture of the EUCC is informal and flexible, with international orientation and interest. The EUCC's main working languages are English and Dutch (e.g. Kust&Zee). The organization has presence in many European countries, where the communication is maintained in the country's official language. This expands the multilingual scope of the EUCC and adds the following working languages: Spanish, Portuguese, German, Italian, French, Bulgarian, Greek and Polish. The annual QualityCoast brochure is translated into several EU official languages, with the main purpose of reaching bigger audience: Portuguese, German, English, Dutch and French. The permanent staff members of EUCC are thirty employees and the interns are approximately ten people (working on a rotation principle every six months). The EUCC has several international offices spread all over Europe (see appendix one for the organizational structure of the EUCC).

Name, Logo and a Slogan



The European Coastal and Marine Union (EUCC) is the full name of the organization, where "European" underlines the fact that the NGO is supported by the EU Commission. The EUCC does not have an official slogan.



Kust&Zee is the Dutch name of the organization, with a main working office in the Pier in Scheveningen, The Hague. By having a separate working name translated into Dutch, the organization is targeting mainly the Dutch customers.



QualityCoast is a programme run by the EUCC, which stresses on Quality and Coast for the benefit for all. The main working language of the QualityCoast is English; nevertheless, when needed other EU languages are used for better communication. The slogan of the programme is *QualityCoast: Enjoy the most*.



The **QualityTourism Business Club** is a sister programme of the QualityCoast, emphasizing on the tourism sector and sustainability efforts in the business industry. The same communication and language rules are applied, as in the QualityCoast programme.



The **QualityTourism Awards** is the award programme of the QualityTourism Business Club. The logo has a crown on the top of the tree, symbolizing prestige, good reputation and award.

Product description

The QualityTourism Award is given to those businesses in the tourism sector (four and five stars hotels, beach restaurants, beach cafes and campsites) that show green policy, high quality services and willingness for improvements in terms of sustainability. The awarded businesses have to be a business partner of the QualityTourism Business Club and will be given a QualityTourism wall plate (the award itself), which main purpose is marketing promotion and attraction of new clients by the particular business. The BP will also be included in the marketing campaign of the QualityTourism Business Club as an Award winner.

1.1 Market definition:

The Z-axis: The QualityTourism Business Club and Awards focus on the tourism industry mainly in Europe, with special attention on high class (three stars and upwards) hotels, campsites, restaurants, cafes and local producers.

The Y-axis: The QualityTourism Award satisfies the BP's need to obtain a business award as a world-wide recognition for their efforts on sustainable and high quality development.

The X-axis: The QualityTourism Award will design a modern, luxurious award, fulfilling the demands of the clients that are promoting their business as sustainable and luxurious.

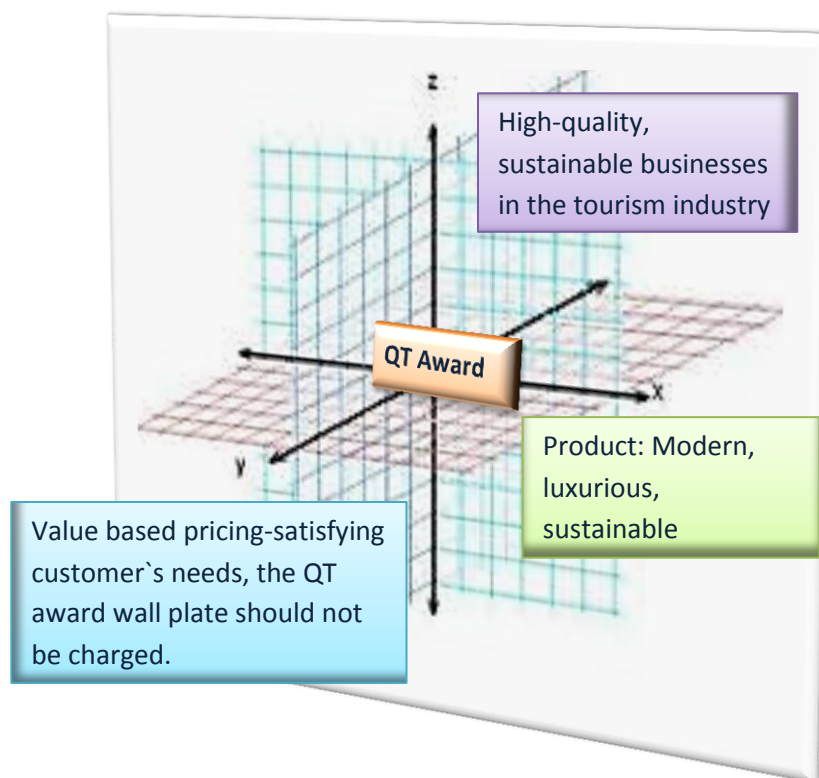
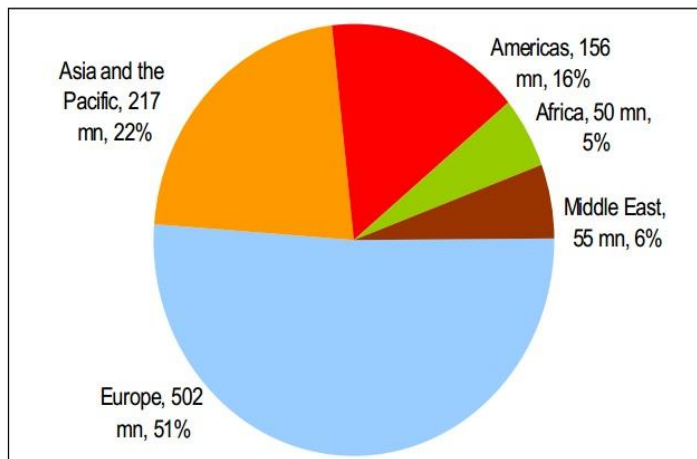


Figure 1.3

Size of the market:

The European tourism industry shows the highest market share on a global level, meaning that Europe is the most visited and attractive holiday destination, with 51% market share of the total global tourism industry (See Figure 1.4, World Tourism Organization Report, March, 2012).

World Inbound Tourism: International Tourist Arrivals, 2011* (million)



Source: World Tourism Organization (UNWTO) ©

Figure 1.4

1.2 Target group of the QT Business Club and Awards:

Primary target group: The primary target group is businesses working in the field of tourism (hotels, restaurants, beach cafes/taverns, travel agencies, campsites). The main focus is on three stars and upwards businesses, providing high quality services. The particular business has to be interested in environmental issues and sustainability. It has to show willingness for improvements, sharing ideas and experiences with the other members of the club.

- **Demographics:** Business men and women, living in the European countries. From a long term perspective, living in Asia and Latin America.
- **Lifestyle:** Higher income and management/marketing education.
- **Psychographics:** The main motivation of the target group is the competition and the need to be better than the others. Sustainability awareness and willingness for improvement is their key driver.

Secondary target group: The customers/clients of the particular business are the secondary target group, since they are empowered with the final decision on which place they will visit and which service they will purchase.

According to a research, made by Dr. Roger Wehrli (What does sustainable tourism mean for the customer?¹), there are five different types of “sustainable” customers:

Balanced type (32%): These customers are between 45 and 65 years, mainly Brazilians and Indians, with higher education and have more interest (in comparison to the other participants in the survey) in sustainability issues.

Sceptic type (25%): Mainly German and British, this type of customer needed more time to be convinced of the importance and presence of sustainability in the particular place (business or destination).

Localised type (15%): This type is mainly women, from Russia. They paid more attention to the local and cultural aspects of sustainability.

Socioeconomic type (13%): Mainly British, who paid more attention to the local and cultural aspect of sustainability (e.g. no discrimination, fair wages).

Ecological type (15%): Brazilians and Swiss, who have upper income level; mainly women.

The approach of the five different types depends mainly on how balanced the service is and how clear and transparent the documentations of the particular business are. The service has to be on a suitable price (not too high) and to be made visible and tangible for the customers. The customers have to be convinced of the presence of sustainability in the particular business.

Concerning the customer’s perception of sustainability it became clear that younger people, between the age of 25 and 35, are interested in sustainability issues and are willing to see improvements from the side of the business sector. (The QualityTourism Online Survey, March, 2012). The outcomes of the QualityTourism online survey, helped creating the general customer’s profile of the QualityTourism Business Club and Award:

Demographics: Europeans, between the age of 25 and 35, both women and men.

Needs: Quality and good service, sustainable perspective, new modern approach (concerning their holiday stay).

What motivates them: New experiences during their next holiday; more sustainable approach to be seen in the tourism industry; need for a better future of the young generations.

¹ The survey was distributed to more than 800 people from 6 different countries (UK, Germany, Brazil, India, Russia, Switzerland) and the main outcomes showed that cultural heritage, local products, involvement of local community and long term regional economic well, are seen as of the main sides of sustainability understanding (Workshop “What does sustainability mean for the customer”, ITB Berlin, March, 2012).

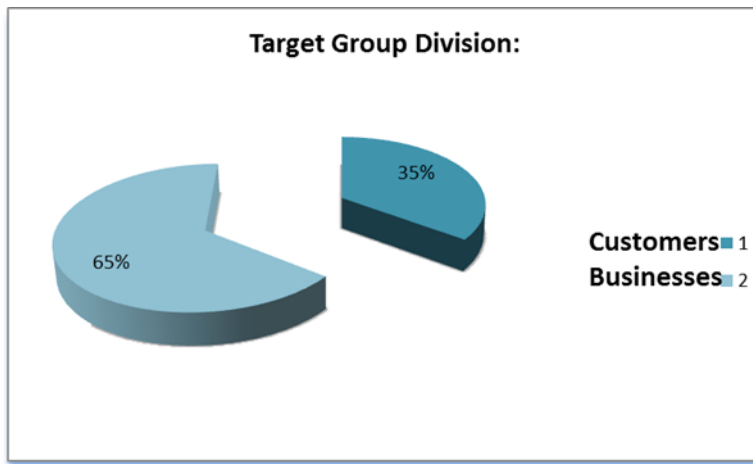


Figure 1.5

Nevertheless, the main target group of the QualityTourism Awards is the businesses in the tourism market (See Figure 1.5). The QualityTourism Business Club should research into depth the main demands and needs of the general sustainable customers. Afterwards, the knowledge of the general customers should be expanded to the members of the QualityTourism Business Club and should serve as a recommendation for the businesses, about new potential clients.

1.3 Business market segmentation:

<i>Organizational Characteristics</i>	<i>User/customer needs</i>	<i>Geographic</i>	<i>End use Application</i>	<i>Benefits</i>
<i>Businesses in the Tourism Sector</i>	<i>Sustainability seen as an important extra when choosing the holiday accommodation.</i>	<i>Mainly EU</i>	<i>Marketing uses; attraction of new customers</i>	<i>Improving sustainability in the business sector and bring awareness among the general public</i>
<i>Middle size</i>	<i>Need for a new Award, which would bring higher reputation</i>	<i>Mainly EU</i>	<i>Clients uses</i>	<i>More customers/clients- higher economy and profit</i>
<i>Tourism industry in Europe</i>	<i>New Business Club and Award, recognized on a global scale</i>	<i>First QualityCoast destinations</i>	<i>Finance uses</i>	<i>Better brand name of the business and more sales</i>

Table 1.1

1.4 Competitive advantage of the QT Business Club:

The QualityTourism Business Club has a first-mover competitive advantage, meaning that there is no similar competitor on the European market, yet. The other competitive advantages of the QT are the quality of service, communication skills, promotional tools and multilingual abilities. The unique advantage of the QT Business Club and Award is the creation of a new mixture between sustainability and luxury. The QT Business Club offers different view to the business sector, stimulating it to make efforts for green and sustainable environment and services, while at the same time shows quality in every sense. Another advantage is that the QT Business Club is a sister programme of the already existing program QualityCoast, which helps to apply a better geographical positioning.

Difference between QT and eco-labels, green certificates and awards:

QualityTourism`s main focus is on sustainability, which helps for the better future of the particular destination`s nature, cultural heritage, identity, society and business, as part of the tourism industry. In order to maintain the businesses successful, profitable and usable for the future, the QT will stimulate the business efforts for improvement in terms of sustainability, leading to the possibility that this particular business can be visited in thirty years` time, by the future generations. The QT does not provide any green certificates to its business partners; however, it highly appreciates the effort of green, eco-friendly and sustainable usage of energy.

Key success factors:

1. Create and maintain a well-known brand name, with clear values, which attracts business partners, willing to improve in a sustainable way.
2. Create a (social) network of businesses, for sharing ideas, suggestions, objectives and plans for a better sustainable tourism.
3. Maintain a good level of promotion, marketing and social skills.
4. Continue being innovative, modern and sustainable; always differentiate the QT from the competitors (other eco-labels and awards).
5. Gain more experience in the technological and the internet field.

1.5 Balance Score Card for the QTA:

	<i>Performance</i>					<i>Importance</i>		
	<i>Major strength</i>	<i>Minor strength</i>	<i>Neutral</i>	<i>Minor weakness</i>	<i>Major weakness</i>	<i>HI</i>	<i>MED</i>	<i>LOW</i>
<i>Marketing</i>								
<i>1. The Awards reputation</i>			<i>X</i>			<i>X</i>		
<i>2. Market share</i>					<i>X</i>	<i>X</i>		
<i>3. Product quality</i>	<i>X</i>					<i>X</i>		
<i>4. Service quality</i>	<i>X</i>					<i>X</i>		
<i>5. Promotion effectiveness</i>		<i>X</i>				<i>X</i>		
<i>6. Innovation effectiveness</i>	<i>X</i>					<i>X</i>		
<i>7. Geographical coverage</i>			<i>X</i>			<i>X</i>		
<i>8. Connecting with business partners</i>				<i>X</i>		<i>X</i>		
<i>9. Opportunities for Networking</i>	<i>X</i>					<i>X</i>		
<i>10. Use of social media</i>	<i>X</i>					<i>X</i>		
<i>Organization</i>								
<i>12. Training courses</i>	<i>X</i>						<i>X</i>	
<i>13. Career opportunities</i>			<i>X</i>				<i>X</i>	
<i>14. Dedicated employees</i>			<i>X</i>			<i>X</i>		
<i>15. Good working environment</i>	<i>X</i>					<i>X</i>		
<i>Production</i>								
<i>15. Increase</i>	<i>X</i>					<i>X</i>		

<i>efficiency</i>								
<i>16.Economies of Scale</i>		<i>X</i>				<i>X</i>		
<i>17. Fast work services</i>			<i>X</i>			<i>X</i>		

Table 1.2

Explanation of Table 1.2:

The QTA reputation is highly important. When introducing the award to potential BP, however, time is required as the programme is new and a good reputation takes time to build up. Another weakness is the market share, which is one of the main goals of the QualityTourism Awards and again requires more time and efforts to be achieved. Product and service quality are considered as a major strength, since the main benefits of the QTA are new sustainable services of a high quality. The marketing promotion effectiveness can be seen as strength, since the Award is using varieties of marketing tools (online social media, brochures, presence in tourism fairs); however, improvement in the field is needed. The Awards are mainly focused on the European market and the main short-term goal is to achieve a geographical coverage in more than five EU countries. So far, there are only two business partners from Portugal and Greece, meaning that there is a need for a better performance, when approaching potential business partners. As a recommendation could be said, that the programme needs more marketing experts working on the development of the QualityTourism Awards, since it needs to achieve professional and better performance. Moreover, when it comes to the speed of communication and services, the QTA should aim at higher accomplishments.

2. EXTERNAL ANALYSIS

2.1 Interested businesses in the tourism market: According to a questionnaire conducted with Mr Bill Hogsworth (Svilena Mateeva & Bill Hogsworth, April 4, 2012, The Quality Tourism Business Club Questionnaire,) the majority of the nations that are currently in the European Union as well as the UK would be interested in participating in the QT Business Club and Award. However, with the current economic downturn in many countries, such as Ireland, Spain and Greece, the cost of the Award should not be too high. Other nations, such as Brazil and certain Asian countries i.e.: Thailand, Indonesia, China and Vietnam, would be keen to seek an improvement in the quality factor of tourism (See Figure 2.1 for the potential countries, interested in the QT programme).

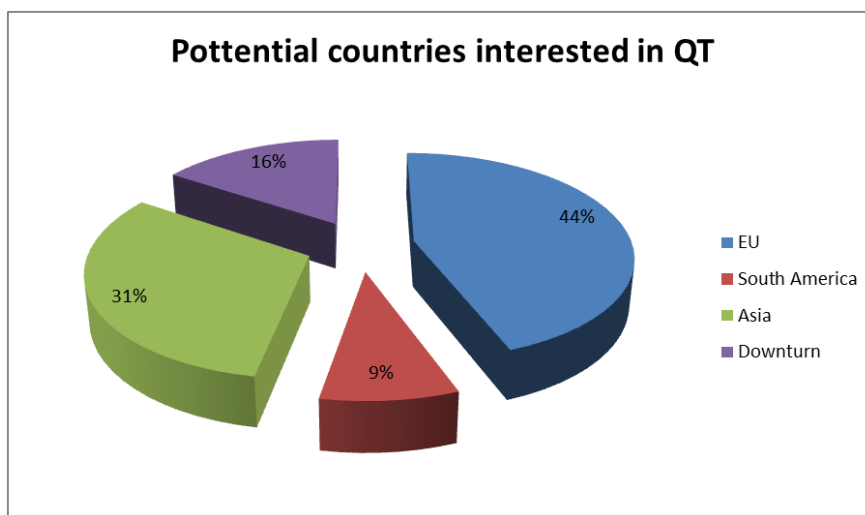


Figure 2.1

2.2 PESTEL analysis:

	QT (EU members)	QT Non-European Members
Political	Trade barriers and recognition within EU	Recognition out of EU, corruption index is higher,
Economic	Euro, levels of economy, Greece, Ireland, Italy-financial crisis, inflation , likely changes in the economic environment,	Currency rates, exchange, adjust the price of the service package for the particular country.

	unemployment	
Social	New trend- sustainability is modern; ageing European population.	Sustainability seen as a key towards recognition on a global scale.
Technological	Emerging technology (Ipad); internet, information and communication abilities	Technology in some Asian or Latin American countries is not so developed – there has to be synchronization of the technological uses by QT
Environmental	Green policies, environmental policies and protection, sustainability are present in EU	Presence of environmental programs (governmental and non-governmental) in comparison to the EU level.
Legal	Recognition by the legal authorities in an EU level, but also on a global level by GSTC criteria and membership; recognition of the brand name by the European Patent office.	Travel visas, currency exchange, travel insurances. Recognition by the regional and national authorities via the GSTC criteria and membership.

Table 2.1

Key factors for success for the QTA are environmental, social and economic, due to the nature of the programme - sustainability in the tourism sector (See Table 2.1 for more explanation on the key success factors).

Interest division of potential business partners:

<i>Type of business</i>	<i>Type of business package</i>		
	*	**	***
<i>Hotels</i>		X	X
<i>Restaurants</i>	X	X	
<i>Campsites</i>	X	X	
<i>Beach café/club</i>	X	X	

Table 2.2

Legend:***: 300 Euros******: 1500Euros*******: 3000Euros***Note: Prices for the service package are per year*

Explanation of Table2.2: Hotels are more willing to purchase a *** service package, since they are the most wealthy business partners from the target segment. The restaurants and the beach cafes have similar opportunities and demands (for * and **). However, campsites are the most difficult to approach, when it comes to payments, since they have less incomes and lower standards than the hotels, restaurants and cafes. Campsites are more willing to purchase the * service package.

2.3 Competitor analysis**List of Competitors:**

- World Luxury Hotel Awards (based in the UK, luxury award given only to hotels)
- The trade body AITO (The Association of Independent Tour Operators) responsible tourism and a star rating system. It also gives awards to tour operators: the AITO Sustainable Tourism Achievement Awards.
- WTTC - Tourism for Tomorrow Award
- Responsible Tourism Awards - UK based
- Conde NasteTraveler - Ecotourism Award
- Queens Award for Enterprise in Sustainable Development: This Award programme recognizes business units which have made outstanding advances or have a high level of continuous achievement, in the environmental and social impacts included in sustainable development.

Award categories competitors:

- ♣ Sustainable Accommodation Award
- ♣ Community Benefit Award
- ♣ Heritage Protection Award
- ♣ Special Event Award

Eco-labels/certifications competitors:

- ② The Travelife initiative was created by tour operators and offers a sustainability assessment system. It is supported by major European tour operator trade bodies and is part-funded by the European Union. Businesses that choose to be independently audited are given Bronze, Silver or Gold classifications.
- ② The GTBS (Green Tourism Business Scheme) is the national sustainable tourism certification scheme for the UK. Businesses opting to join Green Tourism are assessed by a qualified grading advisor against a rigorous set of criteria, covering a range of areas, like energy and water efficiency, waste management, biodiversity and more. Those businesses that meet the required standard, receive a Bronze, Silver, or Gold award based on their level of achievement. The current network of members is comprised of a wide range of business types, including accommodation providers, visitor attractions, corporate offices and others.

Major strengths of the competitors:

Greater part of the competitors, such as Travellife, GTBS, World Luxury Hotel Award and Conde Naste Traveler, have as a major strength well-known brand name and reputation in the tourism industry. Moreover, the competitors have experience in the field of sustainable tourism awards and have gained popularity in the tourism market via publications in famous travel magazines. Most of the competitors have ambassadors and good networks with experts in the field of the tourism industry, which helps them to achieve competitive advantage over the Quality Tourism Business Club and Awards.

Major weaknesses of the competitors:

Large amount of competitors are based only in one country (GTBS, Responsible Tourism Awards), which lessens their opportunities for greater market share and creates 'gaps' in the tourism industry for new entrants, which in this case are the QT Business Club and Awards (which main focus is on several EU countries).

Proposed Award Categories for the QTA:

The QT Awards will be given to businesses for their efforts supporting:

- ❖ **Local nature or wildlife**, for being situated in harmony with a natural site and for experiencing nature in a responsible way (Green tourism, eco-tourism);
- ❖ **The local environment**, to reduce their impact (or ecological or carbon footprint) on the environment;
- ❖ **The cultural heritage**, for being situated in harmony with a cultural heritage site and for experiencing it in a responsible way;
- ❖ **Local identity**, for a design in harmony with the destination, or for using local products in a sustainable way;
- ❖ **Community benefit**, involving the local community in the business.

The effort level made for any of the above categories will determine the Award level (Platinum, Gold, Silver, and Bronze).

How the QT can outperform the competition:

The QT should emphasize on the promotional and marketing benefits for the businesses, that are sustainable and in harmony with the environment. The QT should strongly differentiate from the eco-labels and certification programmes, and should present an image of modern, transparent, unique, luxurious and sustainable Business Club, which serves as a platform of sharing experiences and ideas, but which also awards businesses for their efforts and improvements on sustainability issues, with an Award valid on a global level. The QT should focus in more than ten countries, in order to achieve better reputation and influence.

2.4 Key driving forces and future trends for sustainability ²(in the business sector)

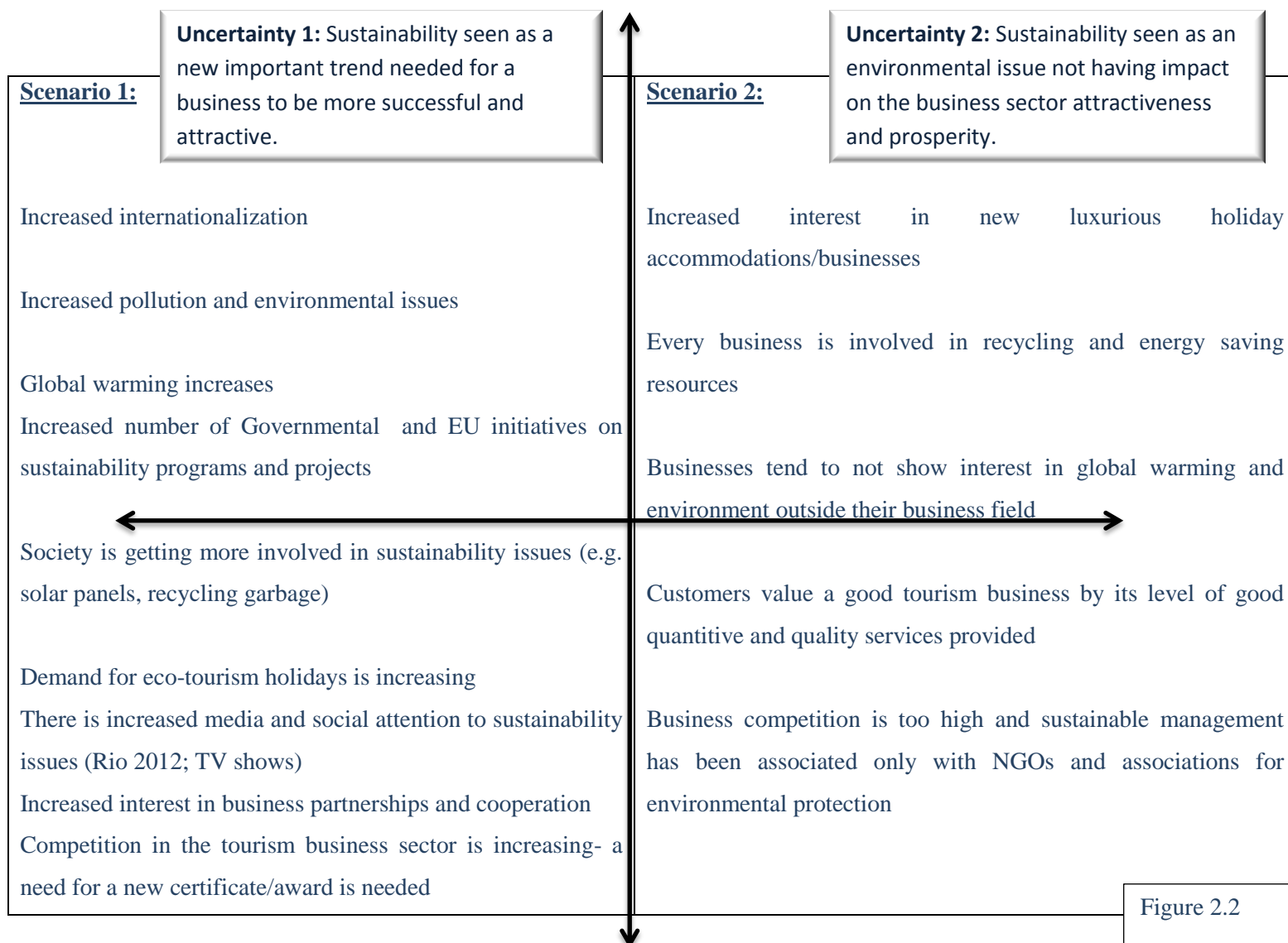


Figure 2.2

² Mats Lindgren & Hans Bandhold (Second edition, 2009). *Scenario Planning, The link between future and strategy*. PALGRAVE MACMILLAN.

Six main environmental issues, likely to affect the future of the tourism industry:

- ♣ Population growth
- ♣ Global warming and greenhouse effect
- ♣ Deforestation, desertification and degradation of land resources.
- ♣ Pollution and depletion of water resources.

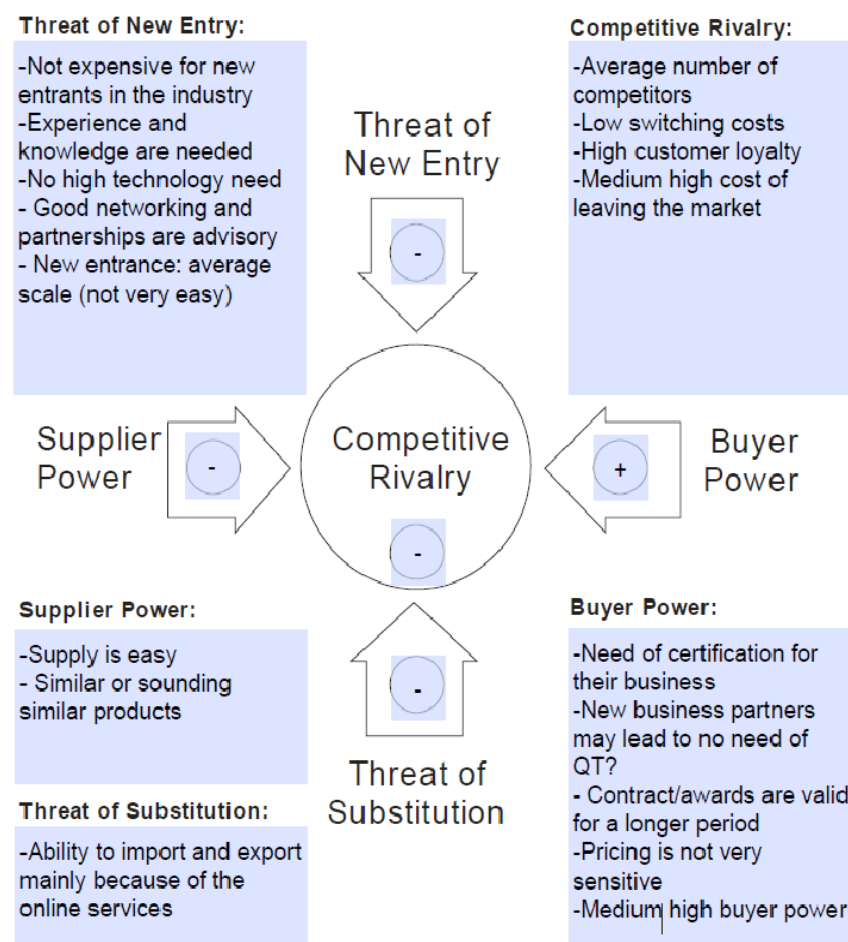
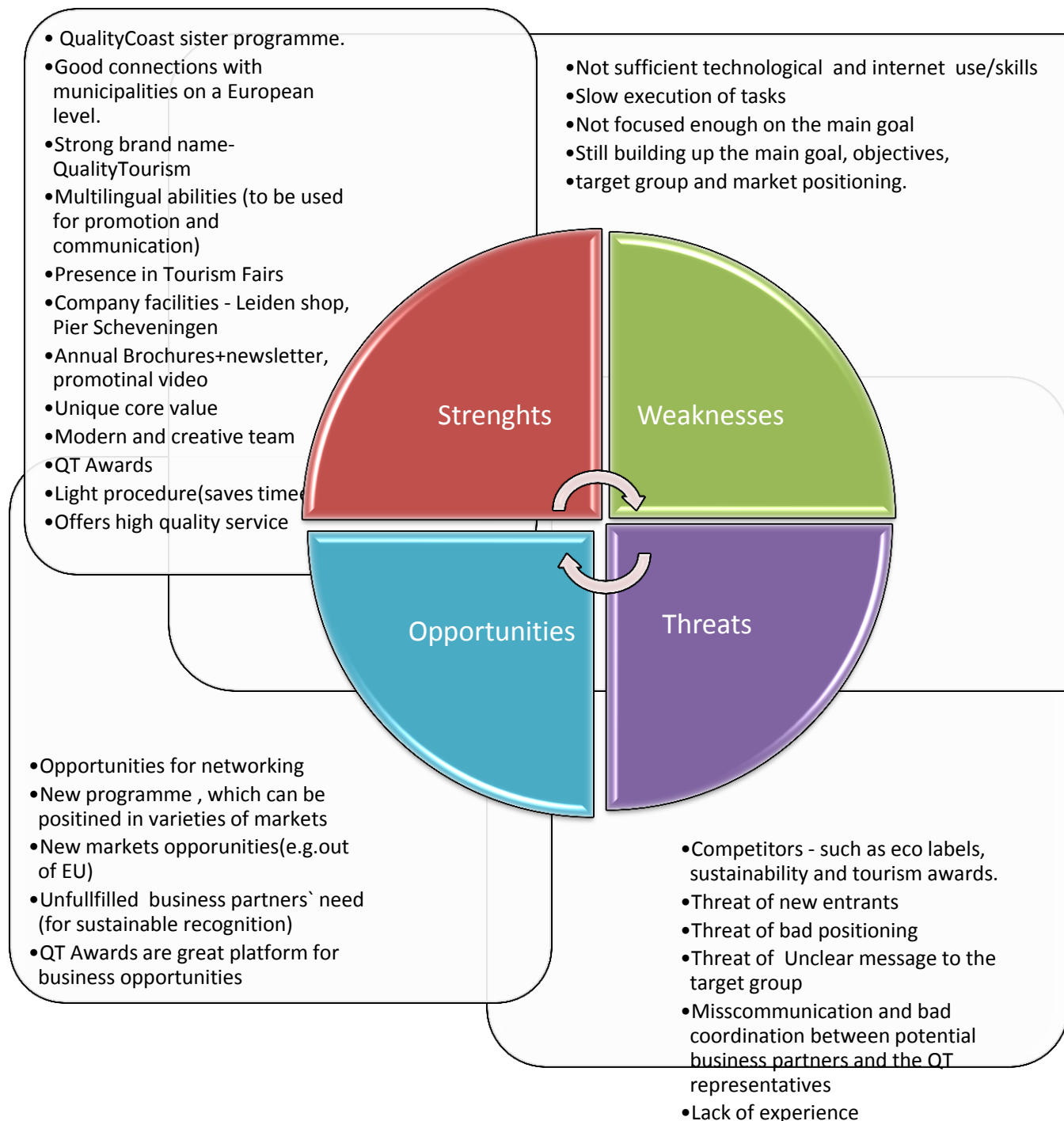
2.5 Industry analysis (See Figure 2.3 for Porter`s 5 forces)

Figure 2.3

- The threat of new entry: It is not expensive or difficult to enter the industry of sustainable certifications and awards, however good knowledge of the market and expert skills are needed. The competitors have to differentiate themselves and to provide unique values, in order to succeed the tourism industry.

- Power of suppliers: The power of suppliers is very high, since the QT Awards need a special marketing agency for designing and producing the Award. Moreover, the QT Awards need a place (hotel, restaurant or café, preferably provided by the BP) where the official Award ceremony will be presented. The suppliers have strong influence of the price of the Award, which plays an important role, when creating the customized service package offer for a new BP (potential award applicant).
- Competitive rivalry is high. In order to compete in the industry variety of characteristics are required: well-known brand name, experience and practice in marketing promotion, higher technological development, tourism marketing experts working within the award certification programme are also required. There are opportunities for the QT Award to growth, only if good marketing and brand positioning are made.
- The power of buyers is medium high, depending on the geographical position of the business. Countries like Norway, Denmark, Sweden, Germany, Switzerland and the Netherlands, with traditions in sustainability management and development, offer stronger power of buyers. Another important aspect is the price sensitivity of the business customers, who would not be willing to pay very high price for an award certification.
- There is medium high threat of substitution, especially for non EU countries. In this segment of the industry is of a high importance to emphasize on the uniqueness and the benefits for the businesses (if awarded with a QualityTourism Award), such as global recognition and marketing promotion.

2.6 SWOT analysis



Explanation of the SWOT (See Figure 2.4 for the SWOT analysis)**Internal:**

Strengths: The QT Business Club and Award have a sister programme (the QC), which provides them with the basic knowledge of the European tourism industry. The already established QC is a good way to explore the business opportunities for the QT Business Club and Awards, within the QC destinations. The QT Business Club and Awards' creative team have the knowledge of more than three foreign languages that would be applied when communicating and marketing the program. The core values of the QT Awards and Business Club (high quality, service, sustainability and flexibility), together with the experience in tourism fairs and the multiple publications on magazines and brochures, can be considered as the main strengths of the Awards.

Weaknesses: The QT is still in a process of creating a mission, clear objective, concept, target group and market positioning. The QT team is very young, which leads to slow execution of the tasks and unprofessional final results. The QT technological facilities are not sufficient enough to reach high quality marketing promotion on a global level.

External:

Threats: The main threats could be a result of a bad marketing positioning, but also of unclear message to the business partners. The marketing department of the QT could be a threat for the programme if there is miscommunication and poor coordination within the team. This would possibly lead to unsatisfied business customers and downturn on the new applicants. The QT has many competitors and the threat of new entrants in the tourism market for certifications and awards is very high.

Opportunities: The threats of many competitors can be turned into an opportunity by differentiating very clear the QT's activities and those of the competitors. It is an advantage that QT has many successful competitors, because the main customers (businesses) are aware of the meaning and importance of having an eco-label and an award/certificate. However, the QT offers more than just an eco-label or an award; it is a mixture between creating a business platform for cooperation and ideas sharing, only for high quality services and businesses including the importance of sustainability. The lack of experience in the business sector is an important threat. However, since the QT is a new programme the threat can easily become an opportunity, when following the needs of the business partners and listening to their preferences.

2.7 Recommendation and proposal for a new pricing of the service package (See appendix six for the original service package):

- a. The new pricing should include 25 % extra charge, due to the amount of work load.
- b. After making a market research, the conclusion is that, the current pricing is too high. The consequences of a high cost would be a lower interest from the side of businesses.
- c. Facebook service should not be charged, due to legal issues.
- d. The opportunity for receiving an award should not be charged; otherwise the meaning of having an award is lost.
- e. An Award can be received only by businesses paying more than 1500 Euros price, as part of the customized service package of the QT Business Club.
- f. Making profit from a YouTube video channel is possible through Google Ads, meaning that it is not necessary to make the BP paying too high price for this service.
- g. The service package can be customized by the personal preferences of the BP. This offers flexibility and freedom of choice, which businesses would highly appreciate when it comes to the final decision.
- h. Each item of the service package can be chosen according to the preferences of the BP (the below mentioned packages are only a proposal).

Proposal for a new pricing:

Service Package 1 (*)

Item:	Price (per item, including 25%):
<i>QT wall plate</i>	85
<i>Banner</i>	65
<i>Flag</i>	50
	200

Table 2.3

Service package 2 (**)

Item:	Price (per item,including 25%):
<i>QT wall plate</i>	85
<i>Banner</i>	65
<i>Flag</i>	50
<i>Use QT in your own communication</i>	Free
<i>Inclusion in Brochures</i>	
<i>QualityCoast (annual)</i>	200
<i>QualityTourism</i>	100
<i>Kust&Zee Gids (annual)</i>	100
<i>Inclusion in the QT website</i>	150
<i>Promotion on FB</i>	Free
<i>Inclusion in the QT YouTube channel</i>	50
<i>Inclusion in exhibit at Scheveningen</i>	100
	900

Table 2.4

Sample example of service package 3 (***)

Item:	Price (per item,including 25%):
<i>QT wall plate</i>	85
<i>Banner</i>	65
<i>Flag</i>	50
<i>Use QT in your own communication</i>	Free
<i>Inclusion in Brochures</i>	
<i>QualityCoast (annual)</i>	200
<i>QualityTourism</i>	100
<i>Kust&Zee Gids(annual)</i>	100
<i>Inclusion in the QT website</i>	150
<i>Promotion on Facebook*</i>	Free
<i>Inclusion in the QT YouTube channel</i>	50
<i>Inclusion in exhibit at Scheveningen</i>	100
<i>Inclusion in holiday fairs (e.g. Vakantiebeurs)</i>	1500
<i>Posibility to apply for a QT award</i>	Free
	2400

Table 2.5

3. SURVEY ANALYSIS

In order to evaluate, examine and understand in depth the needs and preferences of target group two (customers of the businesses in the tourism sector), an online survey “*The Quality Tourism*” (Svilena Mateeva, April 2012) was created. It consists of eleven multiple choice questions, and no open questions. (See Appendix two for the complete online survey and charts).

The survey was distributed to more than one hundred people from different cultural, social and language background, from which only forty replies were received. The results will be analysed per question; afterwards logical correlations, conclusions and recommendations will be drawn.

3.1 Assumptions:

Before analysing the outcomes of the survey, several basic assumptions were drawn:

1. The participants are not aware of the real meaning of sustainability.
2. The majority of the respondents would be between 25 and 35 years of age.
3. The majority of the respondents are using internet as a main tool, when looking for a new holiday destination and accommodation.
4. The majority of the participants would agree that the tourism industry is becoming too commercialized.
5. The majority of the respondents would see sustainability as a feature more suitable and important for older people.
6. The majority of the respondents would not clearly see the difference between sustainable and only profit oriented businesses in the tourism industry.
7. The majority of the participants would wish for a better environment, cultural heritage and local identity for the future generations.

3.2 Basic information for the online survey participants (Questions 1, 2 and 3):

The majority of the attendants were originally from an EU country (90%), while only 10% were from another country of origin. This consequently means, that the results obtained through the survey are mainly focused on the European customer`s perception of sustainability in the tourism sector. Furthermore, 57.1% of the survey participants were male and 42.5% were female, which shows a good balance and should not affect the responses, in terms of gender preferences and differences.

The majority of the survey respondents (31 out of 40) were between 20 and 25 years old and seven participants were of the age between 25 and 35. Giving the advantage of the young people and

listening to what their needs and perceptions are, is of a high importance for this market research, because sustainability focuses over the long term goals and requires more time to be achieved.

3.3 Customer preferences:

When asked: *What do you look for when choosing your holiday accommodation?* (Question four of the online survey, see Chart 3.1), the survey respondents showed very clear point of view. The most important for 89.7% were “Quality and good service” and for 28.2% was “Eco-friendly” holiday accommodation. These features are the core values of QualityTourism Business Club. The client is the person, who decides what to look for when going on a vacation, and according to his/her preferences the businesses in the tourism sector shape their offers. If the customers are looking for quality and good service, this would eventually lead to more businesses in the tourism industry providing these features and promoting them as of high quality service providers. The QualityTourism will give Business Award for those businesses offering better performance, high quality, good service and sustainability. The conclusion is that there is a potential demand for the QTA, because the business sector will be trying to satisfy its customer needs and demands.

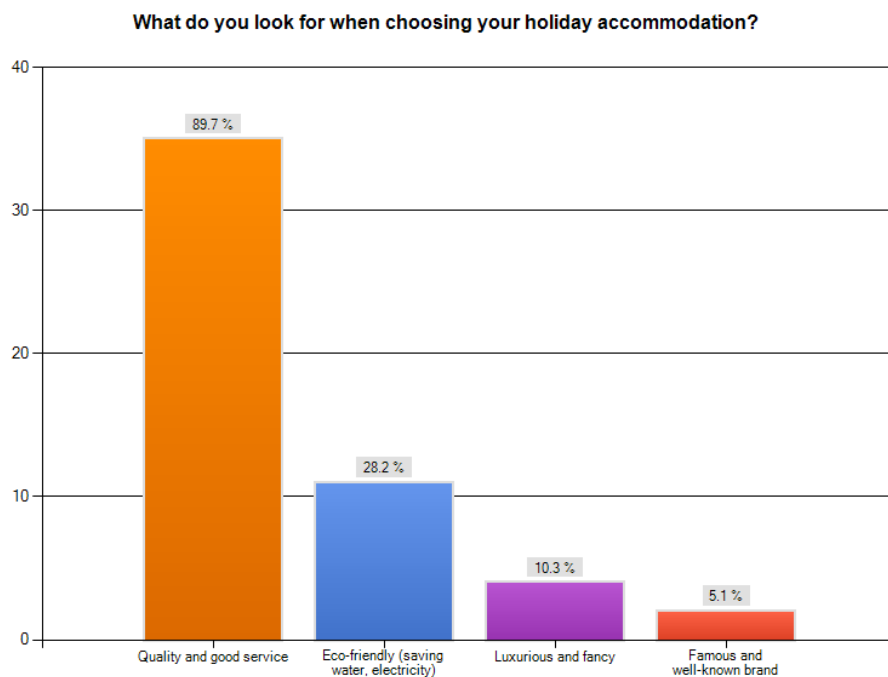


Chart 3.1

3.4 Communication tools: The survey participants were also asked *how they choose their holiday accommodation* (Question five). The overall majority (87.5%) responded “via internet”, 37.5% said “from a friend or a family member”, only 12.5% were using the help of travel agencies and 10% replied “other” tools. Internet stays the most commonly used method for tourists to search for new destinations, accommodations, restaurants and interesting travel tours and excursions. The QT Business Club focuses its main promotion and marketing tools on the

social media and internet (e.g. Facebook, Web pages, YouTube Channel, and online brochures). This is the most modern and sustainable way of promotion, especially when targeting younger people, because internet is their main source of information.

3.5 The tourism industry

Question six from the online survey (*Do you think that the tourism industry is becoming too commercialized?*) received very controversial replies (See Chart 3.2). Most of the respondents (57.5%) gave positive reply; however, 17.5 % were not sure at all and 10% said ‘‘I do not have an opinion’’. Those who thought that the tourism industry is not becoming too commercialized were only 15%. These controversial replies, lead to the conclusion that the average tourist consumer is not aware of the current situation in the tourism industry, or he/she is just starting to be aware and to demand more changes from the tourism sector.

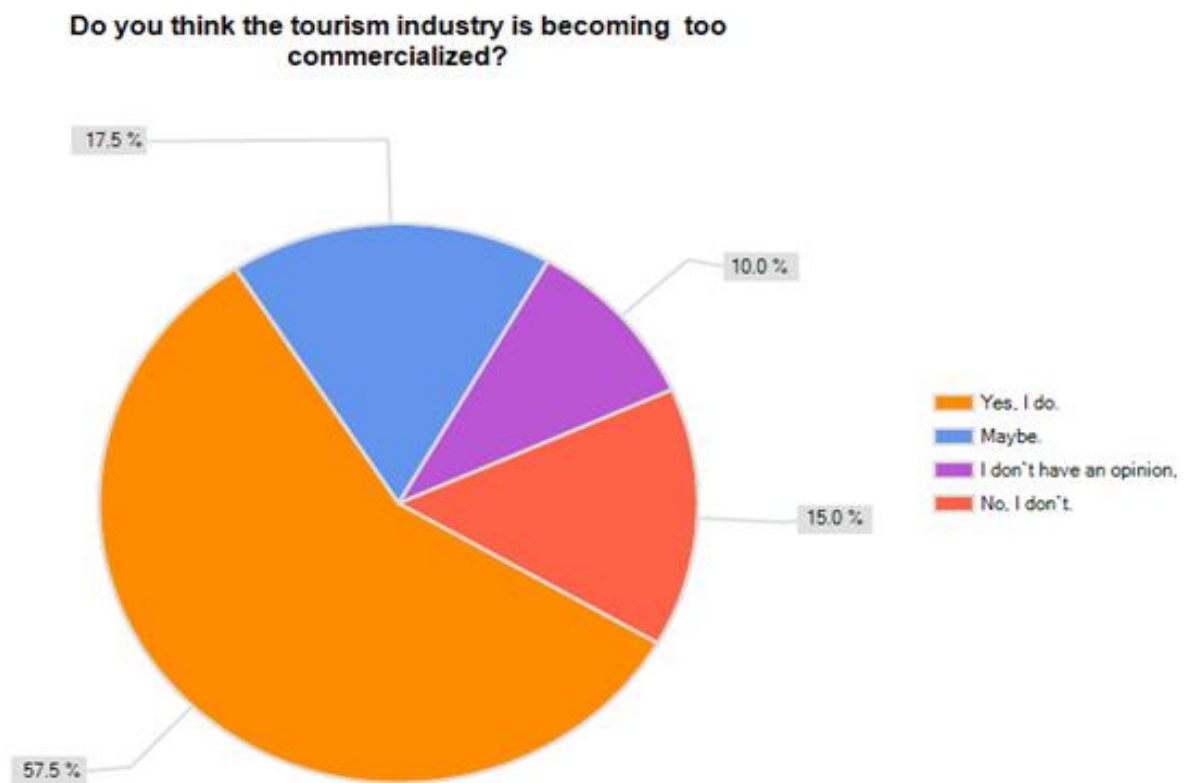


Chart 3.2

3.6 When asked about their personal desires ‘‘Do you want to see more green, eco-friendly and sustainable businesses in the tourism industry’’ (Question seven) the results were more than clear: 82.5% said ‘‘Yes, of course’’, and the rest 17.5% did not mind to see more changes for more sustainable future. The responds ‘‘No, like this is fine’’ and ‘‘Definitely not’’ did

not receive any vote. The tourism industry is changing and sustainability is one new modern trend, seen by the customers as necessary for a business to offer, in order to be attractive and successful for a longer time.

What do the respondents prefer *to see and experience during their holiday* was the next question of the survey (See Chart 3.3).

The replies varied due to personal preferences, however all of the survey participants showed high interest in green and clean environment (21 out of 40 participants), local identity and food (24 out of 40 respondents), cultural heritage and monuments (21 out of 40 associates), sustainable accommodations, restaurants and services (8 out of 40 participants). The interesting fact is that all of these aspects are features of sustainability and customers enjoy them, need them, but do not know how to name them. Awareness about the meaning of sustainability is missing, but the need for it during holiday vacations is present. The QualityTourism Business Award will be given to businesses showing and doing effort for sustainability aspects, which consequently will attract more clients for their business, but will also be greater for the environment over the long term.



Chart 3.3

3.7 Preferred type of business

When the survey participants had to choose between eco-friendly, sustainable businesses and other, profit oriented businesses, to serve them during their holiday stay, the majority (25 out 40 survey participants) responded “definitely eco-friendly and sustainable”. Nevertheless, 12 survey respondents were not sure about their preferences and replied “I do not really know”. Two participants gave “I do not really see the difference” as a respond. With question number nine, became clearer, that the customers are not aware of the difference between sustainable businesses, or the exact opposite: they are really aware and prefer to use sustainable services. With the QualityTourism Award, a sustainable business can promote itself as different, eco-friendly oriented tourism business and can easily attract the targeted type of clients. With a QTA, the clients and the businesses would become more aware of sustainability and its importance for the better development and future of the tourism industry (one of the main goals of the QT Business Club and Award).

3.8 Is sustainability only for adults? Question ten of the online survey (See Chart 3.4) was created to examine the view and the reputation of sustainability in relation to age. (*Do you think that eco-friendly businesses are only for adults and older people?*). Fifty percent of the responds were negative (“No, I do not”), meaning that younger people are also taking sustainability into consideration, when going on a holiday vacation; 47.5% stated that the age is not of an importance and only 2.5% agreed that sustainability is only for older people. The QualityTourism Business Club is aiming at promoting sustainability among the customers, as well as businesses, regardless of their age. The positive attitude towards sustainability among younger generations could be considered as an advantage for the future development and success of the QualityTourism Awards.

Do you think that eco-friendly businesses are only for adults and older people?

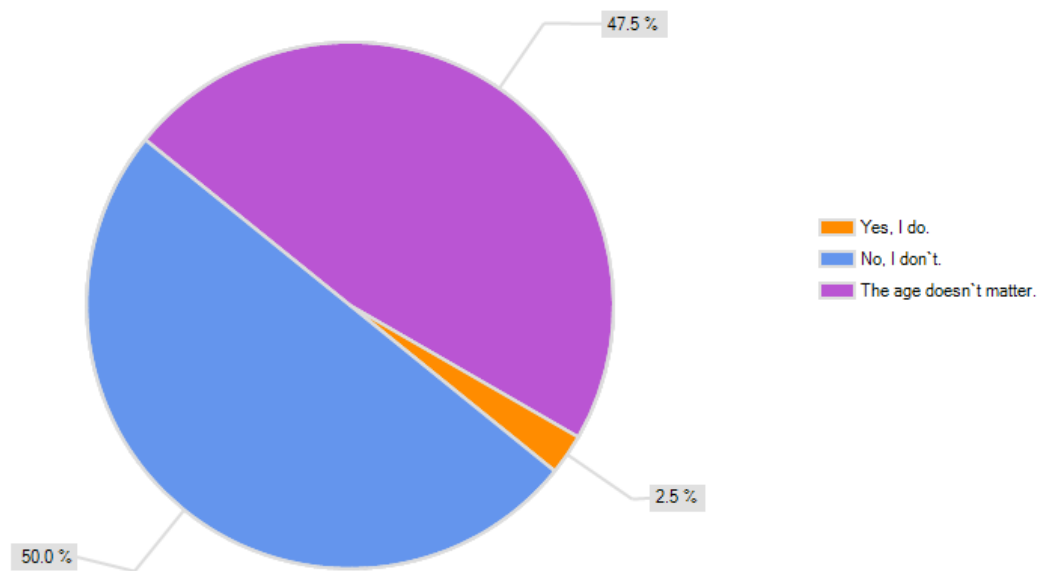


Chart 3.4

3.9 Future views of the tourism industry

Question eleven (*Do you want the future generations to enjoy better environment, culture and local identity, when going on a holiday?*) examines the potential future for sustainability in the tourism sector, when taking into consideration the perspective of the customers. The surprising 97.5% of the survey participants clearly expressed positive attitude towards the future generations and sustainability. The rest 2.5 % stated that ‘‘It does not depend’’ on them. If the QualityTourism Business Club and Awards become successful, the main goal (to provide better environment, culture and identity for the future generations) will be accomplished and the customer satisfaction in the tourism sector would experience growth.

3.10 Main conclusions and recommendations

The customer's perception of sustainability, in regards to the tourism industry, is growing to a new demand and need, for better high quality sustainable oriented services, that would have a positive influence for the next generations. The QualityTourism Awards have to be designed in a way that is fulfilling the expectations of the customers, while at the same time are serving the businesses in the tourism industry, as a tool for sustainable development and recognition. From the online survey it became clear, that younger people (between the age of 20 and 35) are expecting from the tourism

business sector to be eco-friendly oriented, sustainable and also to provide high quality services. The clients need a proof that a particular business is providing all this features in one. This is where the QualityTourism Awards would fit best and serve both the clients and the businesses. The main features of such an award are: to be transparent, clear, to provide value for both target groups (customers and businesses), to serve as a “certificate” given for sustainability and high quality, and to be recognized on a global level. The main communication and marketing tools for the QTA have to be connected to the use of internet and online social media (e.g. online YouTube channel, Facebook articles, online brochures, promotional leaflets and web news posted on the QualityTourism Internet page). The businesses in the tourism market have to be convinced of the importance of the QTA, for the better development and prosper of their company, as well as for the sustainable future of the environment, cultural heritage and local communities.

4. MARKETING OBJECTIVES AND POSITIONING OF THE QTA

The QT Business Club and Award are new services/products, which the EUCC is introducing to the tourism market. The benefits of introducing new product and service are several: enables you to manage the product development and the product lifecycle, but also to lower the project costs and to achieve greater revenue (See Ko Floor&Fred van Raaij (2011) Marketing Communication Strategy, especially chapter eight). The main goals of the QT Business Club and Award can be divided into **short-term** (for the first one to three years), which main focus is in the European countries and **long-term** (three to five years), only if the Awards are successful a global expansion, starting with Asia and Latin American countries, can be considered. The QualityTourism Business Club and Award will follow the geographical spread of their sister programme QualityCoast. The following marketing and communication objectives are mainly focused on the overall short-term goals of the QualityTourism Awards.

Marketing objectives:

- Enlarging the total market opportunities for the QTA
- Increasing the market share
- Attracting new BP
- Increasing the number of Service Package sales

Communication objectives:

- Brand use
- Positive Brand awareness (a good brand reputation has to be built in order to obtain more customers in the tourism business sector)
- Brand knowledge for the BP (what are the benefits for the BP having an Award)
- Client satisfaction- by providing the BP with high quality, well designed award, recognized on a global scale.

Marketing strategy: The most suitable strategy for the QTA is **diversification** strategy (diversification strategy is convenient when developing a new product in a new market)³.

Marketing Positioning: Communication strategy for a new product is the most suitable for the QTA. The informational positioning via marketing communication tools can be used, in order to bring awareness of the brand and its benefits for the customers. Later on, “best brand in category” positioning will strengthen the effects and the appearance of the QTA as of a high importance by emphasizing on its usability and cost benefit for the BP.

³ See Gerry Johnson, Kevan Scholes & Richard Whittington (2009) *Fundamentals of strategy*, for different marketing strategies.

Communication strategy: It has to be emphasized on the functional and psychological benefits of the QTA. The central functional benefits, which QualityTourism Award offers have to be: more visibility of the business performance for its clients, better reputation in regards to sustainability efforts, recognition of the high service business on a global scale (by the GSTC), the originality of the QTA, since it combines sustainability and better business promotion in one and finally safe and reliable brand name.

5. PRICING STRATEGY FOR THE QT BUSINESS CLUB AND AWARD

It is recommended to use **Value-Based⁴ pricing** instead of Customer-Based pricing.

Customers → **Value** → Price → Cost → Product

This strategy fits best the QualityTourism's mission and vision, since it provides high value and quality of services to its customers (business partners). The strategy is also capable of fulfilling the objective to maintain sustainability in the tourism sector, since the value (high quality) is positioned on the first place.

The pricing objectives are to provide high quality services and to encourage the businesses to stay in the business club. Moreover, the QualityTourism should provide reduced costs (small discount price) for those businesses which are part of the program for a longer time.

It is recommended to **use fixed pricing**, where the business partners will pay the set price on the Business checklist; this will lead to consistency and again *sustainability* in the pricing strategy. In some cases **negotiated** pricing strategy can be used, only for business partners having special value offers for the QT. An example for this could be the BP situated in a QualityCoast destination (for which there will be a discount price of 20%) and also business partners willing to host a QualityCoast or a QT Awards event.

The most suitable pricing strategy for the Awards is differential strategy, because it has to be emphasized on the uniqueness and the benefits of the new product.

The customers' perception of the value-based pricing is of a high importance, when creating the pricing strategy. The business partners should see the QualityTourism Business Club as a high quality, modern and sustainable club. In order to fulfil this demand and need, the prices for the services offer have to be higher, but not too high.

Adaptation tools for pricing may also be suggested over the maturity stage of the service development. This will include discount coupons for those businesses with a higher performance or special work done in the field.

Marketing communication and influence strategy:

The communication tools which will be used by the QT Business Club are mainly social media and mobile marketing. This includes all the following channels: via e-mail, telephone, Facebook, YouTube channel and personal communication, when visiting Tourism Fairs, such as ITB Berlin

⁴ See Marian Burk Wood (2011), The marketing plan handbook, especially chapter eight for marketing communication and influence strategy.

and Vakantiebeurs. Advertising through the social media channels is the strongest promotional tool for the QualityTourism Awards. PR (Public relations) will be used in order to build a positive image of the programme as well as to emphasize on the high value and quality of the services offered. It has to be stressed that the QTA is given for different, new types of businesses in the tourism sector that combine two strong advantages in one: high quality service and sustainability. Direct marketing will be used, on a later stage of the QT introduction period. Direct marketing via phone and e-mail, online brochures and catalogues will encourage the already existing business partners to apply for a QualityTourism Award, in case they did not, from the beginning of their application. Later on, during the QT events, when the awards will be given to the business partners, personal selling marketing will be used, in order to strengthen the relationships with the customers. This will include presentations, speeches, and sales meetings; Skype meetings if there are particular questions or concerns, and online-chat sales, via Facebook or Skype. The main idea, which has to be presented to the target group, is that the QT is a modern, as well as sustainable well of promoting and joining a business platform for exchange of ideas and better business performances. The QT is emphasizing on the social media use; as well as on the usage of online brochures, since it is faster and sustainable, mainly because no printing is involved.

On the advertising campaigns, including promotional videos, the main objective will be to deliver message with rational appeal. This includes the means of sustainability for the future of their businesses, also as a modern trend in the market, which has to be achieved via the QualityTourism Awards, in order to achieve competitive advantage over the competition in the tourism industry. The frequency of showing promotions and advertising tools, such as promo videos and short flyers has to be more frequent at the beginning. Every one month new promo flyer or the same one, with the same message emphasizing the benefits of QualityTourism has to be spread over the business partners. This way the popularity of the brand and the service and its values will growth and more customers will be attracted for a long term.

6. SALES PROMOTION TECHNIQUES

Premiums, as part of the customized service package can be used. The premiums can offer some of the items from the business service package for free, in order to create higher perceived product value, in the eyes of the BP. For example, if the BP is participating in the QT Award application, one more article for his business will be added on the QT Facebook page. This premium will not be offered to every business partner, but only to those interested in participating in the Awards.

Bonus packages: If a BP is interested in all the promotional tools from the service package, his/her businesses will be given one more item from the service package (depending on his/her choice) for free. This way the QualityTourism can build stronger relationship with the BP for a longer time.

In-store promotion: The promotional materials such as brochures, flyers, leaflets, catalogues and business cards will be positioned in the QT store in Leiden, as well as the Pier at Scheveningen. The store will be open for visitors two days per week, which allows the QT marketing team to use direct sales marketing force, when promoting the business partners to the general public. The same opportunity for direct promotion applies to the shop at the Pier, Scheveningen, which is open five days per week and is visited by approximately one million people every year.

For better and maximum effect of the whole marketing and communication tools used by the QT Business Club, as well as the Awards, integrated marketing communication has to be used. This means that in all the marketing promotion tools, **consistency** has to be the first main objective: usage of the same font, logo, brand, slogan etc. This way the brand image of the QT Business Club and Award will last longer in the customers mind and will be perceived as more trustworthy.

Plan metrics for the marketing plan objectives⁵:

Marketing Objective	Metrics
Enlarging the total market for the Quality Tourism Awards	Measure the current market for the QT Awards and then measure it again after 3 months period to see the enlargement
Increasing the market share	Measure a Euro from the customized service package , divided by the total business sector award sales for a period of 3 months
Attracting new Business Partners	Measure the number of percentage of BP acquired by 3 months
Increasing the number of Service Package sales	Measure gross or net margin for 3 months period by service package sales

Table 6.1

⁵ See Marian Burk Wood (2011), The marketing plan handbook, chapter ten explains in details about planning metrics and implementation control.

7. MARKETING MIX FOR THE QTA

7.1 Product:

The QTA are given only to those businesses in the tourism sector, which are sustainable oriented and show high quality services performance. The Award has to be given as an achievement for the business performance and as an inspiration on how the particular business can improve its services. The Award is also used as a marketing tool by the businesses as well as by the QT, promoting sustainability achievements and gaining reputation as high quality service Award.

Product Development

The new product development will start with initial concept tasting, to discover whether the businesses in the tourism sector understand and like the concept of the QTA. The product development will later on establish a business analysis, to assess the remaining ideas and eliminate those, that would be too expensive. Developing a prototype design of the Award to determine the cost and the skills needed for the product will eliminate the possible risks of failure. Market testing will follow before making the final decision. Commercialization is the introduction step of the product development, which is supported by the channel, the pricing and the promotion strategies. Finally, monitoring of the businesses reaction and adjusting the marketing mix, according to their demands, will shape the final marketing product decision.

Recommendation for the Awards official launch: The Award should be given in a special gala evening, where all the awarded businesses should be invited, as also recommended by Dr. Roger Wehrli (Dr. Roger Wehrli & Svilena Mateeva, 2012, Phone interview on the QualityTourism Business Club and Awards). Beforehand invitations to all the awarded businesses have to be designed at sent via e-mail and post. The invitation has to be short and informative, stating the date, time and place of the event. The primary suggestion of the official launch of the Awards is the autumn of 2012 (October or November). As a recommendation, can be said that the proposed date is too close and the QualityTourism Awards are not well-prepared for organizing an official launch and a ceremony. So far, the Business Club has only two BP and an award ceremony requires at least a number of ten or fifteen businesses. This means that the QT Awards can be launched on a later stage, for instance the spring of 2013. Corresponding to this proposal, the programme has enough time to develop the concept of the Awards, as well as to prepare better the concept of the official ceremony, making the risk of a failure lower.

Recommendation for the Award ceremony: The ceremony will consist of short workshop about sustainability in the tourism industry and will provide information on how businesses can be directly involved in sustainability issues. The award winners will be announced and will hold a speech about their achievements. Afterwards, the President of the QualityTourism Mr Albert

Salman will present his views on the QualityTourism Business Club and will welcome everybody to join the cocktail, which is a great platform for further discussions on the topic. The award ceremony and the cocktail will be followed by a dinner, where opportunities for networking and meeting potential business partners will be accomplished.

Recommendation for the Award design:

The design of the Award is of a main importance. It has to be seen as luxurious, sustainable, different, and has to be perceived as a “prize”. (See Figure 7.1 and Figure 7.2 for the proposed design). The businesses have to be proud of having such a QualityTourism Award. The businesses can expose the Award in their hotel, restaurant, and campsites, in order to be visible for their clients and to create better reputation of their business.



Version 1: Metal wall plate. The QT logo will be on the top. Underneath will be written: Award winner, 2012 and the name of the business.

Figure 7.1



Version 2: Plexiglas plate. On the right side will be written Award winner, 2012; on the down side the name of the business will be stated. If possible the shape will be in the form of a crown (to be consistent with the logo).

Figure 7.2

Suppliers: The Awards have to be ordered by a special advertising agency, which will create the final Award design, according to the QualityTourism preferences. Recommendation of an agency with experience in the field is Art Style BG.

Core branding elements of the Awards: The Awards have to cultivate and present an image of uniqueness and luxury. The golden colours and the crown emphasize on the main message of a special “award”. The dark blue colour also gives a sense of stability and importance. The award and the logo have to look professional and it is recommended to use professional designers to maintain the good brand look and consistency of the product.

7.2 Price of the QTA product:

According to an offer made by the recommended suppliers Art Style BG (a Bulgarian advertising agency, based in Varna, Bulgaria; see Appendix seven for the offer) the design price for the Award product with a size of 10cm x 13cm is twenty Euros per item (the price does not include taxes and transportation fees). This is comparatively lower price than the price offered by the Dutch agencies (Albelli, HEMA, Web Print NL and Fotogeschenk NL) where the smallest Plexiglas wall plate size is 20cm x 30cm, with a price of thirty five Euros per item (without taxes and transportation costs).

A discount price could be negotiated with the Art Style BG suppliers, which applies only on bigger orders (more than ten Plexiglas wall plates). The cost estimation for the production of ten Plexiglas Award wall plates, with 10% discount is approximately two hundred Euros, including VAT.

The transportation fees depend on the average kilograms of the package and on the country of sending. According to the Bulgarian post office a price for a 10kg package sent to an EU member country (in this case the Netherlands⁶) is 263 BG leva, which is equivalent to 134.47 Euros. The price for a 15kg package is 350 BG leva equivalent to 179.00 Euros. (The currency exchange rate is made according to the exchange rate of the 11th of April, 2012, via XE-World's favourite Currency site).

Total price for designing, creating an offer and transporting ten Quality Tourism Award Plexiglas wall plates:

10 Plexiglas wall plates + transportation cost of a 10kg package = 334.47 Euros
10 Plexiglas wall plates + transportation cost of a 15 kg package = 379.00 Euros

The trade payment method used by Art Style BG is letter of credit, which includes online invoice of the order, transportation document and certificate of origin.

Delivery Conditions: The delivery conditions may vary between one and three weeks, depending on the post office and the weather conditions.

7.3 Place:

Profile of the BP:

The potential applicant for an Award is seen as a businessman or woman, manager or marketing representative of business in the European tourism industry (hotel, restaurant, beach cafe/tavern, travel agency, and campsite). The potential BP has to be interested in sustainability, has to show

⁶Bulgarian post services(2012) *Price list of international post services of the Bulgarian post office*, Retrieved April, 2012, from Bulgarian post office Web site http://www.bgpost.bg/files/custom/Pricelist/Ceni_EMS_01012008.pdf

willingness to improve the business performance, wants to be recognized (awarded) for his/her business efforts on sustainability. The potential applicants for an Award are motivated by the strong competition in the tourism industry, which stimulates them to look for new opportunities to outperform the competitors.

Competitors:

The majority of the competitors (e.g. World Luxury Hotel Awards) start their Award program with nominating the potential businesses for the annual awards. Afterwards, an evaluation of all the nominated businesses is being made, which is followed by a visit of the particular business, in order to ensure that it is suitable for the award. The next step is made by the businesses: reading and agreeing on the Terms&Conditions, filling in an online application form, paying the costs for participation in the award and uploading a photo of the business. Finally, all the business applicants are evaluated and the winners are announced on an official award gala ceremony (on an annual basis). After the awards ceremony, the winners are promoted via brochures, flyers, newsletters and Facebook.

What can QT learn from the competitors?

It is recommended for the QT to create a Memorandum of Terms and Conditions that will be posted on the QT website and will be made visible for all the potential BP. This memorandum has to be agreed on by the BP, before partner`s nomination for the QT Award.

An online application form for a potential business partner, interested in the Awards, has to be created and made available on the QT website. This tool would be easily reached by higher number of applicants and the service from the side of the QT team would be faster, with accordance to the main objectives of the QT Awards.

Recommendation for the QT approach

The QT Award has to be available for the QualityTourism awarded business partners in the most convenient for them way. More information about the product (QT Award), what does it offer for businesses in the tourism industry, how and where can be pursued, is important to be mentioned first on the web page of the QualityTourism Business Club, but also in all the direct and online communication (via e-mail, phone, Skype etc.) with the business partners. On the web page has to be stated very clear how a business can become a partner of the QT Business Club and later on, how can be awarded. As a recommendation, could be said that a “step by step” process is the most suitable way to reach the target group and to be understood by them.

A published article in Wikipedia will also help the business partners to understand better the concept of the QT Award, how does it work and what is required from them, in order to be awarded. The main method, when approaching business partners, could start with attending

tourism trade fairs, where face-to-face marketing would be the main tool to represent the Award , to provoke interest for it, and of course to attract new BP. After obtaining contact information via exchange of business cards or via other personal contact information from the BP, a follow-up e-mail and phone conversation have to be made within one week time. This way the potential of capturing the interest of the BP is higher, because the BP would recognize the direct seller/representative of the product and it is more likely to trust him/her , when “ buying” the QT Award.

How a BP can receive the Award:

The first option is to receive the QualityTourism Award directly during the award ceremony. This method is more official and the most important advantage of it is the personal contact. Face-to-face contact is always more valuable than the indirect contact with the product.

The second option is only for the awarded businesses, which would not be able to attend the Award ceremony. In this case, the Award can be send via post to their address. However, option two would be more expensive and will require more time to execute from the side of the QualityTourism. As a recommendation could be said that, option one is more preferable to use since provides more value to both the QualityTourism and the businesses, it is cheaper and attracts more media publicity. After the announcement of the award winners, news articles will be published on the internet, in order to gain more popularity and better brand reputation of the programme.

7.4 Promotion:

The most suitable time to emphasize on promoting the QT Awards would be three months before the official gala ceremony. In the marketing calendar (See Table 7.1) is explained which marketing steps are the most appropriate for each part of the marketing campaign. It is advisable for the QTA to make the official launch of the Awards between March and April, 2013. Meaning, that the strong marketing campaign mainly focused on the Awards benefits, uniqueness and great advantage over other awards, should start in January, 2013. The Vakantiebeurs Tourism Expo (Utrecht, the Netherlands) will take place in January 2013, and it is convenient to start exploring the option of attracting new BP and award applicants on this particular tourism fair, via direct marketing.

Tourism Fairs: Vakantiebeurs, ITB Berlin, World Travel Market and other tourism fairs are an essential marketing tool for a direct promotion. Moreover, they give an opportunity to offer the secondary target group – the customers, free holidays in QT business partner accommodation. This is also a way of promoting the BP quality service, brings a good reputation of the programme and at the same time creates strong customer relationship.

YouTube is an essential part of the marketing mix (Michael Miller (2009), *YouTube for Businesses, Online Video Marketing for any business*).

“Sites like YouTube really hold the potential for any video to take off and become widespread, due to the accessibility of the Internet around the world” (Daniel Kelley Senior Director of Marketing D-link company).

It is recommended to use the YouTube Channel during the whole marketing campaign for the QT Awards, while inserting the YouTube link in the online signature (when writing e-mails), posting the YouTube videos on Facebook, publishing the link on Facebook and Wikipedia. The QTA has a promotional video and has to use all the internet marketing tools, in order to reach popularity among both the general tourism customers, as well as the BP.

Advantages of YouTube for the QT Business Club and Awards:

- ✓ Brings awareness to the customers, as well as the BP.
- ✓ Earns profit for the programme (via Google AdWords⁷). If a BP is asked to give his promotional video, it will be posted on the QT YouTube Channel, which brings more profit to the QT Business Club.
- ✓ Makes it more visible for everybody around the globe.
- ✓ Communicates better and creates relationships with the businesses, as well as the general public.
- ✓ After the awards ceremony, videos will be published on the YouTube channel, in order to bring more awareness, visibility and understanding of the Award process. It is also a potential way to attract new business partners.

Local media publicity:

When asked how the QualityTourism Award should look like, Dr. Roger Wehrli (Phone interview for the QualityTourism Business Club and Awards, April, 2012) stated:

“It has to explore other methods, not the usual marketing tools, but having that communication part of marketing, which already starts with an Awarding Ceremony, so it is immediately released in the media and they write about it”.

⁷ Google AdWords is Google's main advertising product. AdWords offers pay-per-click (PPC) advertising, cost-per-thousand (CPM) advertising, and site-targeted advertising for text, banner, and rich-media ads. The AdWords program includes local, national, and international distribution. (Google AdWords (2012), retrieved April 11, 2012 from Google AdWords Web Site www.google.com/adwords).

In order to achieve better communication on a local level, the QTA should engage the BP in finding a local media, to release the Award Ceremony. This would be the most convenient and cheap way for promoting the Awards to the general public, on the local language. The use of local media should be organized before the Award ceremony, but the press release itself should be available not more than one or two days after the official launch of the QTA.

The other advantage of this strategy is that the Awards would be more visible and easily recognized by the customers and other potential BP. Moreover, a good brand image and reputation is built, and currently this is the main priority for the QTA. Once the press release is published, the articles can be used for publication in the social media and internet tools, spreading the marketing on a European level, instead of keeping in only on a local level. Translation of the local press release may be needed; however, this process would be easily achieved by the staff members of the QT Business Club.

The usage of the local media promotion is a double tool – it promotes the Business Partners, but also the QT business Club and the Awards. Moreover, if the award ceremony is in a QualityCoast destination, that automatically means promotion for the QC destination.

The QTA will also have ambassadors (See Figure 7.3). Official ambassadors support the image of the Award ceremony by making it look official and trustworthy for the BP, as well as for the general public.



It is very important to share ideas among high-level businesses in this new network". Alfredo Efthimiou-General Manager CLUB-CALIMERA Sunshine Creta&Sunshine CreteVillage, Greece.

Figure 7.3

Websites: The Award will be also promoted in the QT website and in the awarded businesses website, as a news article. The award has to be promoted over the whole year on the official websites of the program, with more emphasize on the Award three months before the Award event.

It is recommended to create a special tab in the main menu of the QT Business Club web page for the Award. It has to include sections like “What is the QT Award”; “How does it work?”; “How can you apply?”; “Who can participate?”; “Terms and Conditions”; “Registration and dates”.

Newsletter: An online newsletter is a fast and strong tool to inform the business partners about the award ceremony and its benefits. The first newsletter should have an informative function about the QT Awards and the second newsletter should present more information about the upcoming

Awards and the importance for the tourism business sector. After the official launch of the QTA, the newsletter can be updated every three months and should be sent via e-mail to the awarded businesses, in order to maintain the image of the Awards as innovative and unique.

Wikipedia: A creation of an article in Wikipedia about the QTA's meaning, procedure and benefits, would serve the programme to obtain higher recognition, reputation and more visibility among the customers in the tourism industry, as well as the BP.

Facebook: An article and photos of the Award ceremony will be posted on the official QualityTourism Facebook page (having four hundred friends) not more than five days after the official launch of the event ceremony. Facebook news are spread faster and can be seen by the majority of the potential business partners or customers of the tourism sector.

Brochures, flyers and magazines: The Award ceremony and its winners will be promoted in the QualityCoast, the QualityTourism and the Kust&Zee Gids annual brochures and magazines. The magazines are also disseminated in variety of tourism fairs and also have an online version, available for everybody around the globe. The brochures will be also available in the QualityTourism main office in Leiden, the Netherlands, which would be open for visitors, minimum two days per week. The brochures will be also sent to the awarded BP, who can promote themselves in their own hotel, restaurant, campsite or travel agency with the QT name and logo.

7.5 The QTA Added Value

The QT Award adds value by promoting businesses in the tourism industry for their efforts on sustainability in a modern, fast and unique way. The QT uses international marketing promotion, which is highly valued by businesses seeking new foreign visitors. The QTA is recognized on a global level, offers high quality services and emphasizes on the personal contact with its clients, while trying to fulfil every need of their business (e.g. the customized service package). The QT team also offers after-sales service, with the main goal to examine the customer's satisfaction of the Award and to show transparency of the program. Finally, the QTA has a modern and luxurious look of the product and offers an official gala ceremony, where the businesses can enjoy media attention and opportunities for networking.

7.6 Marketing Calendar:

Marketing Step	How	Target	Time frame
Customer awareness	Via YouTube, Facebook, Web site, Informational e-mails, newsletters, Wikipedia, online brochures	Customers in the tourism industry and Potential Business partners	May-June, 2012
Brand reputation	Via online survey or questionnaire, in order to examine the effects of the marketing promotion	Customers in the tourism industry ; Business partners and potential BP	June-July, 2012
Attracting new BP	Via e-mails including the online brochures and the promo video. Step 2: phone or Skype follow up.	Potential Business Partners	July-October, 2012
Attracting new award applicants	Contact the interested BP for an Award application (via e-mail, phone, Skype), send newsletter, post an article on Facebook and the Web pages, consider possibility of posting an article in a local media	Business partners and Potential Business Partners	October-December, 2012
Preparing the Launch of the Award	Estimate the potential Awarded BP, prepare the Award design and the award ceremony and sent invitations	Awarded Business Partners	January-February, 2013
Launch of the Award	Organize the award ceremony and the gala dinner; the presentations, the workshops and invite local media and photographers	Awarded Business Partners, Event organizer, Attract local media	Middle March-April, 2013

Follow up customer satisfaction	Use the award event for more marketing promotion and to build up reputation; post articles on the brochures, Web page, Facebook, YouTube videos of the ceremony and local media publicity, send survey to the Awarded BP, to estimate their satisfaction of the Award ceremony and the effects on their business	Awarded BP, Local media	Middle April-June 2013
Draw conclusions	Draw conclusions on the basis of the customer satisfaction, the press release the market share status and the income status		June-July,2013
Change or improve strategy	On the basis of the conclusion, take decisions to change or improve the marketing strategy and tools and start preparing the new Award participants and award ceremony		July-September, 2013

Table 7.1

8. MARKETING BUDGET

Item	Cost per year (In Euros)	Specifications
QT Award plate**	30	20 Euros retail price +10 euros transportation cost
QualityCoast web news article	250	8 working hours for obtaining information, writing and publishing an article, including printing costs
QualityTourism web news article	200	8 working hours for publishing an article in the QT brochure, including printing costs
Inclusion in the website	125	5 working hours :Writing a web article and publishing on the web pages of QT and QC
Promotion on Facebook	250	8 working hours News article to be written with photos, connect them to other FB pages
Inclusion in our YouTube channel	500	16 working hours The videos have to be selected, edited and posted on YouTube
QT invitations	100	5 working hours to send the invitations via post and e-mail
Design of invitations	300	The invitations will be made by a special marketing designer
Phone calls and other communication	200	Phone call bills and e-mails to the BP
Total price:	1955	

Table 8.1

Remarks (Table 8.1): The budget estimation covers the marketing promotion for all the Awarded Business Partners (with an estimate total number of 10 Awarded BP)

**** The Award wall plate cost is per BP**

Estimated Net Profit Margin for ten Awarded BP⁸

If the QT Business Club has ten BP by the year of 2013 (paying a service package price of 1500 Euros each), it means that QT will generate a total revenue of 15 000Euros. QT profits 25% from each paying BP, meaning that it accumulates 25% from each offer of 1500 Euros. This equals 375 Euros per BP (including taxes). Consequently, the total cost of maintaining ten BP will be 11 250 Euros, however when we include the cost for the Awards Plexiglas wall plate, which is 300 Euros per ten BP, the total expenses will be 13 550 Euros. This final amount corresponds to the cost needed by the EUCC to maintain ten BP, paying a service package of 1500 Euros (including taxes). Finally, the total net profit from ten BP for the QT awarded Businesses will be 1450 Euros.

Net profit 1450 ÷ 15 000 Revenue = 0,096% (or 9,6%) Net profit Margin

⁸ A Business Partner can only be awarded by the QualityTourism Business Club if it is paying more than 1500 Euros (per year) from the customized service package.

9. CONCRETE MARKETING RECOMMENDATIONS

1. The QualityTourism Award is a new product aiming at the European tourism market. The most suitable marketing strategy is the **product innovation and diversification strategy**. This would help the QTA, to design and position the new product, in a way that fulfils the needs of the high quality and sustainable businesses in the tourism industry.
2. The QTA`s main short term objectives are brand awareness, higher market share and good reputation, which can be achieved with **value-based and differentiation pricing strategy**. The Award has to be perceived as a new, modern, sustainable and exclusive, with no other similar competitor on the tourism market.
3. The marketing and communication tools are of high importance, when introducing the Award to the market. The online and social media tools have to be consistent, using the same logo, colours and text font, in order to be memorized easily by the customers.
4. It is recommended to postpone the **official launch** of the QualityTourism Awards to the spring of March, 2013, in order to follow all the marketing steps and to achieve better performance and brand reputation. The award ceremony`s main objectives are to become an event, sharing high interest from the side of the business sector and to achieve media publicity on a local and a European level.
5. It is advisable to be aware of the customer satisfaction after the Award ceremony, with regards to improving or changing the marketing strategy, according to the customers` needs and demands.

Scenarios for the QTA:

<p>Scenario 1:</p> <p>Uncertainty 1: QT Awards potential success on the market</p>	<p>Scenario 2:</p> <p>Uncertainty 2: QT Awards, <u>not successful</u> on the market</p>
<ul style="list-style-type: none"> ♥ Businesses show great interest in being awarded for their efforts on sustainability ♥ Businesses want to be recognized on a global level ♥ Businesses want to gain better reputation and to attract new type of customers ♥ Businesses are willing to join a Business Club and to share ideas and best practises with others ♥ Businesses want to use new marketing promotional tools and to benefit in a different way ♥ Competition in the tourism business sector is increasing- a need for a new certificate/award is needed 	<ul style="list-style-type: none"> ♠ Businesses have been awarded by other programmes, or do not show interest in new certification/award ♠ Businesses are already recognized on a global level, or their overall strategy is not globally oriented ♠ Businesses have gained good reputation and do not want to switch their customers to a new type ♠ Businesses are not interested in participating in Business Clubs and are afraid of sharing ideas to their competitors ♠ Businesses already have variety of marketing experts and agencies working on their marketing campaigns ♠ Businesses do not see the competitors as a threat, moreover they do not see the Business Award, as a solution for solving the issue

Figure 9.1

10. CONCLUSION

The QualityTourism Award is a new product, part of the QualityTourism Business Club, which in a short term aims at the European tourism market, however if successful, it is planned to expand on a global level, starting with the Asian and Latin American countries, where the demand of the market for sustainable and unique awards is higher.

The primary target group is high quality, sustainable oriented businesses, such as hotels, campsites, restaurants and local food producers. The secondary target group is the customers of the tourism industry, mainly young people (between 20 and 35 years of age), which see sustainability as a new factor, when choosing their holiday accommodation. The main objective of the QualityTourism Awards is to achieve good reputation, customer's satisfaction and high market share of the tourism industry. To achieve these main goals the QualityTourism Business Club has to use product innovation and diversification strategy, so to present the Award as a unique, prestigious and sustainable product, given only to high quality and sustainable businesses.

The most suitable marketing and communication tools for the concept of the Awards are mainly using internet, social medias (such as e-mails, newsletters, Wikipedia, YouTube channel, Facebook and various Web pages), direct marketing and PR, when applicable, in order to maintain good customers relationships and better-known brand name and reputation.

The value-based pricing strategy recommends not charging the awarded BP for the Award itself, as it will lose its value and trustworthiness, which will ultimately lead to less potential Award applicants. However, the pricing strategy could use premiums, in-store promotion and bonus packages for those BP showing higher performance, in order to stimulate them to apply for the Award.

Finally, the concept and the design of the QualityTourism Awards have to be consistent with the overall marketing campaign of the Business Club. It is recommended to launch the Award on a special gala ceremony, no earlier than the spring of 2013, in order to lessen the risk of failure.

REFERENCES

- AITO Association for Independent Tour Operators (2012). Retrieved April 5, 2012, from AITO Web site http://www.aito.co.uk/corporate_home.asp
- Conde Nast Traveler (2012). *Eco tourism Award*, Retrieved April 5, 2012, from Conde Nast Traveler Web site: <http://www.cntraveler.com/>
- Daniel Richard. *Writing a business plan-Financial projections*. Retrieved February, 20, 2012, from About.com Entrepreneurs Web site: <http://entrepreneurs.about.com/od/businessplan/a/financialproj.htm>
- ECORYS SCS Group (September,2009). *Study on the Competitiveness of the EU tourism industry - with specific focus on the accommodation and tour operator & travel agent industries*. Retrieved March,16,2012 from The European Commission Web site http://ec.europa.eu/enterprise/sectors/tourism/files/studies/competitiveness/executive_summary_en.pdf
- EUCC. (2012).*The Coastal and Marine Union (EUCC)*.Retrieved February, 26, 2012 from EUCC Web site <http://www.eucc.nl/en/index.htm>
- EUCC` magazine Coastal and Marine (2011). *QualityCoast Awards 2011*. Coastal and Marine Union (EUCC), Leiden, the Netherlands.
- Gerry Johnson,Kevan Scholes&Richard Whittington (2009)*Fundamentals of strategy*.Pearson Education Limited,England.
- Green Tourism Business Scheme (2012). *More green businesses*. Retrieved April 5, 2012 from Green Tourism Business Scheme Web site: <http://www.green-business.co.uk/>
- Hochule Luzern Bussiness (December, 2012), *ITW Working paper series, Tourism 002/2011*, Hohscule Luzern, Switzerland.
- How to develop communications plan*. Retrieved February, 20, 2012, from How to develop communications plan Web site: <http://www.hieran.com/comet/howto.html>
- International Hotel Awards (2012).*About the Awards*. Retrieved April,3,2012 from International Hotel Awards Web site <http://www.ihotelawards.com/>
- Joseph R. Mancuso (1983). *How to prepare and present a business plan*. Prentice Hall Press.

Ko Floor&Fred van Raaij (First Edition,2011). *Marketing Communication Strategy*. Noordhoff Uitgevers bv Groningen/Houten,the Netherlands.

Marian Burk Wood (Forth edition, 2011) *The marketing plan handbook*. Pearson Education,Inc.,Prentice Hall, New Jersey.

Mats Lindgren & Hans Bandhold (Second edition, 2009). *Scenario Planning, The link between future and strategy*. PALGRAVE MACMILLAN.

Michael Miller (2009). *YouTube for Business, online video marketing for any business*. Pearson Education,Inc.

Michael W. Lodato, Ph.D. (June,2006). *Market Definition is a Multi-Dimensional Process*. Retrieved February 26, 2012, from BPTrends Web site:<http://www.bptrends.com/publicationfiles/06-06-ART-MarketDefinition-Lodato.pdf>

Middleton T.C. Victor&Hawkins,Rebeca (first edition, 1998). *Sustainable Tourism, A marketing Perspective*. Butterworth-Heinemann.

Mike McKeever (November, 2008).*How to write a business plan* (9th edition). NOLO`s Small Business Essentials.

QualityTourism Awards 2012 (2012).*Join an exclusive partnership and apply for a QualityTourism Business award*. The QualityCoast team, Coastal and Marine Union-EUCC, Leiden, the Netherlands.

Responsible Tourism Awards (2012), *Responsible tourism awards*, Retrieved April 5,2012, from Responsible Tourism awards Web site <http://www.responsibletravel.com/awards/>

Svend Hollensen(2003). *Marketing Management, A relationship approach*. Financial Tymes.Prentice Hall.Pearson Education Limited.

The Queen`s award for enterprise magazine (2012). *Sustainable development*. Retrieved April 5, 2012, from The Queen`s award for enterprise magazine Web site <http://www.queensawardsmagazine.com/sustainable-development>

Travelife Sustainability in tourism (2012). *Travel life collection*. Retrieved April 5, 2012, from Travelife Sustainability in tourism Web site: <http://www.travelifecollection.com/>

Verenging Kust&Zee (2011).*Kust&Zee Gids 2011-2012*. Coastal and Marine Union (EUCC), Leiden, the Netherlands.

World Luxury Hotel Awards (2012). *Hotel Award Procedures*. Retrieved April, 5, 2012 from
World Luxury Hotel Awards Web site <http://www.luxuryhotelawards.com/>

World Tourism Organization UNWTO (2012). Retrieved March, 2012, from World Tourism
Organization Web site: <http://unwto.org/>

WTTC World Travel and Tourism Council (2012). *Tourism for tomorrow Award*, Retrieved April
5, 2012, from WTTC Web site http://www.aito.co.uk/corporate_home.asp

APPENDICES

Appendix 1: Organizational structure:2

Appendix 2: Online survey and charts.....3

Appendix 3: E-mail to Dr. Roger Wehrli 16

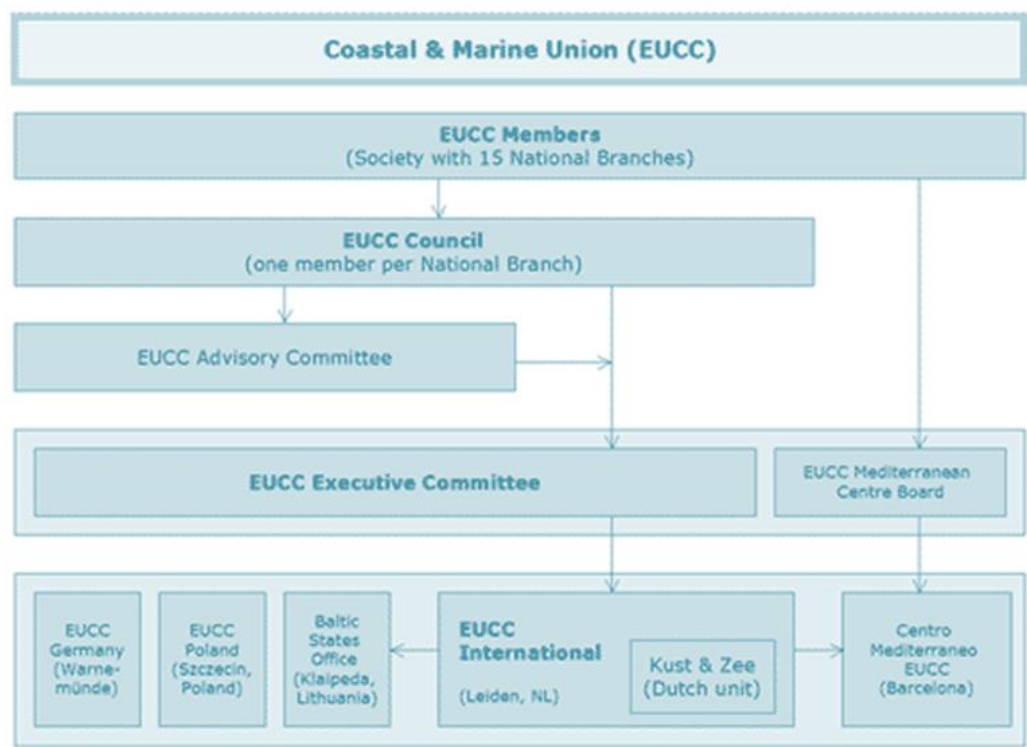
Appendix 4: Transcript of the phone interview with Dr. Roger Wehrli 17

Appendix 5: Questionnaire sent to Mr Bill Hogsworth 20

Appendix 6: QualityTourism Service Package 23

Appendix 7: Offer from Art Style BG 24

Appendix 1: Organizational structure:



Appendix 2: Online survey and charts

QualityTourism

1. What is your country of origin?

- ☐ EU country
- ☐ Non EU country
- ☐ Other

2. What is your gender?

- ☐ Male
- ☐ Female

3. What is your age?

- ☐ Between 15 and 20
- ☐ Between 20 and 25
- ☐ Between 25 and 35
- ☐ Between 35 and 55
- ☐ Older than 55

4. What do you look for when choosing your holiday accommodation?

- ☐ Quality and good service
- ☐ Eco-friendly (saving water, electricity)
- ☐ Luxurious and fancy
- ☐ Famous and well-known brand

5. How do you choose your holiday accommodation?

- ☐ Via internet
- ☐ From a friend or a family member
- ☐ Travel agencies
- ☐ Other

6. Do you think the tourism industry is becoming too commercialized?

- ☐ Yes, I do.
- ☐ Maybe.
- ☐ I don't have an opinion.
- ☐ No, I don't.

QualityTourism

7. Do you want to see more green,eco-friendly and sustainable businesses in the tourism industry?

- ☐ Yes, of course
- ☐ I don't mind
- ☐ No, like this is fine
- ☐ Definitely not

8. What do you prefer to see and experience during your next holiday vacation?

- ☐ Green and clean environment
- ☐ Local identity and food
- ☐ Cultural heritage and monuments
- ☐ Sustainable accommodations, restaurants and services

9. Do you prefer eco-friendly,sustainable businesses or profit oriented businesses to serve you during your holiday?

- ☐ I don't really know.
- ☐ Definitely eco-friendly and sustainable.
- ☐ I don't see the difference.

10. Do you think that eco-friendly businesses are only for adults and older people?

- ☐ Yes, I do.
- ☐ No, I don't.
- ☐ The age doesn't matter.

11. Do you want the future generations to enjoy better environment, culture and local identity, when going on a holiday?

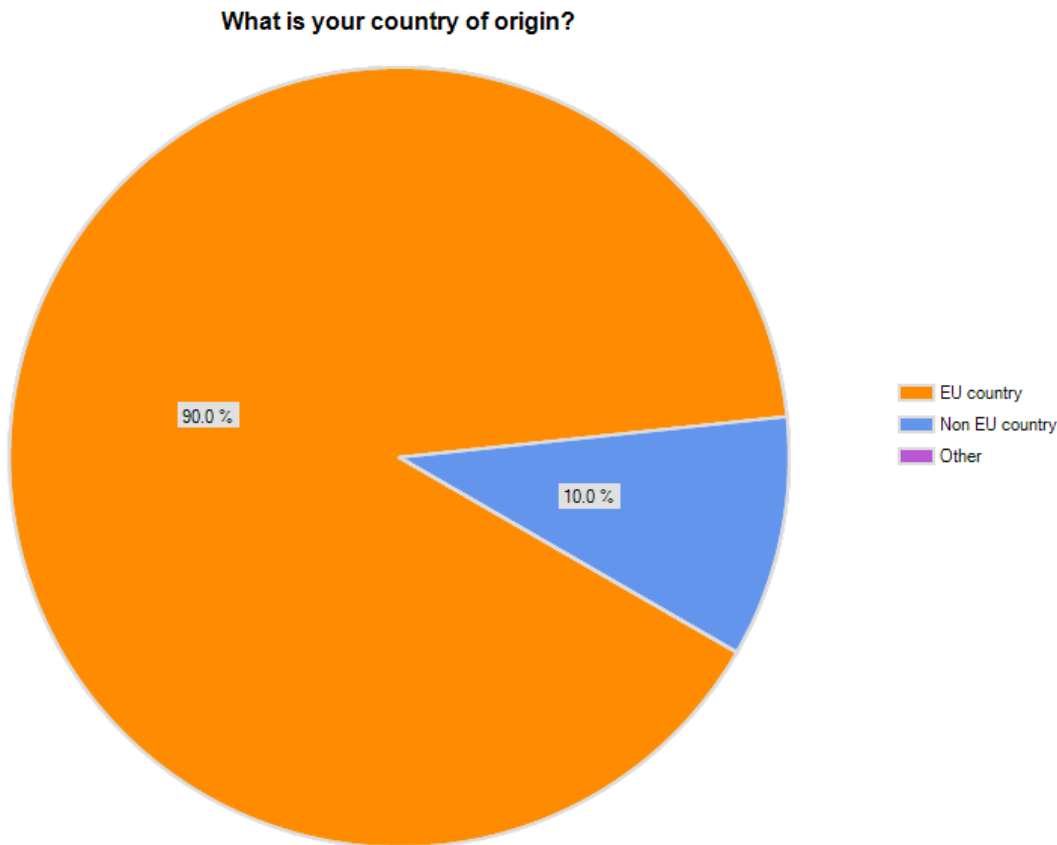
- ☐ Yes I do.
- ☐ I don't have an opinion.
- ☐ It does not depend on me.
- ☐ I don't care.

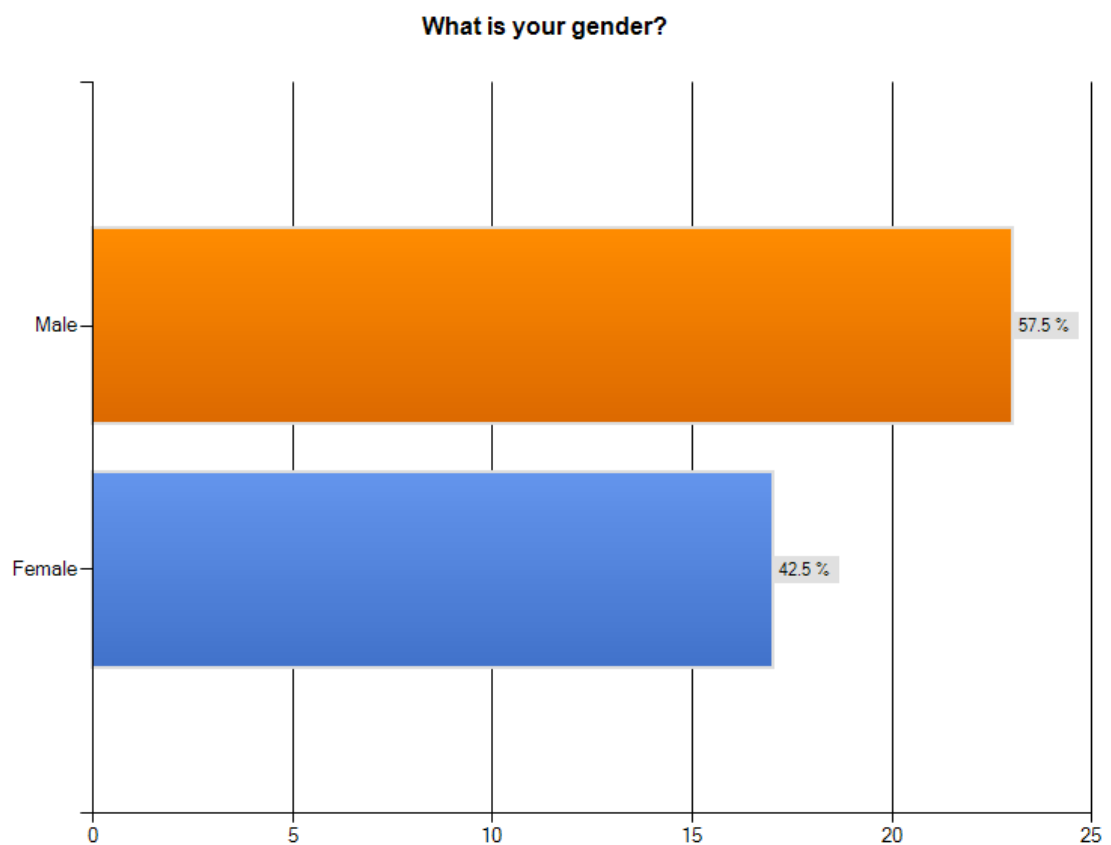
QualityTourism Business Club team thanks you for filling in this survey!

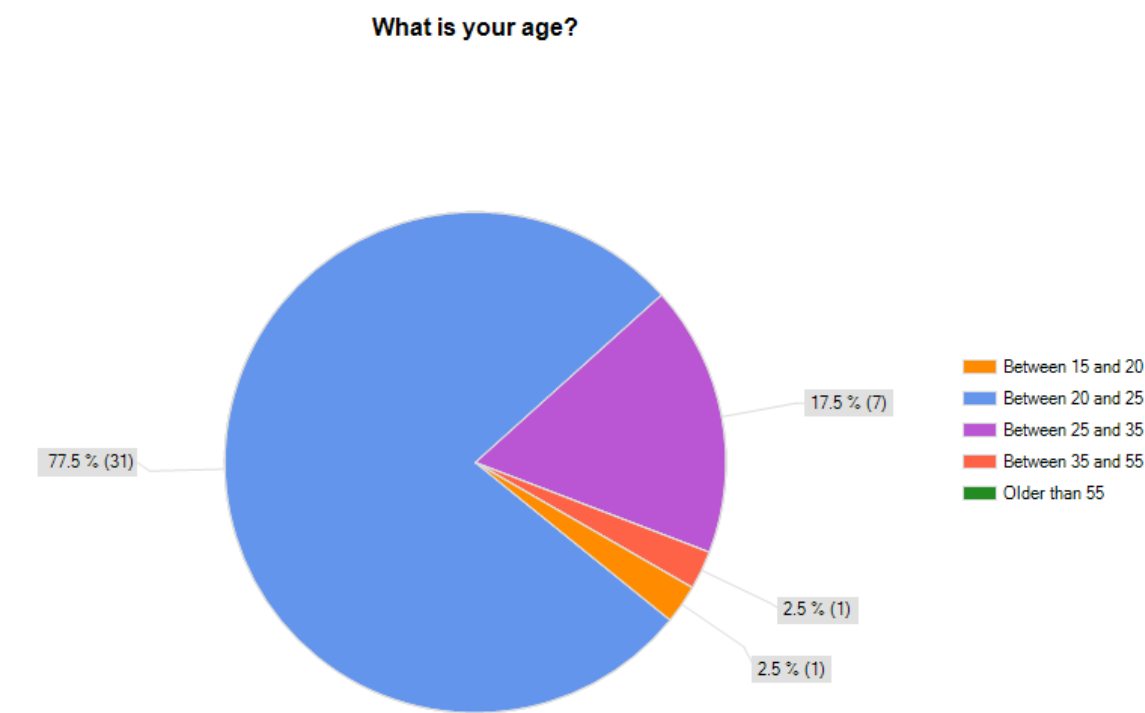
For further information, please visit : <http://qualitycoast.info> or follow us on Facebook :

www.facebook.com/qualitycoast

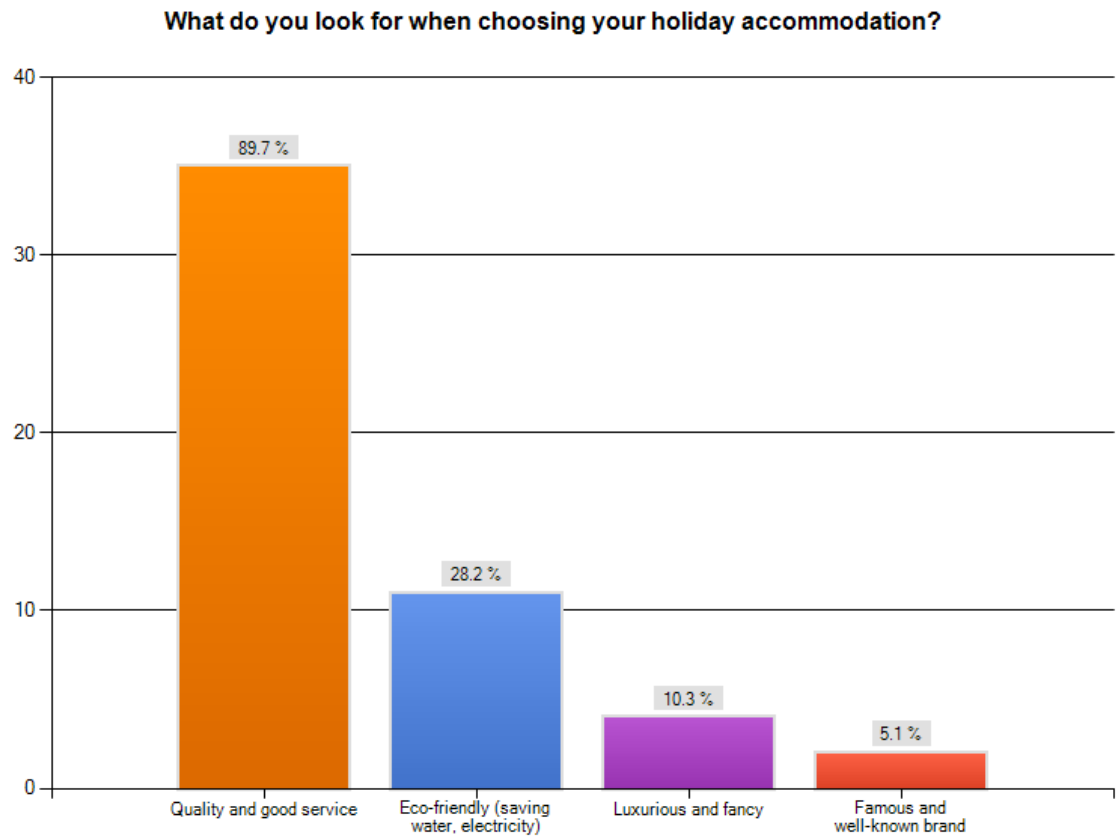
Question 1:



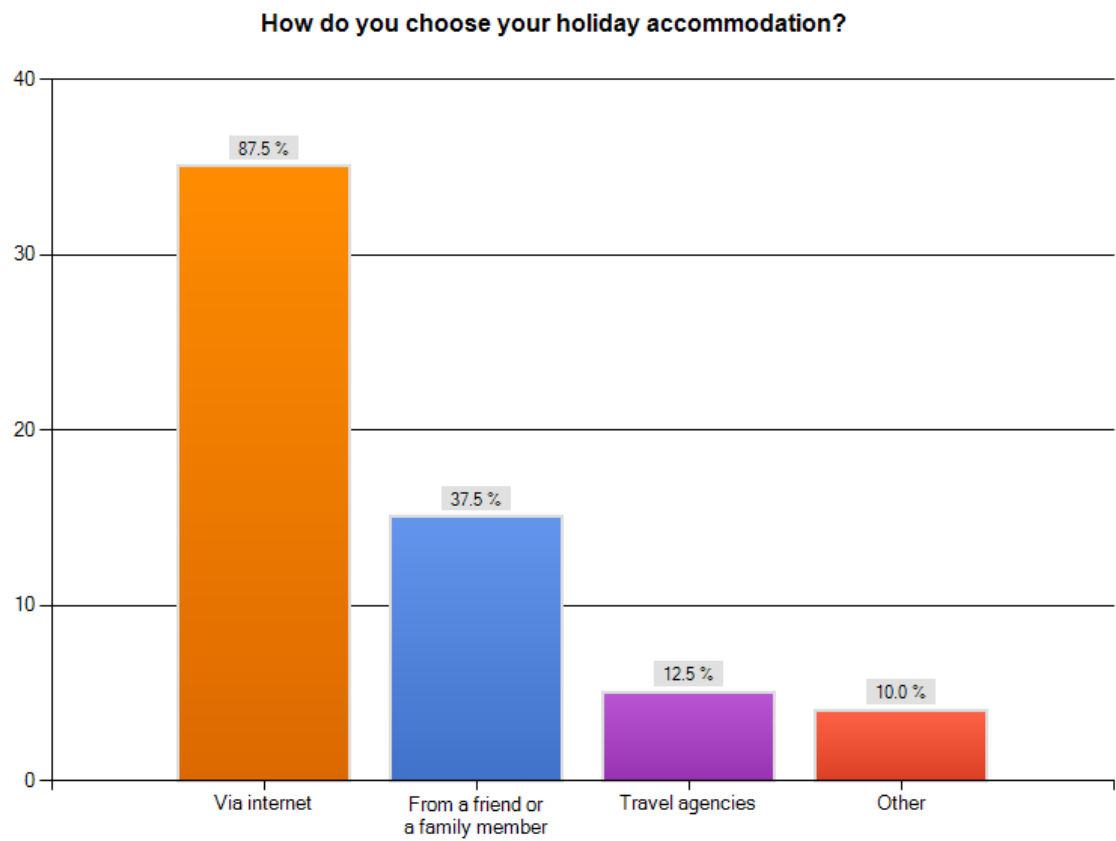
Question 2:**Question 3:**



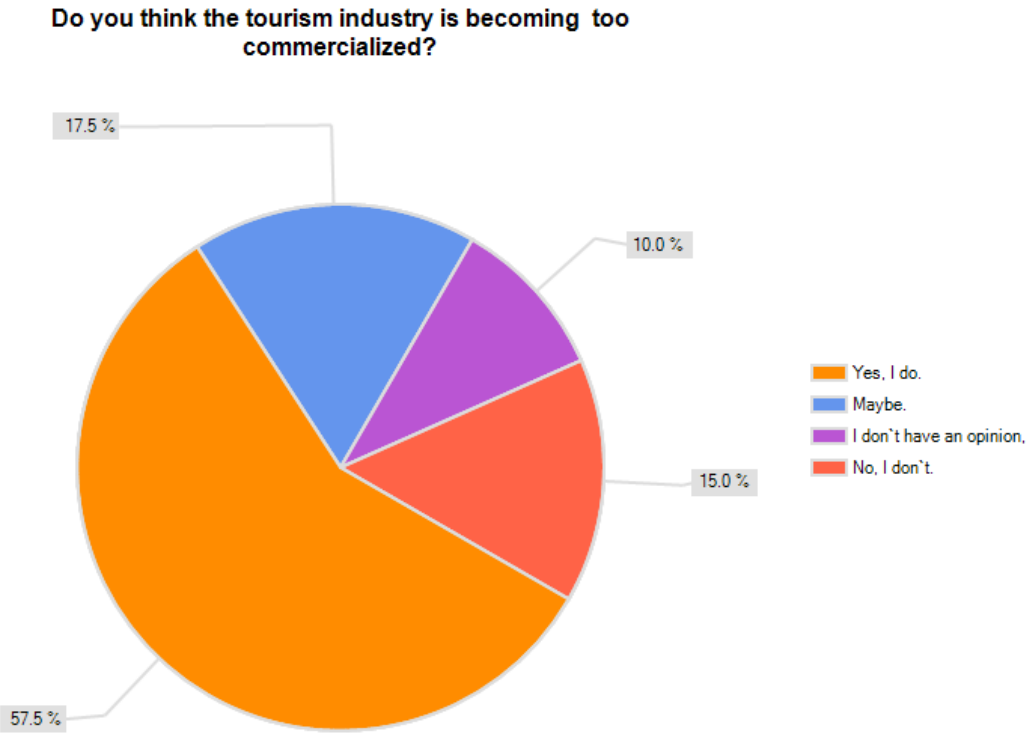
Question 4:



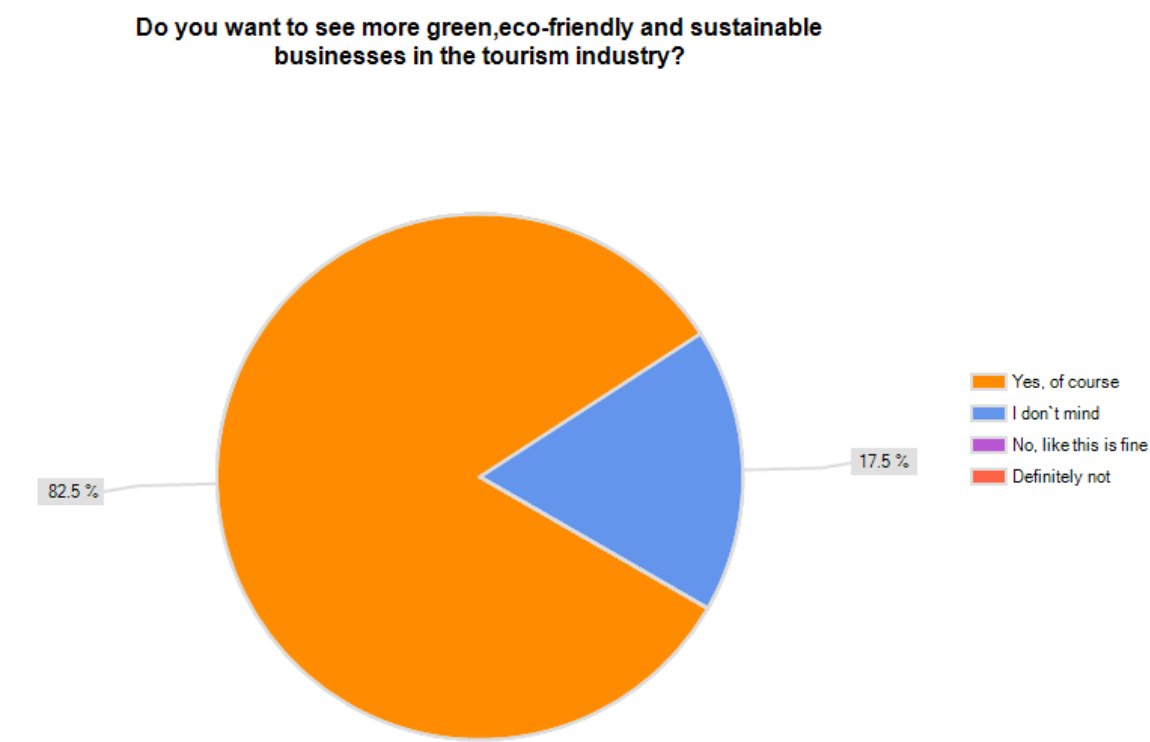
Question 5:



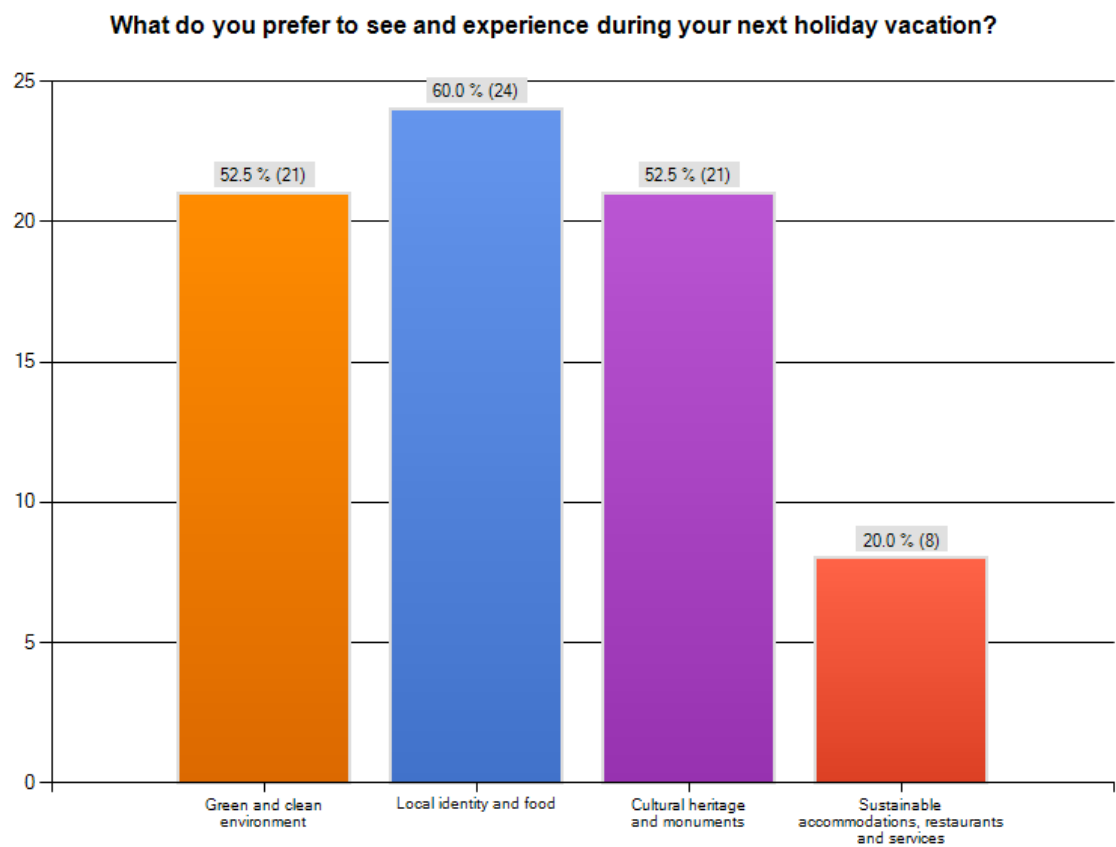
Question 6:



Question 7:

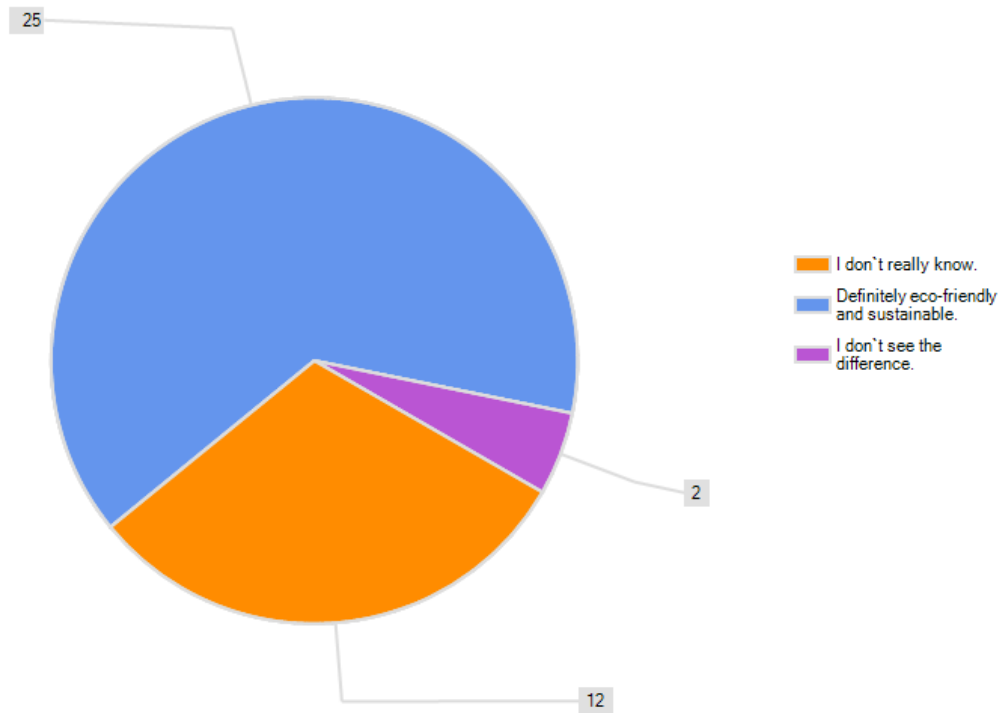


Question 8:



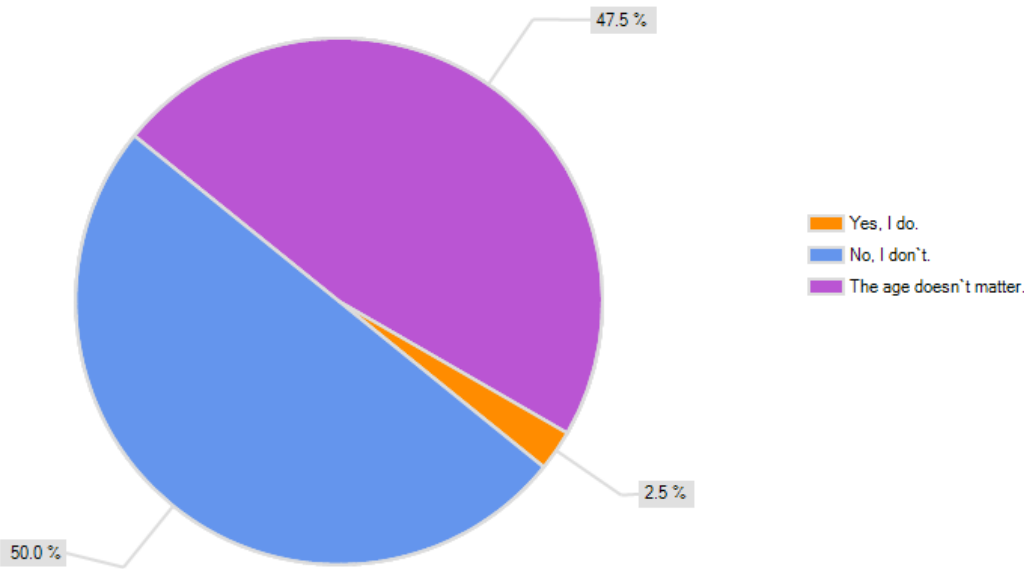
Question 9:

Do you prefer eco-friendly, sustainable businesses or profit oriented businesses to serve you during your holiday?



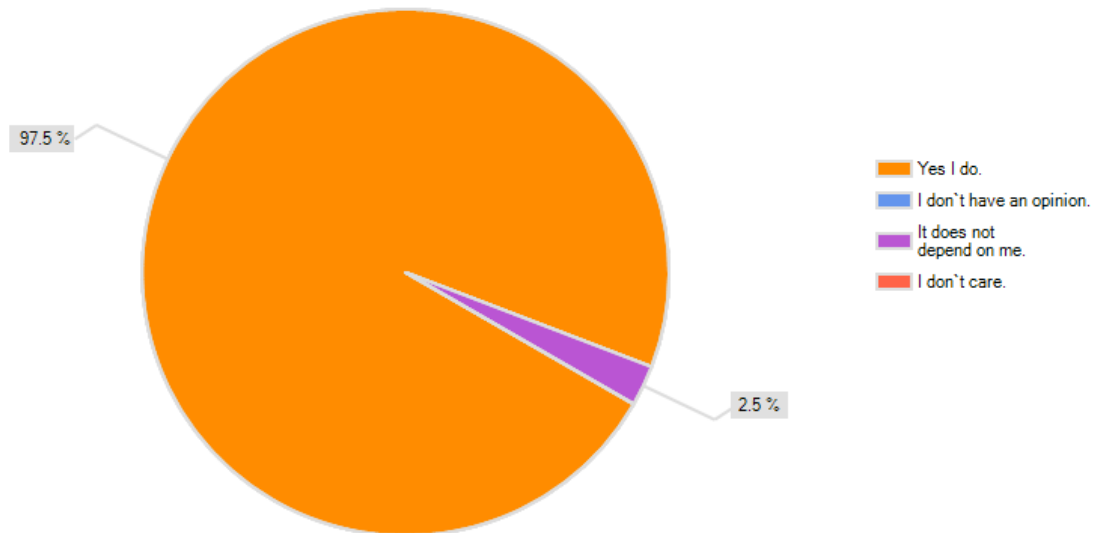
Question 10:

Do you think that eco-friendly businesses are only for adults and older people?



Question 11:

Do you want the future generations to enjoy better environment, culture and local identity, when going on a holiday?



Appendix 3: E-mail to Dr. Roger Wehrli

Dear Mr Roger Wehrli,

My name is Svilena Mateeva and we already have met during ITB Berlin, when you presented the outcomes of your survey for Tourist`s understanding of sustainable tourism.

I am currently writing my bachelor thesis (from The Hague University, the Netherlands) and also working on a new program for sustainable businesses in the tourism sector- QualityTourism Business Club.

Since I am very interested in your work and I believe you have enough knowledge and experience in this field, I would like to kindly ask you if it is possible to fill in the questionnaire in the attachment. The replies will be used for my final thesis and also for better understanding of the current market situation, from your point of view, of course.

I would really appreciate your help and support on this matter and I will be waiting for your response soon!

Thank you for your time and I hope on a future cooperation!

Kind regards,

Svilena Mateeva

Appendix 4: Transcript of the phone interview with Dr. Roger Wehrli (2nd of April, 2012)**Abbreviations :**

S. – Svilena Mateeva

R. – Dr. Roger Wehrli

S.: Hello Good Afternoon it is Svilena Mateeva from QualityTourism and from The Hague University.

R: Yes, exactly, sorry I missed you this afternoon I was too busy when you called me.

S: Yes, no problem, it is completely fine. Do you have like 5-10 minutes now?

R: Yes, yes I have to take the bus, so there is still time.

S: Okay, are you ready to start then with the questions?

R: Yes

S: Okay , thank you very much. The first question is : In your personal opinion, is the European Industry changing for a more sustainable future, or for a more profit oriented future?

R: I hope to a more sustainable future, and I am more than convinced that it will turn into a more sustainable one, but it is a matter of time. Because I think that younger generations are more aware of sustainability issues, and they have more influence. Once they start buy products they have more power on the market and the process will lead to the industry ,which will offer more sustainable products. I think into a long term they will turn into a more sustainable future.

S: Yes, okay, thank you. And do you think there is a demand for certifications and awards in the tourism industry? For example eco-labels and other award certifications?

R: If you look at all those certifications out , there must be a demand, but I think it is two sided. From one side there must be a demand for the certificate, but on the other side there are more and more certificates and labels, so it becomes more and more hard for the consumer to distinguish what this label means and what and if they really offer what they promise. With labels like this consumers lose their power, so there should be a movement and direction .What GSTC tries to do : those idea of one main label and otherwise, this confusing aspect is just too strong, but I mean that the problem is that it is hard to communicate the sustainability of the product, so that's why a lot of businesses rely on a certificates, so that people can trust that this sustainable product.

S: So if for example a business participates in the GSTC, do you think that makes it more trustworthy for the consumer as well?

R: Yes, I mean the point is that this label must be really sustainable and I think if most of the consumers know that this label is trustworthy, then it also delivers the value to the consumers, but you have to build this reputation. And the main problem is, for example Travel Life has certificates which is used in Switzerland for example, so as Capricorn they offer news that most people don't know what they stand for. And that is what I think the huge step they have to do.

S: Okay that they have to be more visible for the consumer?

R: Yes.

S: Okay, and do you see a potential future for another Business Club, Business Platform, where businesses in the tourism industry can share their ideas and opinions and probably cooperate between each other?

R: What do you exactly mean by that?

S: I mean business in the tourism industry like hotels, restaurants, camp sites can join and each business can share ideas or can cooperate with the others, in order to achieve better sustainable development and better high quality service?

R: I see your point. Basically it is a good idea to share ideas and to become better. But the tourism industry is very often by small and medium size enterprises and more financial, personal resources and for people is very hard to participate in this kind of service. But we try to assume that some destinations, share their knowledge, share their experience, they share a common issue maybe, there is often to find time and space to do it. So I would say that is nice idea to share ideas and experiences, but it is often very hard to implement, that is my personal experience.

S: Okay, and in your opinion in which countries in the tourism sector, businesses would be more willing to participate in such a Business Club? Let's focus mainly in Europe, which European countries?

R: Okay, that is hard to answer. I mean I would first look up which countries have high awareness of sustainability, the countries like the Scandinavian countries. And they all have traditional participation and culture. If you look at Switzerland there is kind of thinking that it is normal to discuss and to debate and to share common ideas and so this is how it is. So Scandinavian countries, maybe Switzerland, because even on a destination level there is a high interest of it, so first of all it has to be awareness of sustainability, then you can look at the size of the enterprise, if it is a too big size then it is harder to do it and if they have powerful services, and level of confidence? The problem is that I cannot tell you which countries....(bad telephone signal)....

S: And if you were a business man in the tourism industry would you like to be awarded for your efforts for sustainability? Do you think that such an award will bring something more for the customers and for your business?

R: I think that it is very important thing for businesses, so to have an award and so that you are sustainable and this makes it very attractive for people. You can communicate your achievements to the customer, such an award is even better than the label.

S: Yes exactly, and how would you picture that award? How do you want this award to look like? What kind of benefits can give to you as a businessman?

R: I think first of all should have a reputation, so it should have thresholds which is attractive, and that's it, then the communication starts automatically, and that they have to do this extra force larger and to communicate it even further. I think that's kind of the main thing, communication and via- media etc.

S: Marketing tools?

R: Yes, but I mean to explore other methods , not the usual marketing tools, but having that communication part of marketing, which already starts with Awarding Ceremony, whatever it is, so that immediately is in the media, or that they just write about it, that's "Business X, Y, having this award for sustainable tourism etc."

S: Yes, so it has to rely on a high reputation, first of all?

R: Yes. This is more important.

S: Yes, and do you think that businesses should be charged to participate in such an award?

R: I would say no, but you also can find some arguments that they should because it delivers other benefits, but....

S: It depends on what it offers?

R: Yes, so..I don't know. If I would design one award I would have to think of it, and now I can't answer it.

S: No , it is completely fine. Ok, I think that was very useful for me, that was my last question, and you provided me with very useful information and I want to thank you very much, and when I have the results, if you are interested I can send you the whole report,

R: It was very interesting for me, you can send it , yes.

S: Okay, thank you very much, have a nice evening!

R: Okay thank you, you too , bye!

Appendix 5: Questionnaire sent to Mr Bill Hogsworth

QualityTourism Business Club and Award Questionnaire:

1. Is there a demand for certifications and awards for businesses in the tourism industry?

Based upon current responses across areas in Europe I would say that there is a demand, only tempered by the economic situation in a country or region, the strength of the industry and a desire to improve the whole of the tourist infrastructure.

.....

2. Do you see a future for a business platform, used for exchange of ideas, opinions, projects and potential cooperation-new Business Club?

In keeping with my answer given to Question One then Yes.

.....

3. In your opinion in which countries businesses in the tourism industry would be more willing to participate in such a business club?

If we are looking at a European perspective then I would say the majority of the nations that are currently in the European Union as well as the UK. However, with the current economic downturn many countries such as Ireland, Spain and Greece would be seeking help of a positive nature with a minimum of cost. Other nations in say Brazil, certain Asian countries ie: Thailand, Indonesia, China, Vietnam would also be keen to seek an improvement in the quality factor of tourism.

.....

4. Is European tourism industry changing for a more sustainable future or for more profit oriented future?

To a degree this is happening. However, it should be understood that governments who are led primarily by 'market forces economics' have a habit of seeking answers through privatisation instead of the use of a more community

led public finance initiatives. Across the board GREEN (sustainable and ecological strategies are often the first to suffer as seen in the UK and also to a degree in the Netherlands, Spain, Ireland and Greece.

.....

5. If you are a businessman in the tourism industry, would you like to be awarded for your efforts for sustainability? Do you think that such an award will bring more customers to your business?

The answer is YES.

.....

6. In your opinion , what is the current need of the business industry? Do you think that businesses are becoming more sustainable, because this is a new way to attract tourists?

The need for the tourist industry is to have an even better appreciation of what sustainability means. In fact the wrong word is being used. We should be talking about ecological and climatic adaptive concepts and strategies. It starts with the location of tourist sites and an understanding a sense of place, historical and cultural impacts, climatic impacts. It should relate to buildings that are not concrete blocks that become eyesores. That materials are local, work is locally resourced and that there is a sensitivity to the people's origins and culture. To swamp the world with global brand destroys the bonds of a people's place of living. This is where Quality Coast and its offshoots have a major role in education of prime movers.

.....

7. If you are a businessman in the tourism industry, how would you like this QualityTourism Award to look like? What do you want the benefits from it to be for you and your business?

Any awards should be of a nature that helps the local people of a location, region or country. It must be local. When I was in Grand Canaria this January a local taxi driver complained of ALL INCLUSIVE HOILDAYS as taking away trade from local people. I tended to agree although we were staying in such an hotel, but then we are not people to eat only at the hotel but to go out and meet the people. Too many All Inclusive places keep the people remote from the actual life of a tourist resort. One is encapsulated and this leads to a disrespect of an area and the result can be pollution from tourists as well as a lowering of local moral and belief that leads to their own disregard of their own town, village or locality.

.....

8. What do you think would be a reasonable price to join the QualityTourism Business Club (annual contribution)?

It must be a sliding scale. The big boys will pass on a large annual contribution even though they can afford it. Not so with small start-up enterprises. I do not

possess the knowledge to give a viable cost. But it should be viable for all.

.....

9. How can we make QualityTourismAwards more attractive: by emphasizing more on our marketing benefits, or on our sustainability experience and relation with QualityCoast program?

We are flooded with marketing. To a point of suffocation. I was recently in Hong Kong. The market thrust was pushed down ones throat to a point of being chocked. I wanted to escape. I would process that it is the sustainable programmes that you should push, but as i have stated earlier there must be a debate in your organisation on the using the correct words. What is meant by sustainability? It is too general a term and can be easily manipulated for marketing gain with no intrinsic gain.

.....

Thank you for filling in this questionnaire!

QualityTourism Team, 2012

Appendix 6: QualityTourism Service Package

Service package	★	★ ★	★ ★ ★
QualityTourism door plate/certificate, banner or flag	+	+	+
QualityTourism flags and banners (retail price)	+	+	+
Use of QualityTourism in your own communication	+	+	+
Inclusion in our brochures (1)		+	+
Inclusion in the Dutch Kust&Zee Guide (2)		+	+
Inclusion in our websites		+	+
Your folder in our exhibit at Scheveningen Pier (3)			+
Your folder in our stand at holiday fairs			+
Promotion in our social media campaigns			+
Possibility to apply for a QualityTourism Business Award	+	+	+
Annual contribution (non-QualityCoast Destination)	300€	1500€	3000€

Appendix 7: Offer from Art Style BG

ИДЕЯ >> РЕАЛИЗАЦИЯ >> УСПЕХ

ИДЕЯ >> РЕАЛИЗАЦИЯ >> УСПЕХ

ИДЕЯ >> РЕАЛИЗАЦИЯ >> УСПЕХ

ИДЕЯ >> РЕАЛИЗАЦИЯ >> УСПЕХ

ИДЕЯ >> РЕАЛИЗАЦИЯ >> УСПЕХ

art design studio
style

- лазерно и механично резане и гравироване на метали и неметали
- изорелефиран печат
- диалекти печат
- белизла ресоми
- печата реклами
- обектура реклами
- дизайн и предпечат

11.04.2012 г.

ОФЕРТА

за изработка на рекламни материали

1.Табела.

Размер 10/13 см

Основа 10 мм прозрачен плексиглас.

Лице двуслойна плоскост за гравироване - златна основа черни надписи.

цена : 40.00 лв/бр.

* Цените важат при поръчка на посочените количества;

* Всички цени са без включен ДДС;

* Всички цени са без включен дизайн и предпечат;

* Начин на плащане: 60% авансово и 40% при получаване на изделията.

* Цената не включва транспорт;

www.artstylebg.com

Варна 8000, ул. „Суторми“ 27 • тел.: 052/ 667 567 • office@artstylebg.com • laser@artstylebg.com • xerox@artstylebg.com • marketing@artstylebg.com • designer@artstylebg.com

ArtStyle
/експерт на Април 2012/

