



Launching your Career **Company Project**

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Mr van Uden
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Pre-conditions

Executive Summary Present	
Lycar Execution is written in English	
Lycar Execution is max. 12000 words (10288 incl. tables)	
Harvard Referencing Style is used	
Lycar Execution is uploaded in Turnitin	
Lycar Execution incl. Appendices is uploaded to Osiris	
LyCar Portfolio is uploaded in Turnitin and Osiris	
Gradeform with precondition check	
Student enrolled to Lycar 2 in Osiris	
Ethical, integrity and data management requirements are met	
Data is uploaded and report emailed to the archive	



Preface

For the end of my Hotelschool The Hague journey, a thesis had to be written. During the last months, a report has been written based on the five steps in the Design Base Research cycle (DBR). This LyCar company report provides The Slaak Rotterdam recommendations based on primary and secondary data to attract a new target group.

The Slaak Rotterdam, a Tribute Portfolio Hotel wishes to receive more international customers and especially German tourists. Intake conversations with Commercial manager Merel van Dort and General manager Melle van Uden made it clear that this target group is the most interesting to investigate for this project.

I want to personally thank Merel van Dort and Melle van Uden for giving me the opportunity to create this report for The Slaak Rotterdam and for all the assistance given throughout the months. Furthermore, I would like to show much gratitude towards Mr Chia for his insights, guidance, and expertise during the complete project.

I wish the reader much joy reading this report.

Kind regards,

Philip Leutscher



Executive Summary

The Slaak Rotterdam has given me the opportunity to investigate the possibility to attract the German tourist to the hotel. This project will investigate the opportunity from a marketing perspective. The end goal of this project is to advice a marketing strategy, in form of a marketing actionable plan to attract the German tourist.

Following the steps of the DBR cycle, the problem was defined and given more context. This showed that of all inbound international tourism in Rotterdam the majority came from Germany, as shown in the table below:

Nationality	Number of guests
Germany	92.000
Belgium	73.000
United Kingdom	82.000
France	37.000

Acknowledging this opportunity, and looking into the wish of the management of The Slaak Rotterdam, the following MRQ was formulated:

What would be the preferred marketing strategy to attract the German tourist to The Slaak Rotterdam?

The next step was to review scientific journals to gain more understanding what was currently said within this discussion. Scientific journals were chosen carefully to enhance the quality of the report. To enhance the quality, journals that were peer-reviewed were selected to be utilised within the report. Academic literature indicated, to create an effective marketing strategy, an organisation must develop an in-depth analysis on the customer it wishes to attract. To enhance the quality of a marketing strategy, it is advised to analyse trends that influence tourism and which booking behaviours the targeted consumer displays.

To analyse the booking behaviour and gain understanding of the German tourist; surveys were created to investigate the intention to buy behaviour of the German tourist and what they specifically seek when booking a hotel. The primary data collection is completely focussed on the German population that shows interest to travel to The Netherlands, and in specific to Rotterdam.

The combination of primary and secondary data allowed the researcher to design a detailed action plan to attract the German tourist by answering the three formulated research questions. This action plan or "designed solution" is formulated as an advice to The Slaak Rotterdam on how they can attract the German tourist. Primary data results showed that the combination of **concierge** and **luggage service, appealing rates** and being **located near the inner city** increased the interest of German tourists to book a room at a boutique hotel the most. Hence it was recommended to The Slaak Rotterdam to provide the two services and maintain their appealing rates. Further results discovered the most effective method to gain brand awareness in Germany and how to utilise social networks to attract the German tourist. Primary data discovered that Instagram positively increases the interest of German tourists to visit that hotel once its updates



and hotel experiences are shared on this platform. However, secondary data found that Instagram only has a predicted success if an account has a large follower base. Therefore, it is also recommended to The Slaak Rotterdam to collaborate with a German influencer to gain brand awareness in Germany. The long-term goal of social campaigns and sharing updates effectively is to annually increase The Slaak Rotterdam's Instagram account follower base by **25-30%**. The progress of the social campaigns will be monitored and evaluated with the most sophisticated AI engine called: **Sprinklr**. Sprinklr supports organisations to track viewer engagement (likes or comments on a post), organic growth of social accounts, number of new followers and tracks how many customers have visited your account.

Additionally, to monitor the number of German tourists visiting The Slaak Rotterdam, two methods are recommended to be utilised.

1. Monitoring guest bookings on OTA's property management websites.
2. Monitoring guests visits at The Slaak Rotterdam with "On The Book" nationality reports.

The second method is the most important as this will show how many German tourists have actually stayed at The Slaak Rotterdam. The sales & marketing department currently utilises an **OTB nationality report** to monitor guest nationalities at The Slaak Rotterdam. The OTB report is an excel file where guest reports from **PMS system Opera** are uploaded manually. Moreover, it shows up to date data with the number of nationalities that are present in the hotel, and the number of guests of each nationality. The proposed recommendations of this marketing strategy aim to be effective on a long-term basis and will not show immediate effects. The proposed marketing strategy sets out to annually attract **2-5%** of all German tourist to The Slaak Rotterdam.



List of abbreviations

Odyssey Hotel Group	OHG
The Slaak Rotterdam	TSR
Main Research Question	MRQ
Research Question	RQ
Sub Research Question	SRQ
Online Travel Agency	OTA
Statistical Package for Social Sciences	SPSS
On The Books	OTB
Career Launching Plan	CLP



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1. Problem Definition

1.1 Introducing the topic

In 2015, Marriott decided to collaborate with Odyssey Hotel Group (OHG), which resulted in the opening of numerous Marriott brands (Odyssey Hotel Group, 2021). The Slaak Rotterdam (TSR) is a boutique hotel which opened its doors in October 2019 (The Slaak Rotterdam, 2021). TSR is part of the Tribute Portfolio brand created by Marriott International (Marriott International, 2021a). At Tribute Portfolio: Captivating Design, Vibrant social scenes and Sincere service are the three brand pillars (Odyssey Hotel Group, 2021), which is reflected back into the design of TSR. Currently TSR is managed by OHG, however operates within the Marriott Franchise (Ibid).

Due to the COVID pandemic, TSR has not received the possibility to operate at its full potential. Numerous discussions with the general manager (Melle van Uden) and the commercial manager (Merel van Dort) of TSR described the wish to attract more international customers to the hotel. Moreover, OHG is expanding their portfolio in Germany, therefore Melle wants to find out how TSR can attract German tourism to their location.

In 2019, 6.175.000 Germans visited The Netherlands (Statista, 2021), making it one of largest stream of inbound tourism in The Netherlands. In the table below this number is put into perspective:

Year	Number of tourists	Relative increase
2019	6.175.000	+% 8,54
2018	5.689.000	+% 8,51
2017	5.243.000	+% 13,61
2016	4.615.000	+% 7,75 (since 2015)

Table 1: Number of German tourist in The Netherlands (Statista, 2021)

As shown in the table, there has been a positive increase of German tourism to The Netherlands. However, these statistics do not show what the impact of COVID has been on the outbound travel behaviour of German tourists.

A recent study on travel risk perception and travel behaviour during the COVID pandemic in Germany has shown that domestic travel increased in 2020 (Neuburger and Egger, 2020). However, according to the researchers the German population is still very interested in international travel, naming Italy, Austria, and The Netherlands as some of their preferred destinations (Ibid).

A current study shows that in 2019 the majority of registered hotel guests in Rotterdam were domestic travellers with 656.000 guests (Statista, 2019). Whereas German travellers show to be the largest international visitors staying in hotels in Rotterdam (Ibid). The table below shows a clear overview of these numbers:

Nationality	Number of guests
Germany	92.000
Belgium	73.000
United Kingdom	82.000
France	37.000

Table 2: Number of registered hotel guests in Rotterdam by nationality (Statista, 2019).



In recent years tourism in Rotterdam has grown rapidly. Consumers are enjoying multiple holidays per year and making affordable weekend trips (Nientied, 2020). One of the factors affecting this rapid growth is ability of consumers to use technology to manage their travel and find information online about possible destinations (Bock, 2015). Within this growth two types of tourists have been recognised: the "Must See" tourist who is found at the highlights of a city, and the "value experience" tourist who prefers to truly experience the city (Lim and Bouchon, 2017).

Despite the current setback on tourism due to the COVID pandemic, researchers noticed an increasing amount of "value experience" tourism in urban cities such as Rotterdam (Nientied, 2020). The key trend these tourists show is the behaviour to go "Off Track" and seek authentic city experiences (Gravari-Barbasa et al., 2017). They tend to stay away of the popular tourist attractions and seek diverse and lively neighbourhoods (Ibid). Rotterdam has shown to be a popular destination as it seems to be a dynamic, innovative city with an impressive harbour and waterfront (Nientied, 2020).

As stated above, TSR has the wish to attract more German tourists to their hotel. This study aims to gain a better understanding of the German tourist and attract the customer profile that fits the target market of TSR. This research gap will be answered by the following Main Research Question (MRQ):

What would be the preferred marketing strategy to attract the German tourist to The Slaak Rotterdam?

1.2 Key concepts of the MRQ

The key concepts of the MRQ are explained according to the PICOC model. The PICOC model is a DBR method to clarify the components of a research and describes the five elements of a searchable question (Centre Evidence Based Management, 2021). For the formulated MRQ the PICOC method is as follows:

Population	German Tourist
Intervention	Exploratory research to find out which marketing strategy can attract customers most effectively
Comparison	Different marketing strategies
Outcome	Clearly defined recommendation plan to attract this customer
Context	The Slaak Rotterdam, a Tribute Portfolio Hotel

Table 3: PICOC Method

To answer the MRQ, the following questions have been formulated to allow the researcher to perform a structured and in-depth research:

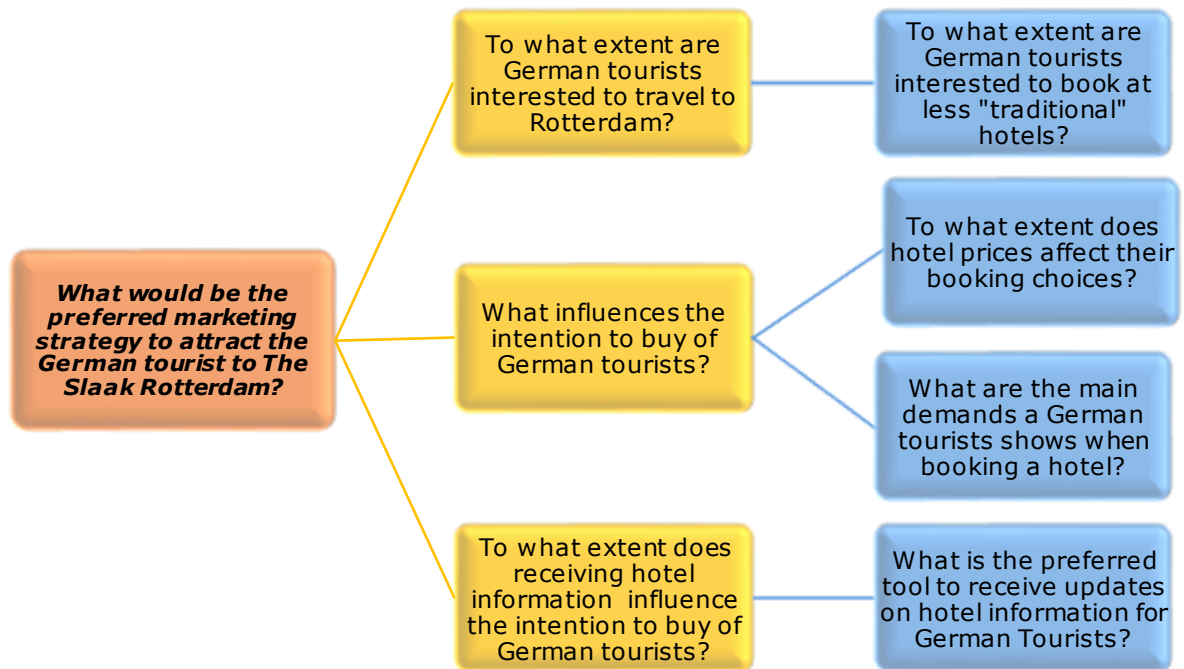


Figure 1: Research Tree

1.3 Goal of the research

The aim of this study is to formulate actions to attract German tourists. Taking this in consideration, the goals of the research, student and TSR are formulated.

Research	Overall goal	To explore how TSR can attract the German tourist to their hotel.
	Short-time Goal	To analyse consumer insights to develop a marketing plan to attract the German tourist.
	Long-time Goal	To provide TSR with relevant data which can be utilised to gain a continuous stream of German tourism to the hotel.

Student	Overall goal	To develop my market research skills and concept development skills by analysing consumer data and thereby creating a relevant action plan.
	Short-time Goal	To support TSR by performing research on which marketing strategy is most effective to attract German tourists.
	Long-time Goal	To further develop my research and data analysis skills for later career opportunities.



TSR	Overall goal	To develop a marketing strategy to attract the “Modern Maverick” from Germany to TSR.
	Short-time Goal	To gain understanding of the possible consumer opportunities within Germany.
	Long-time Goal	Attracting annually 2-5% of all German tourists visiting The Netherlands to the hotel.

Table 4: Research goals



2. Analysis and Diagnosis

2.1 Scientific Literature

Before a preferred marketing strategy for German tourists can be designed, multiple factors need to be examined through primary and/or secondary data. Marketing is a critical aspect in any organisation, it enables a business to attract new customers and maintain their loyalty (Moriarty et al., 2008).

According to P. Kotler (2017), applying the correct marketing strategy to a specific consumer requires multiple actions. One of these actions is the understanding of the social concept around the target consumer. Therefore, understanding the consumer's behaviour of interests, in other words understanding their needs and wants (Ibid).

Consumer needs and wants in the hospitality sector

To remain competitive within the hospitality sector, a hospitality organisation must understand their customers' needs and wants (Camilleri, 2017). According to Camilleri (2017), it is hard to define "set" behavioural needs as these continuously change, same as the market always changes with new opportunities. To continuously adapt to the needs of your customers is the challenge that most hotels encounter states Gursoy (2018).

On a different point of view, a study by (Walls, 2013) shows that there are basic needs each consumer seeks. According to Andrew R. Walls, a survey on consumer experiences and what is perceived as "value adding" showed the following results (Ibid):

- Cleanliness & Hygiene
- Service & staff
- Valuable for money
- Comfort & location

It can be concluded that the needs and wants can differ per consumer, however the literature is focused on the general population which does not specifically present the population of Germany. As Camilleri stated that customer needs and wants vary (Camilleri, 2017), it does not provide information what the exact needs and wants of the German tourist are. A still unsolved question remains which needs and wants can be correlated to the German consumer and their booking behaviour.

Tourism travelling behaviour

Understanding the needs and wants of a customer is one element to conduct a successful marketing strategy. However, understanding the reason to travel to a specific city is often disregarded states (Richards, 2018). In recent years numerous types of tourism have presented themselves, which heavily influenced the behaviour of tourists itself (Ibid). As stated earlier in this study, two types of tourism have been recognised: "Must See" tourists who are exclusively found at city highlights, and "value experience" tourists that wish to truly experience the city (Lim and Bouchon, 2017).

Researchers have noticed an increasing trend of "value experience" tourism in urban cities such as Rotterdam (Nientied, 2020). The key trend that surrounds these tourists is



the behaviour to stay away of the popular highlights and seek authentic city experiences (Gravari-Barbasa et al., 2017). They are determined to visit where the locals go and seek diverse and lively neighbourhoods (Ibid). Rotterdam has shown to be a popular destination as it seems to be a dynamic, innovative city with an impressive harbour and waterfront (Nientied, 2020). Moreover, Rotterdam has shown to be particularly interesting for tourists that seek architectural highlights (Nientied and Toto, 2020). Rotterdam has gained an international status as the Disneyland for architecture geeks, due to its cultural locations within the city and innovative buildings (Ibid).

Consumer booking behaviour

In recent years, consumers utilise internet increasingly to collect and search information; but also making travel arrangements (Liu and Zhang, 2014). This resulted that hospitality organisations invested more in website development to attract direct hotel bookings, to counter the trend of consumers booking through OTA's (Ibid). On the contrary, a different study has shown that numerous reasons affect the booking channel selection (Casaló et al., 2015). Booking channel selection can be defined as "dealer choice" which is directly related to the intention to buy behaviour (Liu and Zhang, 2014). This means that the channel the consumer selects will be utilised to perform the purchase. According to (Masiero et al., 2020), the reasoning behind booking directly through a hotel website or an OTA are unknown. Kotler (2017) has stated to fully understand the purchasing behaviour of consumers on a psychological level, further research is required to discover the consumers preferred booking channel.

However, this discussion goes further than only the booking selection and website development. The booking behaviour correlates directly to the demands of a consumer (Ponnappureddy et al., 2017). In this study the researchers explain that meeting the target market demands positively influences the number of customers an organisation attracts, disregarded if they book directly or through an OTA (Liu and Zhang, 2014; Ponnappureddy et al., 2017). Successful organisations can adapt to the demands of the market and utilise these demands in their favour to increase their customer base (Ibid). Therefore, it is always recommended when performing market research to understand what your target market seeks.

Modern tools of marketing communication

Clearly defined target profiles benefit organisations to effectively communicate their marketing strategies (Gorlevskaya, 2016). Understanding the characteristics of your target profile is crucial in marketing research to define trends and gain insights (Ibid). Once this understanding is established, the researcher can continue selecting the correct marketing tools to communicate its marketing strategy (Ibid).

A recent study on marketing tools conducted by (Švajdová et al., 2019) attempted to explain the preferred marketing communication tools in the tourism industry. Numerous interesting outcomes showed that the marketing tools can be separated into two groups.

1. "Fixed Stars" marketing tools; Word of Mouth, social media, advertising and E-mailing (Ibid).
2. "Modern" marketing tools; Guerrilla marketing, Real-time marketing, social commerce, and social customer relationship management (Ibid).

The first group is widely known for its effectiveness to reach large quantities of consumers. Researcher Daiva Labanauskaitė investigated with colleagues the power of



social media marketing, and claimed that this is still the fastest growing communications technology available on the internet (Labanauskaitė et al., 2020). As social media consists of numerous forms such as social networks (Facebook), photo sharing (Instagram), online blogging communities (Twitter) and video creation services (Youtube), it presents usage opportunities for a wide population (Švajdová et al., 2019). Which platform a consumer decides to utilise is a personal choice and it is therefore difficult to determine what platform an organization should focus on (Ibid). Moreover, it is recommended to conduct research within a specific population to determine which social platform an organization should utilise.

The second group are the actual marketing trends of today that have predicted success; when combined with the "fixed stars" marketing tools (Švajdová et al., 2019). A great example is the combination of Real-time marketing with social media: Real-time marketing acts on current trends and activities that consumers seek, it aims to link consumers with a product or service that they need at that specific moment (Ibid). This is where social media plays a crucial role, as many consumers utilise numerous social platforms, it is a great tool to reach consumers fast and effectively (Ibid).

The presented literature above indicates a similar view on what is deemed successful within marketing, however, is established upon general populations and not specifically on German tourism. Numerous sources underline the importance on understanding your target customer to effectively attract them. Therefore, further research is required to define the preferred marketing strategy for the German tourist. To answer this research gap, exploratory research is required which marketing strategy fits the requirements to attract the German tourist.



2.2 Methodology

The research of this study can be defined as **Exploratory and Descriptive** research, as there is more information required of the target market before a preferred marketing model can be defined. Following new data insights, the descriptive research method will be utilised to describe the behaviour of the sample population. This research is based on the **quantitative method**, as the primary data collection will be conducted through surveys. The quantitative method is crucial to analyse the "intention to buy" of the target group. This data is required to formulate a new marketing strategy or propose a change to the current strategy. Furthermore, the research aims to explain the booking behaviour and channel selection of the German tourist.

2.2.1 Primary data collection

Primary data is collected through surveys. The survey consisted of 14 questions, which were displayed in a variety of linked, open questions and questions that test the likeliness of certain probabilities. Survey questions based on a "Likert scale" to test the intention to buy. The variety of questions enabled the researcher to gain a complete overview of the data needed to define the preferred marketing strategy according to the needs and wants of the German tourist. The survey was distributed through social channels such as Facebook, WhatsApp and through the researchers own network. The results were tested in SPSS (Statistical Package for Social Sciences) tools to determine relations, differences, and correlations between different outcomes.

2.2.2 Secondary data collection

Secondary data is collected in the form of academic articles. These articles are peer reviewed journals by experts in same field. Checking for peer reviewed articles allows the researcher to utilise data that is considered of high scientific quality (Stentoft Arlbjørn and Vagn Freytag, 2013). The data is utilised to gain more understanding what is currently being said about the designed problem within the same field. The presented literature review enabled the researcher to recognise research gaps; when combined with the data results found through primary data collection.

2.2.3 Population & Sampling

For the primary data collection, the **German tourist** was selected as the **population** for this study. Data was collected and analysed through surveys which were distributed through the presented population. A variety of online channels and the researchers own network were utilised to reach the German population. The choice to utilise multiple online channels is to ensure the survey receives enough responses the German tourist to enhance the validity of the study.

Sampling method

Before the surveys were distributed, the following sampling method was selected. The researcher utilised the **non-probability sampling** method for this study. This is because a "set" target market was determined which allowed the researcher to focus on a specific target market for the surveys. This limits the research to the German population only instead on the general population.



Sample size

To enhance the validity of the study a minimum of 111 respondents is required for the study. The study is reliable with 95% confidence with an error margin of 9,5% once the number of 111 responses is reached. The researcher aims to reach this number by distributing the survey over multiple online channels and through its own network.

2.2.4 Data Analysis

To analyse primary data gathered through surveys the online tool SPSS was utilised. SPSS is a powerful statistical software platform. It enables researchers to analyse large sets of data and gain a better understanding of it. Moreover, it allows the researcher to test data for relations, differences and/or correlations, which will benefit the decision-making process. Data gathered via the survey was exported to the SPSS system where numerous statistical tests were conducted. These outcomes have been utilised to define what the preferred marketing strategy will be.

2.2.5 Limitations

Within each research certain limitations are presented. These limitations might influence and/or limit the outcomes and findings that are presented in the study. It is crucial to take limitations in consideration while conducting research.

Sampling Bias

The first bias that might occurred is the sampling bias. Even though the researcher utilised the non-probability sampling method, it might still occur that samples participate which have not been selected by the researcher. This sampling bias occurs often, but happens unintentionally by the researcher (Nielsen et al., 2017). It remains difficult to counter this bias, as many people within the population find themselves eligible to participate, because they feel they have been in a similar situation and then involve themselves in the study sample, while they are not targeted by the researcher (Ibid). As the respondents were able to participate anonymously, there is a possibility that this bias has occurred during this study.

Confirmation Bias

This bias occurs when the researcher tries to consciously or unconsciously find information or patterns in the collected data that confirms the ideas or opinions that they already hold (Pohl, 2012). For this study, the researcher might actively look for preferred marketing tools or methods within the collected data, while these might not be immediately presented. To minimize confirmation bias, researchers must continuously evaluate their assumptions when analysing the data and critically assess the findings (Ibid).

2.2.6 Data Management & Ethics

To honour the data management and ethics within research, the participants were able to answer the survey anonymously. Ethical principles were applied throughout the research/intervention. The three elements of informed consent were incorporated into the survey meaning that information regarding the use of the data was provided, research intentions were explicitly stated, and respondents' voluntariness was ensured. Additionally, privacy and confidentiality were guaranteed.





3. Solution design

3.1 Research question 1

To what extent are German tourists interested to travel to Rotterdam?

3.1.1 Results

For an overview of the raw survey data please refer to appendix 8.2.

For the in-depth SPSS analysis data please refer to appendix 8.1.1.

3.1.2 Secondary Data

Literature showed multiple tourism streams interested to visit urban cities. Rotterdam has shown to be particularly interesting for tourists that seek architectural highlights (Nientied and Toto, 2020). Moreover, Rotterdam has gained an international status as the Disneyland for architecture geeks, due to its cultural locations within the city and innovative buildings (Ibid).

This creates an **opportunity** for TSR as they reside in a national monument which used to house the printing office of "Het Vrije Volk". This local newspaper at the time grew to become one of the largest newspapers this day named: 'Het Algemeen Dagblad' (The Slaak Rotterdam, 2021). Moreover, this building was one of the few that survived the bombardment during the WW2 (Ibid). These facts make it particularly interesting for German cultural and architectural fanatics to visit a hotel that resides in a building with such history. TSR is designed in the early 50's style and implements features that resembled the earlier uses for its building. A great example is typewriters in the room and many historical photographs of the building before and after the bombardment.

An academic journal on travel behaviour of Germans discovered numerous interesting findings on choice of mode of transport towards the destination. Researchers have found that an increasingly amount of Germans with car ownership travel to neighbouring countries for recreational purposes (Gross and Grimm, 2018). The reason is because travelling by car is more sustainable than flying, especially for small distances (Ibid). Countries that are popular are Denmark, Austria, Switzerland, and The Netherlands (Ibid).

This popularity was confirmed in a later study by (Neuburger and Egger, 2020), that stated during last years The Netherlands was among the countries Germans visit often as they are within driveable distance. These findings were also confirmed out of the findings of the raw data from the surveys. A great majority of **51.75%** noted that their preferred way to travel to Rotterdam would be by car (figure 2).

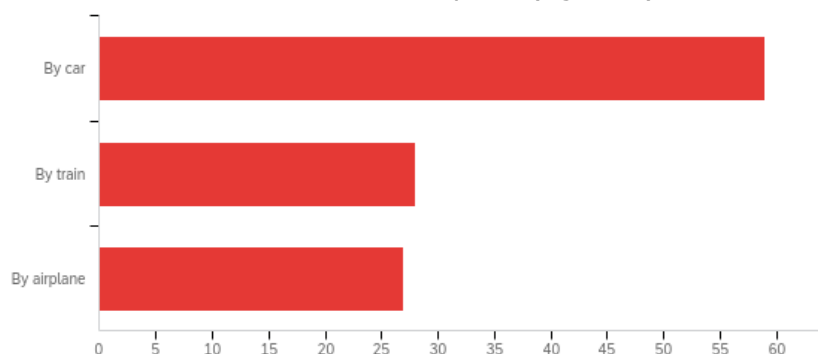


Figure 2:
Preferred means
to travel to
Rotterdam by
German tourists



3.1.3 Primary Data

In order to answer RQ1 primary data has been collected relevant to this research question. Raw data output combined with SPSS data showed the following results. (For the complete SPSS output *please refer to appendix 8.1.1*)

Level of interest

The first raw data results showed that **85.09%** of the German participants showed interest in visiting Rotterdam (figure 3). This initiated the researcher to discover significant statistical results that would validate and confirm the hypothesis.

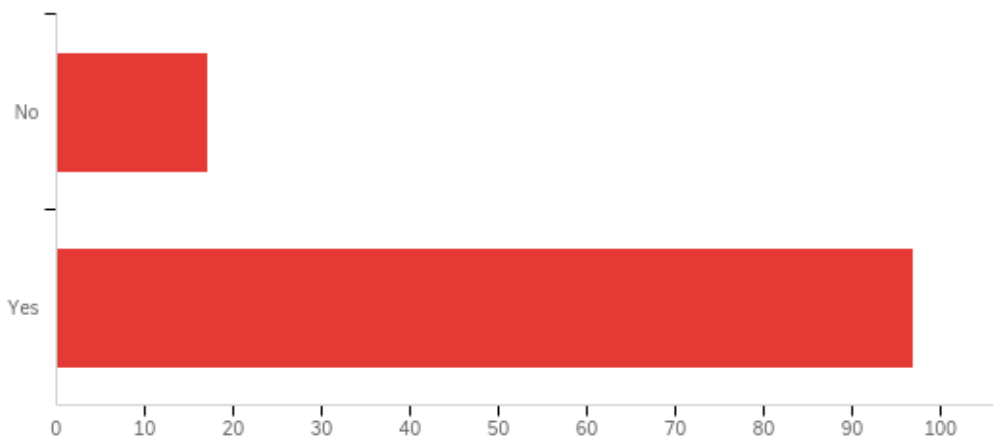


Figure 3: Indicator if German tourists are interested in visiting Rotterdam

The first SPSS test that was performed was to investigate the mean of the interest of German tourists to visit Rotterdam somewhere in the next 5 years. The test value was set at level 4 or "Somewhat Likely". Statistics showed the **confidence interval** to be between **3.64** and **4.09**, the calculated mean of this test was **3.87**. Therefore, it could be concluded that with 95% certainty that German tourists would somewhat likely visit Rotterdam in the next 5 years.

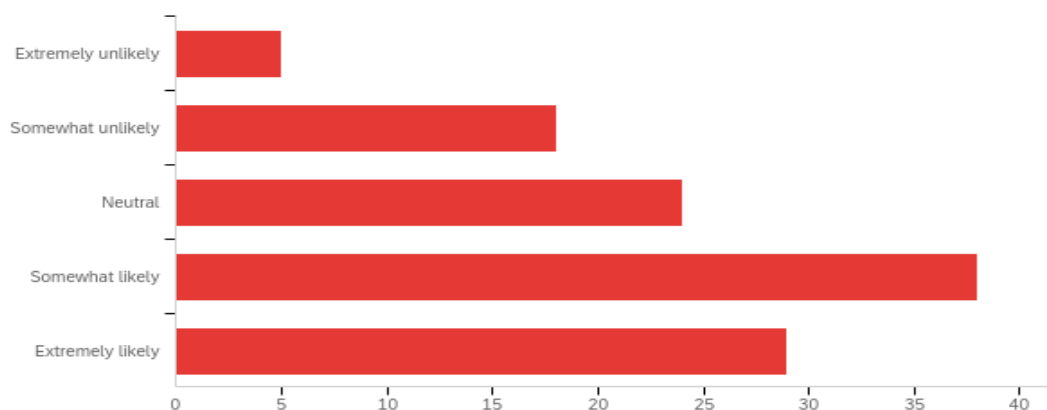


Figure 4: Likeliness of German tourists going to visit Rotterdam in 5 years

Further investigation went on to discover if these German tourists would be willing to stay at a boutique hotel during their time in Rotterdam. SPSS results showed a positive



correlation of **.195** between likeliness to visit Rotterdam in the next 5 years and the interest to book a room at a boutique hotel. Therefore, it can be concluded that with 95% certainty that from German tourists that visit Rotterdam somewhere in the next 5 years, a small amount will book at a boutique hotel (appendix 8.1.1 p.43).

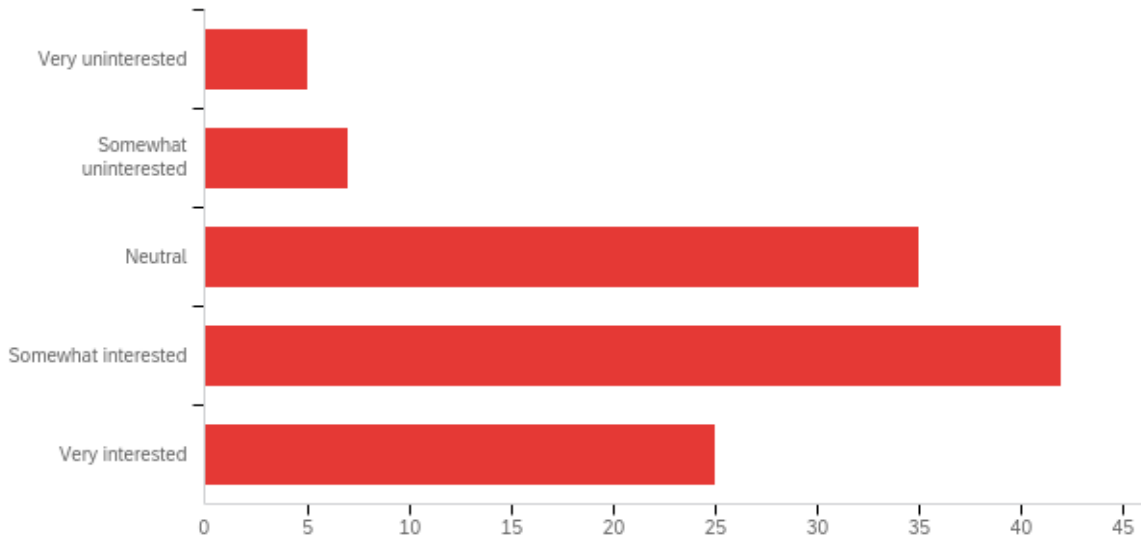


Figure 5: Level of interest to book at a boutique hotel.

To understand completely if German tourists would be interested to book at a boutique hotel, data was gathered on their preferred accommodation while on their holiday. Results below show that **Unique Hotels** scored the highest with **40.35%**. From the raw data it can be concluded that there is a clear interest in unique hotels within the German population (figure 6).

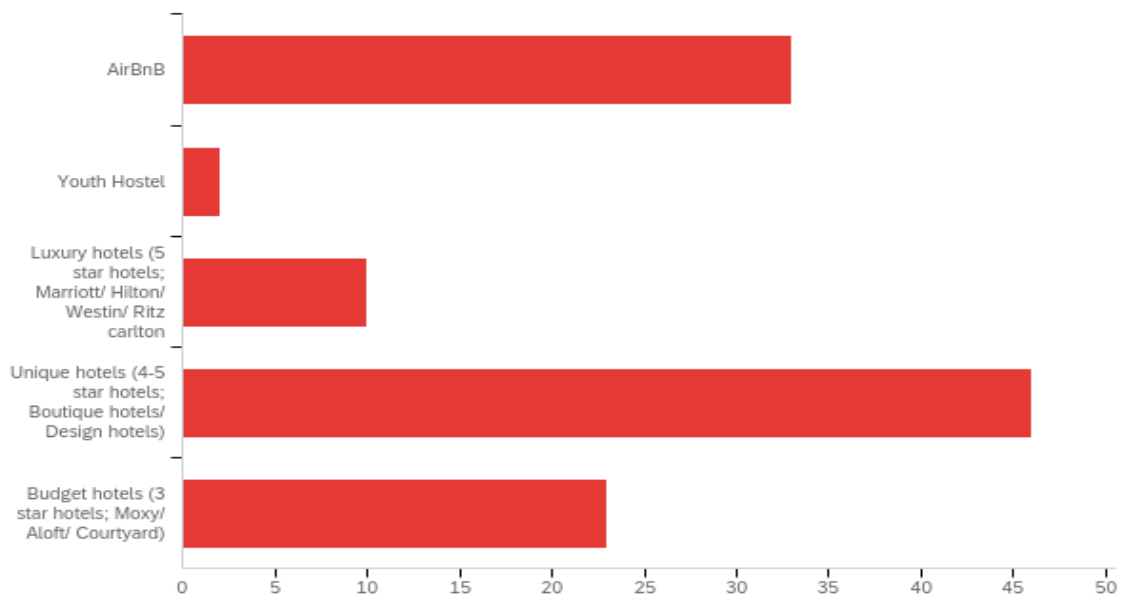


Figure 6: Preferred accommodation of German tourists.



3.2 Research Question 2

What influences the intention to buy of German tourists?

3.2.1 Results

For an overview of the raw survey data please refer to appendix 8.2.

For the in-depth SPSS analysis data please refer to appendix 8.1.2.

3.2.2 Secondary data

Previous studies noted that an organisation can only become and remain competitive once it understands the need and wants of their customer base (figure 12). There are many factors that need to be included such as the intention to buy or level of interest in the product and/or service, choice of travel and basic needs. Andrew R. Walls discovered that basic needs that are perceived as "value adding" need to be of high standards in order to gain attention of customers in general (Walls, 2013).

- Cleanliness & Hygiene
- Service & staff
- Valuable for money
- Comfort & location

Below an overview on the performances are shown of TSR on these basic needs. From the reviews it can be concluded that TSR is performing up to standards and exceeding the standards at certain points. These ratings are seen as a **strength** for TSR as they showcase a positive first view/impression of the hotel (figure 7).

Rating Summary

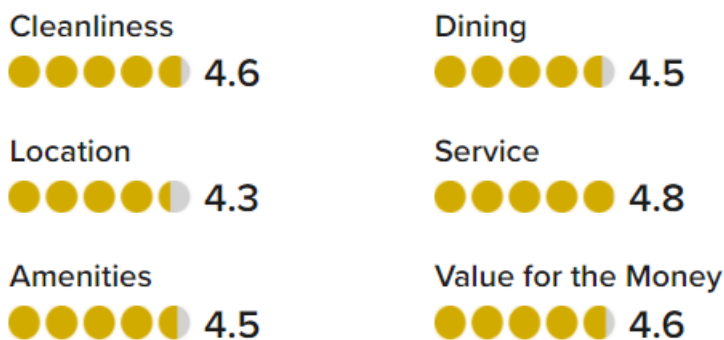


Figure 7: TSR hotel review rating on Marriot (Marriott International, 2021c)

Furthermore, the basic demands correlate directly to the booking behaviour of a consumer (Ponnappureddy et al., 2017). In this study the researchers explain that meeting the target market demands positively influences the number of customers an organisation attracts, disregarded if they book directly or through an OTA. This means being rated very positively will benefit an organisation to attract customers more quickly (figure 8).



Categorieën:



Figure 8: TSR hotel review rating on an OTA website (Booking.com, 2021)

3.2.3 Primary data

Intention to buy

The first step of this investigation was to discover if the budget of German tourists plays a role when booking at a boutique hotel. The **P-value** showed to be **.001 < .050**, therefore H1 was not rejected and a relation between the two variables was confirmed. The Pearson Correlation is **.322**, showing a positive small to medium relation (figure 9).

It can be concluded that the budget German tourists are willing spend has a positive relation to their interest to book at a boutique hotel. Moreover, the researcher concludes that German tourists with a higher budget seem more interested in booking a room at a boutique hotel.

		Correlations	
		What is your budget per room per night on average when looking at hotels?	How interested are you to book a room at a Boutique Hotel?
What is your budget per room per night on average when looking at hotels?	Pearson Correlation	1	,322**
	Sig. (2-tailed)		<,001
	N	114	114
How interested are you to book a room at a Boutique Hotel?	Pearson Correlation	,322**	1
	Sig. (2-tailed)	<,001	
	N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 9: Pearson correlation test on intention to buy.



The second investigation was to discover if the budget was influenced by with whom German tourists would travel or book at a boutique hotel. A vast majority of **65.79%** responded that they would book **with their partner** (figure 10). This is a great **opportunity** for TSR as their general target market is based partially on couples.

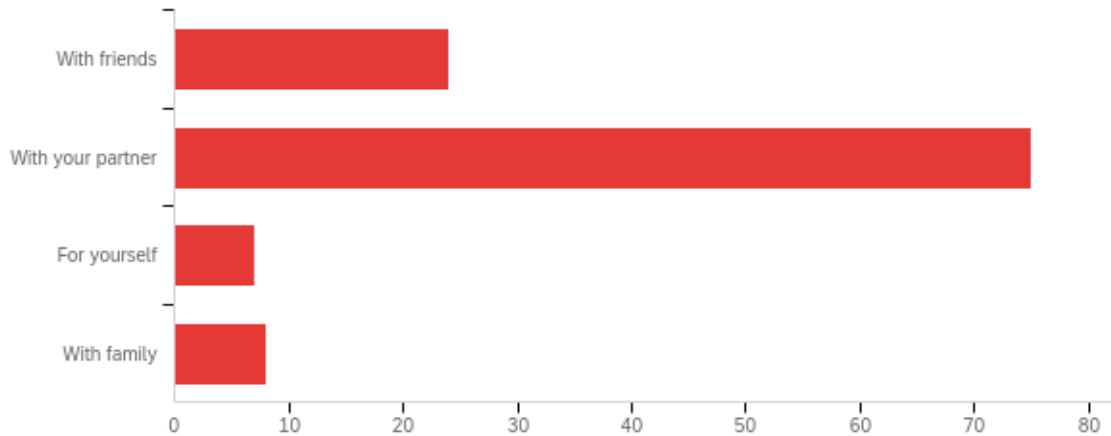


Figure 10: German tourists preferred company when booking at a boutique hotel.

Having said this, the researcher continued investigating if there is a difference in the budget of German tourists and with whom they would book at a boutique hotel. Results show that when **assuming equal variances (Levene's test score .121)**, there is a significant difference between the two variables as the P-value is **.020 < .050**.

It can be concluded, when also comparing the means of the two groups, that German tourists that book at a boutique hotel have a higher budget to spend per room per night (figure 11).

Group Statistics					
With whom would you book a room at a Boutique hotel?		N	Mean	Std. Deviation	Std. Error Mean
What is your budget per room per night on average when looking at hotels?	With friends	24	1,17	,816	,167
	With your partner	75	1,68	,961	,111

Independent Samples Test									
Levene's Test for Equality of Variances					t-test for Equality of Means				
		F	Sig.	t	df	Significance One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference
What is your budget per room per night on average when looking at hotels?	Equal variances assumed	2,453	,121	-2,357	97	,010	,020	-,513	,218
	Equal variances not assumed			-2,564	45,146	,007	,014	-,513	,200

Independent Samples Effect Sizes				
		Standardizer ^a	Point Estimate	95% Confidence Interval Lower Upper
What is your budget per room per night on average when looking at hotels?	Cohen's d	,929	-,553	-1,018 -,085
	Hedges' correction	,936	-,548	-1,010 -,085
	Glass's delta	,961	-,534	-1,000 -,065

^a The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control group.

Figure 11: Independent t-test on German tourists' budget and travel companions



The third step of the investigation was to discover which elements German tourist are willing to pay for. Moreover, to also investigate how much their interest to book at a boutique hotel increases if certain services and products are offered.

The complete steps of the step/wise linear regression model that was utilized to discover these findings are found in *appendix 8.1.2 p.49*. The model was valid as there is normality, homoscedasticity; therefore linearity, NO multicollinearity and there is independence present. Firstly, **the unstandardized Beta** shows a positive increase **per unit of interest** in booking in a boutique hotel, once concierge and luggage service, appealing rates are offered. It can be concluded that certain services and products increase the interest of German tourists to book at a boutique hotel.

Furthermore, when investigating model 4 and interpreting the P-values, it can be concluded that there is a relation of the variables with regard to interest in booking at a boutique hotel. However, a P-value of **.052** is shown (figure 13), the researcher still accepts it, because it is close to .050 and if the researcher would choose to utilise a **confidence interval of 90%**, this outcome would **not be rejected**.

To answer the strength of the relations we investigate the **standardized Coefficients Beta**. When analysing these results, it can be concluded that the test variables: **Concierge service, luggage service, close to inner city** and **budget per room per night** have a **positive relation** to the interest in booking at a boutique hotel by German tourists.

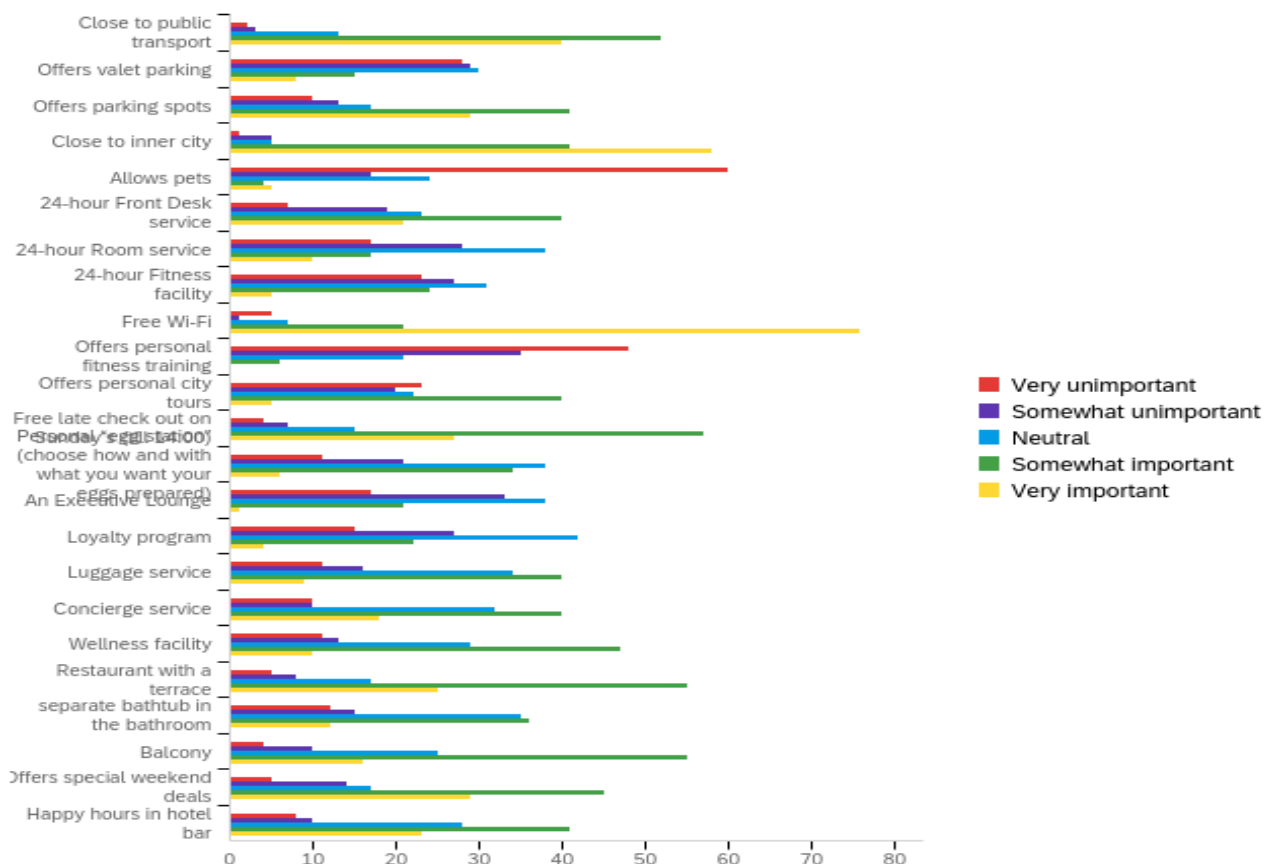


Figure 12: raw data overview on the importance of services/products offered rated by German tourists.

**Model Summary^e**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	,423 ^a	,179	,172	,936	,179	24,476	1	112	<,001	
2	,467 ^b	,218	,204	,918	,039	5,560	1	111	,020	
3	,496 ^c	,246	,225	,906	,027	3,941	1	110	,050	
4	,528 ^d	,279	,252	,890	,033	4,997	1	109	,027	2,115

a. Predictors: (Constant), What is important that a hotel offers? - Concierge service

b. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service

c. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service, What is your budget per room per night on average when looking at hotels?

d. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service, What is your budget per room per night on average when looking at hotels?, What is important that a hotel offers? - Close to inner city

e. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,352	,278		8,455	<,001		
	What is important that a hotel offers? - Concierge service	,378	,076	,423	4,947	<,001	1,000	1,000
2	(Constant)	2,024	,306		6,610	<,001		
	What is important that a hotel offers? - Concierge service	,276	,087	,309	3,185	,002	,749	1,336
	What is important that a hotel offers? - Luggage service	,212	,090	,229	2,358	,020	,749	1,336
3	(Constant)	1,946	,305		6,389	<,001		
	What is important that a hotel offers? - Concierge service	,222	,090	,248	2,473	,015	,680	1,471
	What is important that a hotel offers? - Luggage service	,201	,089	,217	2,264	,026	,746	1,341
	What is your budget per room per night on average when looking at hotels?	,192	,097	,178	1,985	,050	,857	1,166
4	(Constant)	1,094	,485		2,258	,026		
	What is important that a hotel offers? - Concierge service	,187	,089	,209	2,090	,039	,659	1,517
	What is important that a hotel offers? - Luggage service	,173	,088	,187	1,966	,052	,731	1,368
	What is your budget per room per night on average when looking at hotels?	,215	,096	,199	2,249	,027	,848	1,180
	What is important that a hotel offers? - Close to inner city	,234	,105	,190	2,236	,027	,914	1,095

Figure 13: Linear regression model on intention to buy of German tourists



3.3 Research Question 3

To what extent does receiving hotel information influence the intention to buy of German tourists?

3.3.1 Results

For an overview of the raw survey data please refer to appendix 8.2.

For the in-depth SPSS analysis data please refer to appendix 8.1.3.

3.3.2 Secondary data

Academic research on marketing tools conducted by (Švajdová et al., 2019) found numerous interesting outcomes that showed that marketing tools can be separated into two groups.

1. "Fixed Stars" marketing tools; Word of Mouth, social media, advertising and E-mailing (Ibid).
2. "Modern" marketing tools; Guerrilla marketing, Real-time marketing, social commerce, and social customer relationship management (Ibid).

Fixed stars are widely known for its effectiveness to reach large quantities of consumers. Daiva Labanauskaitė discovered with colleagues that social media marketing is still the fastest growing communications technology available on the internet (Labanauskaitė et al., 2020). As social media consists of numerous forms such as social networks (Facebook), photo sharing (Instagram), online blogging communities (Twitter) and video creation services (Youtube), it presents usage opportunities for a wide population (Švajdová et al., 2019).

The new modern marketing tools are actually marketing trends of today that have predicted success; when combined with the "fixed stars" (Švajdová et al., 2019). A great combination nowadays is Real-time marketing and social media. Real-time marketing acts on current trends and activities that consumers seek, it aims to link consumers with a product or service that they need at that specific moment (Ibid). This is where social media plays a crucial role, as many consumers utilise numerous social platforms, it is a great tool to reach consumers fast and effectively (Ibid).

Instagram is currently the fastest growing online photo social media service where users share their experiences with their followers (Harun and Tajudeen, 2020). An academic study on Instagram as a marketing tool discovered that it is not only a method to attract new customers. Researchers found it increases brand awareness and brand loyalty (Ibid). Moreover, it allows an organisation to communicate their brand image efficiently through photos and experiences that appeal to possible customers (Ibid).

This is where collaborations with influencers might play a big role. Influencers share their life experiences on social networks such as Instagram every day. Research has found that followers of influencers want to visit the same places as their idol (Biaudet, 2017). Moreover, especially boutique hotels have shown to be interesting for influencers as it often boasts unique designs combined with luxury (Ibid). This is a great opportunity for TSR, being a boutique hotel, to start collaborations with popular German influencers to gain more brand awareness in Germany.



3.3.3 Primary data

Influences of receiving updates & deals

The first investigation regarding RQ3 was to discover if German tourists want to receive hotel updates and how it relates their interest to receive updates. Results showed a P-value of $.001 < .050$, therefore it can be concluded that there is a relation between the 2 variables. Furthermore, there is a **positive medium relationship** (.415) present between the how often German tourists want to receive information and their interest in receiving information. The researcher concludes that the more often German tourists receive information, the more interest they become in receiving updates (figure 14).

Correlations				
Spearman's rho	How often would you like to receive updates on deals and promotions from a hotel?	Correlation Coefficient	How often would you like to receive updates on deals and promotions from a hotel?	How interested are you to receive updates on deals and promotions from a hotel?
		Sig. (2-tailed)	.	<.001
		N	114	114
	How interested are you to receive updates on deals and promotions from a hotel?	Correlation Coefficient	.415**	1,000
		Sig. (2-tailed)	<.001	.
		N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 14: Spearman's rho test on interest in receiving hotel information

To further investigate these findings, the researcher chose to discover if there was a relation between how often German tourists would like to receive updates and if these would influence them to visit that hotel. Findings show that the P-value is $.001 < .050$, therefore the researchers concludes that there is a relation between the 2 variables (figure 15). Moreover, test results show that there is a **positive medium relationship** (.405), the researcher concludes that the more often German tourists receive updates, the higher the chance they are influenced to visit that hotel.

➤ Nonparametric Correlations

Correlations				
Spearman's rho	How often would you like to receive updates on deals and promotions from a hotel?	Correlation Coefficient	How often would you like to receive updates on deals and promotions from a hotel?	Would receiving hotel updates influence you to visit that hotel?
		Sig. (2-tailed)	.	<.001
		N	114	114
	Would receiving hotel updates influence you to visit that hotel?	Correlation Coefficient	.405**	1,000
		Sig. (2-tailed)	<.001	.
		N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 15: Spearman's rho test on influence of receiving hotel information

Influences of utilizing Instagram

The researcher investigated if Instagram could be a beneficial marketing tool for TSR. Findings showed a P-value of **.019 < .050**, which means that the model is valid to utilise. Moreover, the standardized coefficients beta of **.219** is a **positive** outcome. It shows a positive relation that if a boutique hotel utilizes Instagram to share updates and news, the interest of the German tourist to book a room in a boutique hotel increases (figure 16). Moreover, **the unstandardized B** shows for every unit increase in utilising Instagram, the interest in booking at a boutique increases by **0,510**. Meaning, that if a hotel utilises Instagram to share updates the interest to book a room at that hotel becomes more interesting.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,219 ^a	,048	,039	1,009	,048	5,642	1	112	,019	2,346

a. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

b. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,739	1	5,739	5,642	,019 ^b
	Residual	113,919	112	1,017		
	Total	119,658	113			

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

b. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,524	,110		32,023	<,001		
	How would you like to be updated? (multiple answers possible) Through Instagram	,510	,215	,219	2,375	,019	1,000	1,000

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

Figure 16: Overview if Instagram influences the interest to book at a boutique hotel

However, even though statistical testing has shown that Instagram would be most effective to attract German tourists, other marketing tools should not be disregarded. Raw data results showed that **53.13%** of the answers given by German tourists that preferred to be updated through **emails** (figure 17). Although, also here needs to be considered that in Q13 (appendix 8.2) it was possible to give multiple answers.

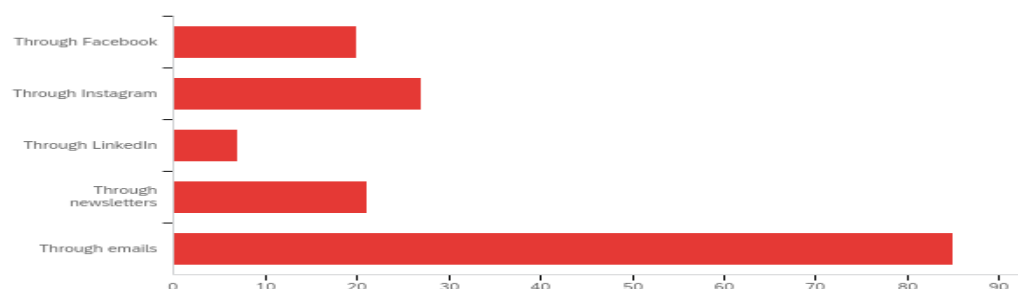


Figure 17: overview on answers given on preferred tool to receive updates

3.4 SWOT- Analysis

A SWOT Analysis is a convenient tool that supports your analysis on how an organization is performing at that moment, and to devise a successful strategy for the future (Mindtools, 2021). A SWOT analysis can also reveal areas of the organisation that are holding the company from performing optimally, or that competitors could exploit elements in their favour (Ibid).

Below all the outcomes of raw data results and SPSS outcomes are carefully analysed and categorised. **Strengths** and **weaknesses** are determined on internal factors on TSR's current state. Furthermore, **opportunities** and **threats** are determined on external factors that might affect TSR. Be aware all factors are based to attract the German tourist to TSR.

The following figures showcase the conclusive findings of chapters above and will be utilised for the future explanations in this study.

3.4.1 Research Question 1

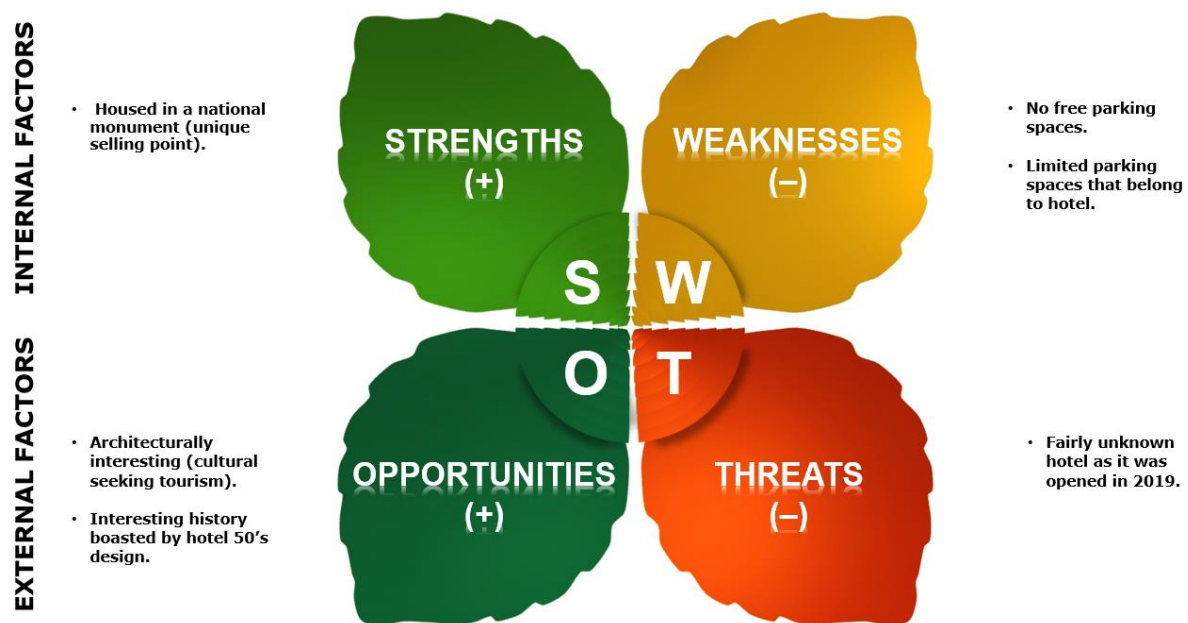


Figure 18: SWOT Analysis RQ1



3.4.2 Research Question 2

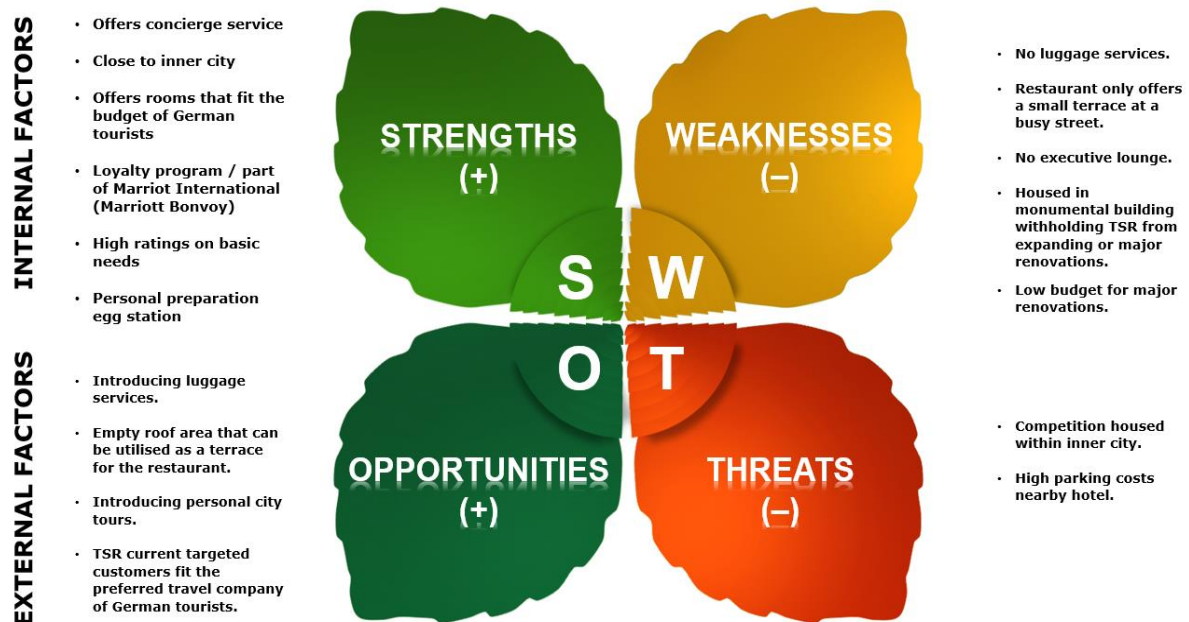


Figure 19: SWOT Analysis RQ2

3.4.3 Research Question 3

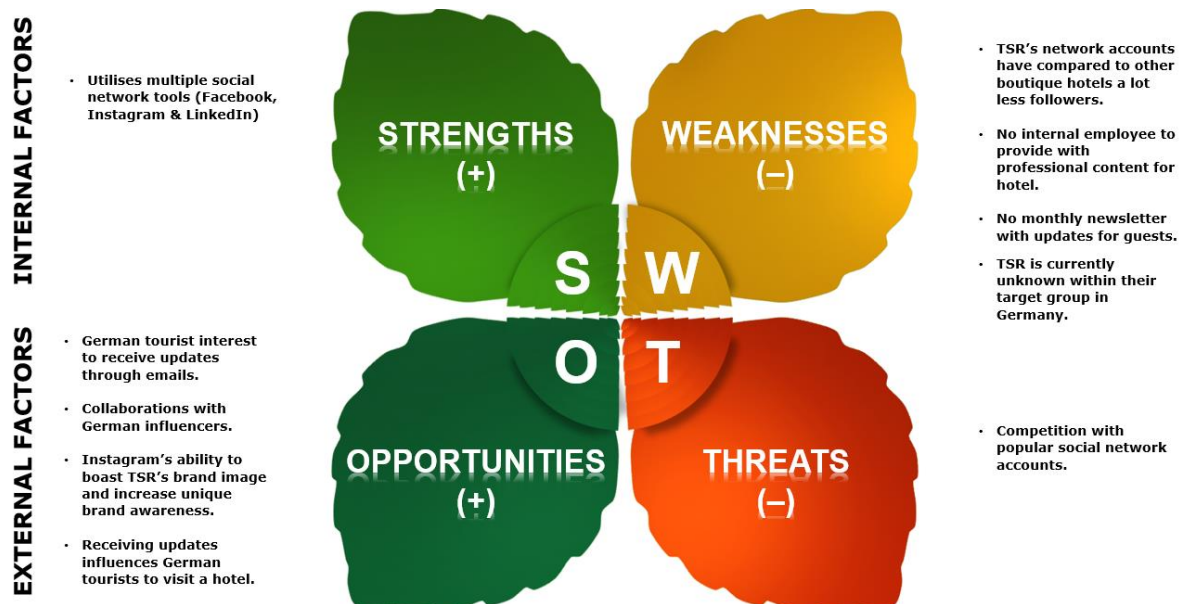


Figure 20: SWOT Analysis RQ2



4. Discussion

As explained in *chapter 2.1*, primary and secondary data needs to be examined before a new marketing strategy can be recommended. Over the course of this study numerous academic studies have been carefully selected to contribute to this discussion. In this chapter the researcher will discuss all findings of the secondary and primary data.

German tourist needs and wants in the hospitality sector

Researcher Camilleri stated that a hospitality organisation must understand their customers' needs and wants in order to become and remain competitive (Camilleri, 2017). However, it is difficult to define every need as these continuously change, same as the market always changes with new opportunities (Ibid). Primary research has shown that the German tourist shows interest in many services and products that TSR currently offers (figure 12). Statistic results showed that the German tourist is more likely to book a room at a boutique hotel if it offers concierge service, luggage service and is located near the inner city. Moreover, as the preferred method of German tourists is to travel by car, offering parking spots as a hotel is an important feature. This opposes a challenge for TSR as they only have a public parking garage underneath the hotel with limited reserved parking spots for the hotel.

A study by Andrew R. Walls on consumer experiences discovered what the "basic needs" of every consumer is. This fundamental base is how hospitality organisations, at this moment in time, are still reviewed upon (Walls, 2013). Andrew R. Walls discovered that the basic needs of every customer are:

- Cleanliness & Hygiene
- Service & staff
- Valuable for money
- Comfort & location

TSR as part of Marriott International must meet the high standards the organisation strives for. As shown in figure 7, TSR receives high ratings given by Marriott Bonvoy members, meaning they are meeting the high standards and "basic needs".

It can be concluded that other needs and wants differentiate per consumer and adaptations to fit every customers need is very expensive (Gursoy, 2018). TSR is limited to major renovations due to their budget and restrictions of being located within a national monument. Moreover, TSR is therefore limited in adding more facilities, as for example a wellness facility or executive lounge to their hotel. Gursoy stated that limited space and budget is a challenge that most hotels encounter, however not impossible to work with (Gursoy, 2018). Discussions with management of TSR highlighted that a roof segment on the first floor was not part of the original building and could be utilised for future projects. This gives the opportunity for TSR to build on this existing roof segment connected to the first floor. Gursoy recommends organisations to first utilise existing resources and best practices which could attract new potential customers (Ibid).

Therefore, TSR should first look at the resources they currently have and services that propose low costs. Primary data found two services that appeal to the German tourist: Concierge and luggage service. Concierge service is already being offered at the front office and shows room to be improved. However, luggage service is currently not offered at TSR. Research found that luggage service is part of the innovation of a hospitality organisation (Bilgihan and Nejad, 2015). It is a luxury found in most upper-class hotels



and large hotel chains that made it a standard service (Ibid). Moreover, research found that luggage service has a positive effect on the guest experience while it presents low costs (Ibid). Furthermore, a different study discovered that luggage services are mainly used by guests in the weekends and particularly on the day of check out (Oyewole, 2020). This implies that hotels should offer this service only in the weekends, as it is less utilised during weekdays.

Organisation to German tourist communications

Academic research on marketing tools conducted by (Švajdová et al., 2019) found numerous interesting outcomes that showed that marketing tools can be separated into two groups.

1. "Fixed Stars" marketing tools; Word of Mouth, social media, advertising and E-mailing (Ibid).
2. "Modern" marketing tools; Guerrilla marketing, Real-time marketing, social commerce, and social customer relationship management (Ibid).

Daiva Labanauskaitė stated with colleagues that social media marketing is still the fastest growing communications technology available on the internet (Labanauskaitė et al., 2020). As social media consists of numerous forms such as social networks (Facebook), photo sharing (Instagram), online blogging communities (Twitter) and video creation services (Youtube) (Ibid). TSR is active on Facebook, Instagram and LinkedIn. Since their start in 2019 they have gathered followers in a slow pace. For social networks to be very effective, a great number of followers is a necessity (Ibid). An academic study on Instagram as a marketing tool discovered that it is an effective network to attract new customers, and found it increases brand awareness and brand loyalty (Ibid). Moreover, it allows an organisation to communicate their brand image efficiently through photos and show experiences that appeal to possible customers (Ibid). TSR is a boutique hotel that is located in a building that used to house a printing office. Hence it is very important for TSR to "share a story" when creating the updates for the socials. Primary data has shown that when a hotel utilises Instagram the interest to book a room at that hotel becomes more interesting for German tourists (figure 16). This is a great opportunity for TSR to refocus more on Instagram to communicate updates. Some strengths of Instagram is its community and value proposition (Thomas et al., 2018). Platform users are constantly sharing photos for others to appreciate. By taking part of this ecosystem, an organisation can find new touch points for reaching and communicating with their audiences (Ibid). But most importantly, Instagram is a low-touch and extremely efficient app for its users (Ibid). The massive audience reach, high engagement levels and the ability to create brand loyalty give Instagram the edge over other social platforms.

However, even though statistic results have shown that Instagram would be most effective to attract German tourists, other marketing tools should not be disregarded. The new modern marketing tools with a predicted success; when combined with the "fixed stars" should be utilised as well (Švajdová et al., 2019). Real-time marketing should be included as it acts on current trends and activities that consumers seek. It aims to link consumers with a product or service that they need at that specific moment (Ibid). This is where "fixed stars" play a crucial role, as many consumers utilise numerous platforms, multiple platforms should be considered within the process. Raw data showed that from the 114 respondents 53.13% also preferred to be updated via emails (figure 17). Instagram's predicted success only applies when an account has a large follower or "fan" base (Labanauskaitė et al., 2020).



This is where collaborations with influencers play a big role. Influencers have made Instagram their living by sharing life experiences on a daily basis. Research found that fans of influencers visit the same places as their idol (Biaudet, 2017). Influencers are seen as important “reviewers” as they share the whole experience they had in a hotel (Ibid). Moreover, especially boutique hotels have shown to be interesting for influencers as it boasts unique designs combined with luxury (Ibid). This is a great opportunity for TSR, being a boutique hotel, to start collaborations with popular German influencers to gain more brand awareness in Germany.

5. Intervention Plan

Intervention design, or action planning, derives from careful diagnosis and is meant to resolve specific problems or to improve particular activities in an organisation (Cumings and Worley, 2014). The intervention plan of the solution in this report is set out as a recommendation to the company and aims to introduce an actionable plan to attract the German tourist. This plan is meant for the sales & marketing department of TSR. Moreover, the sales & marketing managers will be responsible to act on the given recommendations.

Numerous elements need to be considered before the design of the intervention plan. Management of TSR have requested that the solution would be easy implementable and fit their low budget for major actions. Hence, the intervention plan is based on a long-term strategy to annually attract **2-5%** of all German tourists visiting The Netherlands to TSR. While also answering the MRQ: *"What would be the preferred marketing strategy to attract the current target profile of The Slaak Rotterdam in Germany?"*

5.1 Phase 1: *creating brand awareness*

During the whole implementation phase, it is important to include the strengths of TSR. One of these strengths is the fact TSR is located in a national monument building that used to house newspaper "Het Vrije Volk". This historical fact behind the location inspired TSR to utilise the slogan: *"Let us be part of your story"* (The Slaak Rotterdam, 2021).

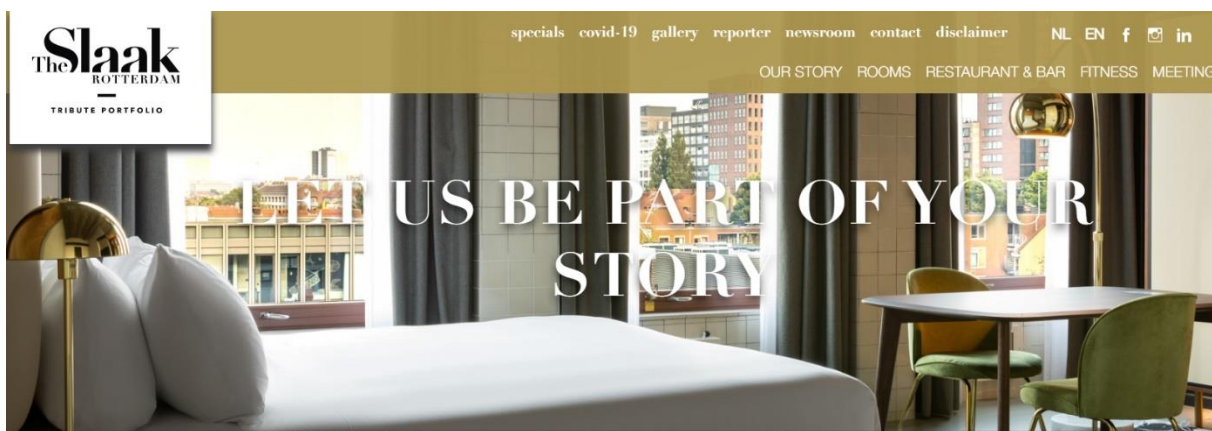


Figure 21: The Slaak Rotterdam, a Tribute Portfolio Hotel slogan

A study discovered that storytelling during a change process between consumers and the company has a positive effect on the business (Woodside et al., 2008). Research found by sharing updates on changes within an organisation with external consumers creates a bond with those potential customers (Ibid). Following an interesting story has a positive psychological effect on consumers as they feel included due to the progression that is made (Ibid). This effect only becomes stronger when organisations enhance involvement by asking their consumers opinions and remarks on the progression (Ibid).

This is where phase 1 of the intervention plan starts for TSR. Nowadays with social networks it has become convenient to share stories and experiences. Research has shown that when German tourists receive updates regularly, their interest to visit a boutique hotel increases (figure 15). Moreover, further research has shown that utilising



Instagram to share updates increases the interest of German tourists to book a room at a boutique hotel (figure 16). However, in order to benefit from Instagram's predicted success, the account of TSR needs to increase its popularity and gain more followers (Labanauskaitė et al., 2020).

5.1.1 Step 1: *Gaining popularity*

The fastest way to gain a popular Instagram account is by attracting famous artists or influencers to your hotel that share their experiences (Biaudet, 2017). TSR should therefore focus on contacting popular German influencers for a collaboration. Below an overview is shown with Germany's successful travel influencers:

Name	Instagram follower count
Galia Brener-Rexroth	775 thousand
Pilotmadeleine	1.3 million
Stefanie Giesinger	4.1 million

Table 5: Overview with successful German influencers

These are only some of the numerous popular influencers Germany has to offer. However, a reminder is required that not every influencer is the same and should be selected to their expertise (Biaudet, 2017). Influencers listed above are all experts in travel and lifestyle which is perfect for TSR. The uniqueness of the hotel concept and design, combined with luxury make it interesting for influencers to visit. Research found that collaborations with popular influencers benefit organisations as it boosts their brand awareness (Ibid). Moreover, once an influencer shares a positive story of their experience at a particular hotel, many of their followers would be eager to visit that same hotel (Ibid). Furthermore, a study on popular American influencers that collaborated with unknown brands found that collaborations caused social accounts of new brands to gain hundreds, and in special cases thousands of new followers (Ibáñez Sánchez et al., 2021).

5.1.2 Step 2: *Setting up the story*

Gaining popularity is a long process that requires a lot of work, however once this has been achieved, TSR must maintain their audience interest. Hence it is important that TSR will create inclusion with their followers on the changes that will be made. Inclusion can be achieved by actively responding to your followers comments on your social media posts (Biaudet, 2017). Moreover, it is recommended to ask your audience what content they wish to see and combine this with daily facts and updates on what is occurring around TSR. German tourists have shown to be interested in receiving updates, and statistics found that it also positively impacts them to visit the hotel.

This phase will play a more important role in future phases and steps, as services will be introduced and facts about the hotel. Moreover, once interesting renovations or processes do occur, it is important to make these exciting for your followers. The end rule is to excite your followers enough that they have to visit your hotel (Biaudet, 2017).

5.1.3 Evaluation phase 1

The complete process on how to evaluate the effectiveness of utilising social networks and collaborations will be described in *chapter 6*. An important note is that TSR can continue to phase 2 before a collaboration has taken place. Phase 2 will benefit TSR as they will be able to make their hotel more interesting to the German tourist, which will benefit phase 1 additionally.



5.2 Phase 2: *Appealing the German tourist*

This phase describes all the services and products that need to be highlighted in order to attract the German tourist. Certain elements are supported with statistical findings that have shown to have a positive effect on attracting Germans. Additionally, other interesting results from raw data results that scored high importance ratings are included to support the main findings.

5.2.1 *Highlighting the main interests*

The essential factor in marketing and to become a competitive organisation is to understand the needs and wants of your customers (Camilleri, 2017). After thorough research multiple factors have been found that appeal to the German tourist. Phase 1 described how to make the German tourists aware of a beautiful boutique hotel in Rotterdam. However, to effectively attract this new target group; services and hotel characteristics need to be communicated.

Appealing rates

Firstly, primary data showed that the interest of German tourists to book at a boutique hotel increases when it offers concierge service, combined with luggage service, appealing rates, and is located near the inner city (figure 13). Raw data discovered that the budget of German tourists, when travelling alone, ranges from €50, - to €150, - per room per night (appendix 8.2). Research has shown that German tourists accompanied with their partner are willing to spend more when above services are offered (figure 11). The combined data results allowed the researcher to strongly assume that German tourists travelling with their partner would be willing to spend €100, - to €150, - per room per night. In the table below you find the current rates for 1 night for 2 persons excluding breakfast at TSR, during weekdays and weekends:

Room type	Weekdays	Weekends
The Slaak Room	€119, -	€134, -
The Slaak Loft	€131, -	€146, -
The Slaak Executive	€171, -	€186, -

Table 6: Above rates are to date on Marriot.com (Marriott International, 2021b).

These findings are a strength for TSR as their current rates appeal to the German tourist, according to combined data results. Moreover, raw data results show that **40.91%** of respondents rated "weekend deals & packages" as an important feature (figure 12). Hence it is recommended to occasionally offer special weekend packages that will attract the German tourist.

Appealing services

As described above, TSR gains more attractiveness to German tourists once it offers concierge service combined with luggage service. TSR currently offers concierge services through their front office employees. Moreover, TSR has created an online folder that is filled with attractions, restaurants, and maps with walking routes along historical neighbourhoods and city highlights. TSR placed high importance on informing their guests with activities within Rotterdam. A great example is their own newspaper called: **The Reporter**, which is filled with tips and fun information about Rotterdam and is found in every guestroom (appendix 8.3).



As explained in *chapter 4*, luggage service is not offered at TSR. The researcher has observed that front office employees are able to store luggage for a short period and provide luggage trolleys. Primary data has shown that this service is seen as interesting luxury by German tourists and increases their interest to book a room at a boutique hotel. Other studies discovered that this service is an upper-class luxury which fits the hotel category TSR operates in. Furthermore, research found that luggage service has a positive effect on guest experience while it presents low costs (Bilgihan and Nejad, 2015). Other research discovered that luggage services are mainly used during weekends and particularly on the day of check out (Oyewole, 2020). This implies that hotels should offer this service only in the weekends. This service appeals to the German tourist, therefore it is highly recommended to TSR to offer this service.

Recommendation

TSR currently offers a well thought concierge service to its guests. However, action is still required to attract the German tourist. Their inhouse concierge services are at a high standard but is not communicated enough externally. Their newspaper "The reporter" has been a great success for inhouse guests to discover Rotterdam. It is strongly recommended to TSR to share their newspaper externally on their website and social networks. It allows German tourists to read and become more enthusiastic to visit Rotterdam and TSR. TSR can utilise their newspaper to share upcoming special weekend deals and their average rates to inform potential customers, and most importantly: German tourists.

Regarding luggage service, it is recommended for TSR to pilot this service utilising their front office employees for its effectiveness. After the pilot, the effect of the service should be evaluated if it positively increased guest experiences and happiness. Once guest responses are positive, TSR is recommended to hire a bellboy during weekends. *Please refer to chapter 6 for the full evaluation plan.*

5.3 Future recommendations

Researcher Camilleri stated that organisations must invest time to discover the needs & wants of their customers as these continuously change (Camilleri, 2017). Hence a crucial recommendation to TSR is that they perform research in the future on the interest of their guests. This study complemented the research that had been done so far within the same industry. It highlighted TSR's strengths that they could utilise to attract the German tourist. However, there is still much to discover on the habits and interests of the German population on which TSR can benefit. For future studies on this subject, it is recommended to take a closer look in other necessities German tourists have. Below are numerous ideas for future studies on German tourists.

1. Study on preferred room amenities.
2. Study on restaurant ambiance and positioning its terrace.
3. Variety of offerings on the restaurant menu.
4. Variety type of drinks on the bar menu, f.e. different types of crafted beer.
5. In depth research on the type of special deals & packages.

The research during this study has found a method on how to gain the attention of German tourists. Future studies need to include the power of storytelling and communicating updates through the most effective channels such as Instagram and emails. ***This type of communicating as a marketing strategy has found to be the most preferred by the German tourist.***



6. Evaluation Plan

In this chapter the complete evaluation plan of the recommendations is described. The essence of a strong evaluation plan is that an organisation is aware of the effectiveness of the proposed solution (Alkin and Vo, 2017).

6.1 Evaluating online brand awareness

As described in the first part of the intervention plan, TSR must gain more brand awareness among German tourists. The main social network that will be utilised for this is Instagram, as research has shown that this platform increases brand awareness and brand loyalty (Harun and Tajudeen, 2020). The long-term goal is to achieve a yearly increase in Instagram followers by **25-30%** during the first 5 years.

The researcher has observed that TSR utilises Sprinklr as a supporting tool to plan and share content regarding their hotel. Sprinklr is an unified SaaS-platform of products designed to support organisations to monitor and interact with customers over numerous digital channels, including social media channels, review sites and messaging channels (Sprinklr, 2021). It allows TSR to share and schedule future updates which are directly integrated with their social network accounts. TSR benefits from this as they do not have to manually upload new content and can effortlessly schedule anything in advance.

Sprinklr helps organisations, by utilising the most advanced, sophisticated AI engine built for the enterprise to create insight-driven strategies and better customer experiences (Ibid). It boasts features that supports organisations to track viewer engagement (likes or comments on a post), organic growth of social accounts, number of new followers and tracks how many customers have visited your account (Ibid). TSR should utilise Sprinklr's social insights to evaluate audience engagement and discover market trends. As Sprinklr can be utilised to monitor social campaigns from design to launch, it allows TSR the opportunity to design and monitor a collaboration campaign with an influencer. TSR will be able to closely track the engagement from these campaigns and evaluate its effectiveness. The only downside of Sprinklr is that it currently does not offer demographic information of the audience that engages with shared content. Hence it is important for TSR to collaborate with influencers from German origin as their "fan base" belongs to the target group of this study. Following the proposed intervention plan described in phase 1 should increase TSR's Instagram follower account by **10-20%** after the first collaboration with a popular German influencer.

6.2 Evaluating hotel bookings by German tourists

TSR has access to multiple systems that allow them to track the nationalities of customers that book at their hotel. Moreover, TSR can monitor the nationality of their customers on OTA websites. These existing methods allow TSR to effectively and efficiently monitor the number of German tourists that stayed and booked at their hotel. The long-term goal of TSR is to annually attract **2-5%** of all German tourists visiting Rotterdam to the hotel.

Monitoring booking by nationality

TSR can track the nationality of their guest bookings through OTAs. During each booking via an OTA, a customer is asked to create an account where they fill in their nationality. Once a booking is made, this information is automatically displayed in the performance tab that is managed by TSR in the "Guest Insights" page. The hotel property



management page allows TSR to compare this data with past data sets to evaluate if they improved. Moreover, these reports are updated weekly by OTAs. Booking.com and Expedia allow hotels to run monthly and annual reports on guest demographics (nationality) which TSR can analyse and evaluate if the proposed recommendations had a positive impact the number of German tourists booking at TSR.

The researcher advises TSR to weekly analyse the data on their property management pages of OTAs to monitor the number of German bookings at the hotel. This type of monitoring should become a weekly task of the sales & marketing department of TSR. Additionally, monitoring the number of German bookings is crucial once social campaigns are launched. This will allow TSR to evaluate the effectiveness of the designed social collaborations. Moreover, this monitoring method will enable TSR to evaluate the effectiveness of sharing updates through Instagram. However, this tool only allows TSR to monitor the bookings made at their hotel. To effectively monitor and evaluate if German tourists stayed at TSR, a different evaluation method is required.

Monitoring in-house nationalities

Monitoring the bookings is only the start of the evaluation phase. To effectively monitor the success of the proposed recommendations, the number of in-house nationalities must be monitored as well.

TSR utilises Opera as their PMS system to make reservations and check guests in or out. Opera requires hotel employees to fill in guest details before a check in can be completed. These details include the nationality of the guest which is important for the evaluation of this study. The current opera system allows employees to generate detailed guest reports that displays the nationalities of all in house guests. The researcher observed that the sales & marketing department has access to their own "On the Books" (OTB) nationality report. This report shows a clear overview in excel of guest nationalities that are in-house or stayed at TSR. This tracking tool is a great evaluation method to track the number of German tourists staying at TSR. The OTB nationality report is currently being monitored weekly by sales & marketing, which allows TSR to effectively evaluate the increase of German tourists.

To conclude this chapter, TSR should monitor the bookings and actual hotel visits of German tourists after each implemented recommendation. By gaining popularity and effectively communicating services that appeal to the German tourist on Instagram, the researcher is confident that this is the preferred marketing strategy for TSR to attract **2-5%** of all German tourists visiting Rotterdam to TSR.



7. Dissemination

This study will be disseminated to multiple stakeholders. Firstly, results will be presented to my company coach Merel van Dort and the general manager Melle van Uden. Furthermore, as TSR is managed by Odyssey Hotel Group, a separate presentation will be scheduled to present on the quantitative findings of the study, an email with thesis results will be sent to Fleur Vlaskamp. *Please refer to appendix 8.4* for visual proof of dissemination and the designed presentation created for both stakeholders.

Underneath an overview on the acts of dissemination is shown:

To:	Merel van Dort/ Melle van Uden	Representatives of OHG
What:	A recommended marketing strategy in the form of a marketing plan that will attract the German tourist	Data insights on the German tourist which can be utilised for other properties managed by OHG
How:	Presenting the company project through an online powerpoint presentation via Microsoft teams	Presenting quantitative research findings through an online presentation via Microsoft teams
Purpose:	To elaborate on the quantitative findings and how the plan can be executed effectively, and answer questions.	To give access to consumer insights that are beneficial to all OHG boutique hotel properties.

Table 7: Acts of dissemination



8. Appendices

8.1 SPSS Data set

8.1.1 Research Question 1

Correlations

		How likely are you to visit Rotterdam somewhere in the next 5 years?	How interested are you to book a room at a Boutique Hotel?
How likely are you to visit Rotterdam somewhere in the next 5 years?	Pearson Correlation	1	,195 [*]
	Sig. (2-tailed)		,038
	N	114	114
How interested are you to book a room at a Boutique Hotel?	Pearson Correlation	,195 [*]	1
	Sig. (2-tailed)	,038	
	N	114	114

*. Correlation is significant at the 0.05 level (2-tailed).

1) P-value is lower than 0.05, we do not reject H1, there is a relation between likeliness to visit Rotterdam somewhere in the next 5 years and the interest to book at a boutique hotel.

2) correlation coefficient is .195, there is a positive small correlation between the 2 variables.

3) It can be concluded that there is a small possibility that German tourists that visit Rotterdam somewhere in the next 5 years will book at a boutique hotel.



➔ T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
How likely are you to visit Rotterdam somewhere in the next 5 years?	114	3,87	1,216	,114

One-Sample Test

Test Value = 4

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
How likely are you to visit Rotterdam somewhere in the next 5 years?	-1,156	113	,125	,250	-,132	-,36	,09

One-Sample Effect Sizes

	Standardizer ^a	Point Estimate	95% Confidence Interval	
			Lower	Upper
How likely are you to visit Rotterdam somewhere in the next 5 years?	Cohen's d	1,216	-,108	,076
	Hedges' correction	1,224	-,108	,076

a. The denominator used in estimating the effect sizes.

Cohen's d uses the sample standard deviation.

Hedges' correction uses the sample standard deviation, plus a correction factor.

1) P-value is higher than .050, we do not reject H1; The mean of likeliness to visit Rotterdam in the next 5 years is 4.

2) Confidence interval = Lower / Upper = $4 - .36 = 3.64$ // $4 + .09 = 4.09$

3) CI is between 3.64 – 4.09, the mean is 3.87 so we can conclude with 95% certainty that German tourists are somewhat likely to visit Rotterdam somewhere in the next 5 years.

**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.219 ^a	.048	.039	1,009	.048	5,642	1	112	.019	2,346

a. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

b. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,739	1	5,739	5,642	.019 ^b
	Residual	113,919	112	1,017		
	Total	119,658	113			

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

b. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,524	,110		32,023	<,001		
	How would you like to be updated? (multiple answers possible) Through Instagram	,510	,215	,219	2,375	,019	1,000	1,000

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

1) the P-value is lower than .050, which means there is a significant difference between being updated via Instagram with the regard to the interest to book at a boutique hotel.

2) The R-square of .219 is a positive outcome. Its shows a positive relation that if a boutique hotel utilizes Instagram to share updates and news, the interest of the German tourist in that hotel increases.

Group Statistics

	How would you like to be updated? (multiple answers possible) Through Instagram	N	Mean	Std. Deviation	Std. Error Mean
How interested are you to book a room at a Boutique Hotel?	Not Through Instagram	84	3,52	1,081	,118
	Through Instagram	30	4,03	,765	,140

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
How interested are you to book a room at a Boutique Hotel?	Equal variances assumed	6,458	,012	-2,375	112	,019	-,510	,215	-,935 -,085
	Equal variances not assumed			-2,788	72,264	,007	-,510	,183	-,874 -,145

1) Levene's test shows a value of .012, which means equal variances are NOT assumed.

2) As the P-value is lower than .050, we do not reject H1, there is a difference between how German tourists wish to be updated with regard to their interest to book at a boutique hotel.

3) From the data above, it can be concluded that the interest of German tourists in a boutique hotel increases if it utilizes Instagram to share information about the hotel.



8.1.2 Research Question 2

Correlations

		What is your budget per room per night on average when looking at hotels?	How interested are you to book a room at a Boutique Hotel?
What is your budget per room per night on average when looking at hotels?	Pearson Correlation	1	,322**
	Sig. (2-tailed)		<,001
	N	114	114
How interested are you to book a room at a Boutique Hotel?	Pearson Correlation	,322**	1
	Sig. (2-tailed)	<,001	
	N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

- 1)** P-value is lower than 0.05, we do not reject H1, there is A relation between the average budget of the German tourist and their interest in booking at a boutique hotel.
- 2)** correlation coefficient is .322, there is a weak to moderate positive relation between the 2 variables.
- 3)** It can be concluded that the budget German tourists will spend has a moderate relation to their interest to book at a boutique hotel. Moreover, the researcher assumes that German tourists with a higher budget are more interested to book at a boutique hotel.



Group Statistics

With whom would you book a room at a Boutique hotel?		N	Mean	Std. Deviation	Std. Error Mean
What is your budget per room per night on average when looking at hotels?	With friends	24	1,17	,816	,167
	With your partner	75	1,68	,961	,111

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
What is your budget per room per night on average when looking at hotels?	Equal variances assumed	2,453	,121	-2,357	97	,010	,020	-,513	,218	-,946	-,081
	Equal variances not assumed			-2,564	45,146	,007	,014	-,513	,200	-,917	-,110

Independent Samples Effect Sizes

		Standardizer ^a	Point Estimate	95% Confidence Interval	
What is your budget per room per night on average when looking at hotels?	Cohen's d	,929	-,553	-1,018	-,085
	Hedges' correction	,936	-,548	-1,010	-,085
	Glass's delta	,961	-,534	-1,000	-,065

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control group.

1) Levene's p-value is .121, equal variances are assumed!

2) P-value of top row is .020, which means there is a significant difference in with whom German tourist travel and their budget for booking a hotel.



Model Summary^e

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	,423 ^a	,179	,172	,936	,179	24,476	1	112	<,001	
2	,467 ^b	,218	,204	,918	,039	5,560	1	111	,020	
3	,496 ^c	,246	,225	,906	,027	3,941	1	110	,050	
4	,528 ^d	,279	,252	,890	,033	4,997	1	109	,027	2,115

a. Predictors: (Constant), What is important that a hotel offers? - Concierge service

b. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service

c. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service, What is your budget per room per night on average when looking at hotels?

d. Predictors: (Constant), What is important that a hotel offers? - Concierge service, What is important that a hotel offers? - Luggage service, What is your budget per room per night on average when looking at hotels?, What is important that a hotel offers? - Close to inner city

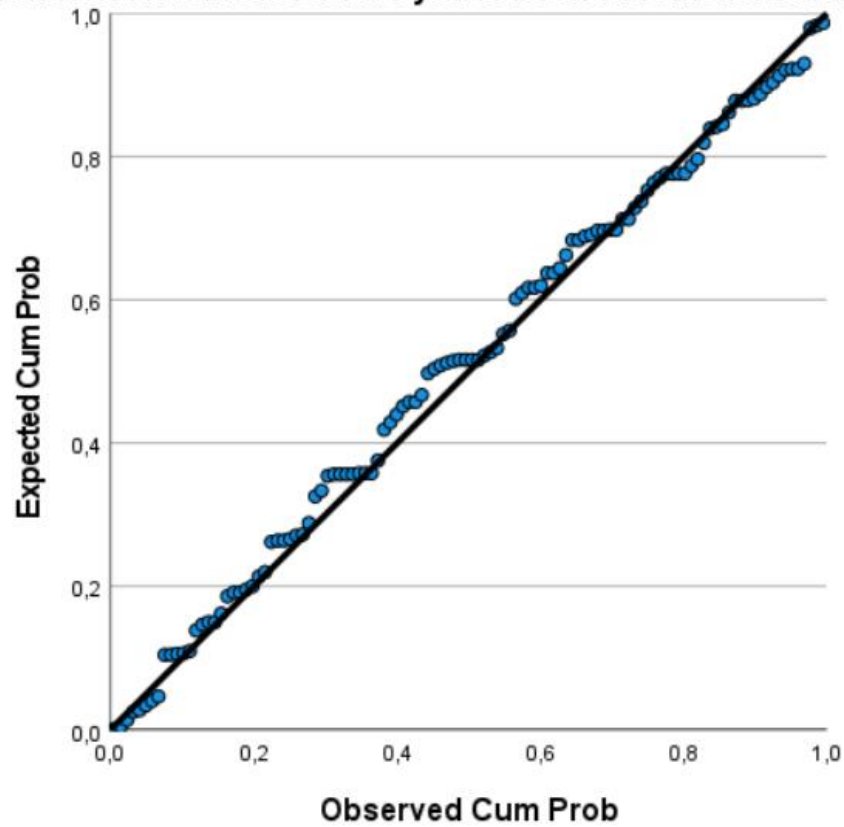
e. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,352	,278		8,455	<,001		
	What is important that a hotel offers? - Concierge service	,378	,076	,423	4,947	<,001	1,000	1,000
2	(Constant)	2,024	,306		6,610	<,001		
	What is important that a hotel offers? - Concierge service	,276	,087	,309	3,185	,002	,749	1,336
	What is important that a hotel offers? - Luggage service	,212	,090	,229	2,358	,020	,749	1,336
3	(Constant)	1,946	,305		6,389	<,001		
	What is important that a hotel offers? - Concierge service	,222	,090	,248	2,473	,015	,680	1,471
	What is important that a hotel offers? - Luggage service	,201	,089	,217	2,264	,026	,746	1,341
	What is your budget per room per night on average when looking at hotels?	,192	,097	,178	1,985	,050	,857	1,166
4	(Constant)	1,094	,485		2,258	,026		
	What is important that a hotel offers? - Concierge service	,187	,089	,209	2,090	,039	,659	1,517
	What is important that a hotel offers? - Luggage service	,173	,088	,187	1,966	,052	,731	1,368
	What is your budget per room per night on average when looking at hotels?	,215	,096	,199	2,249	,027	,848	1,180
	What is important that a hotel offers? - Close to inner city	,234	,105	,190	2,236	,027	,914	1,095

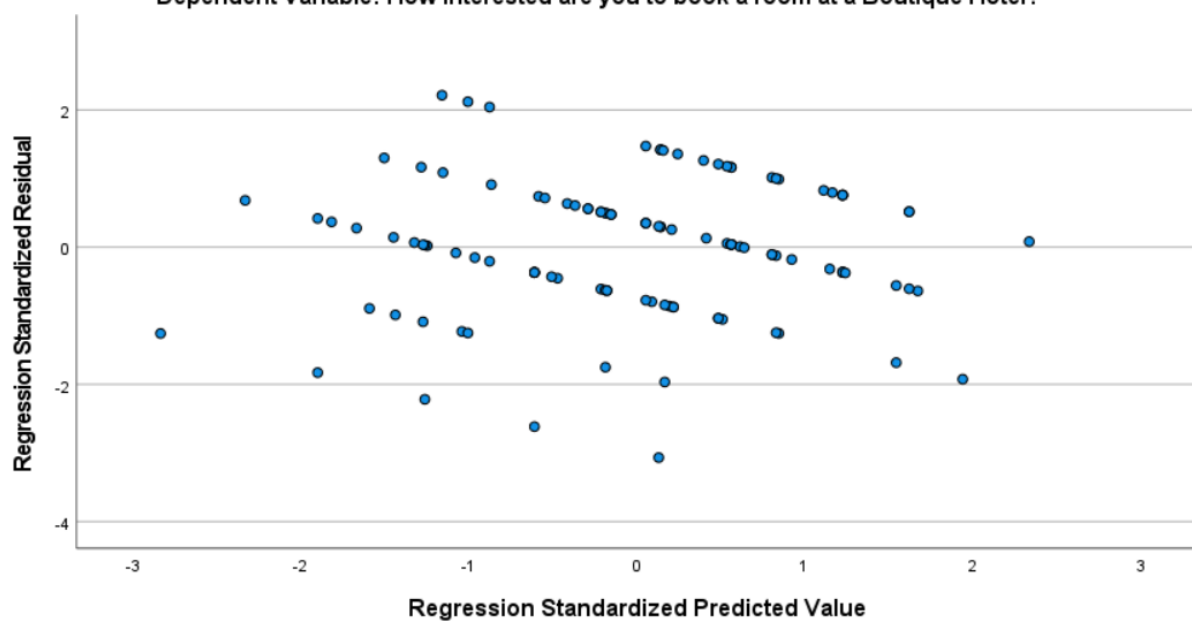


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: How interested are you to book a room at a Boutique Hotel?



Dependent Variable: How interested are you to book a room at a Boutique Hotel?





- Check the 5 steps for validity:

(1) P-Plot shows normality, first step is passed.

(2) Scatterplot dots are widely distributed; the data is homoscedastic.

(3) As the graphs shows normality and homoscedastic, there is linearity.

(4) test passes independence: Durbin & Watson as the value is between 1.5 and 2.5 (2.115). (5) Statistic VIF values are lower than 5, which means there is NO multicollinearity. It can be concluded that the Linear regression model is valid. Looking at the R-squared, per unit it increases the interest in booking in a boutique hotel increases more per variable (services & products) that are offered.

Even though in model 4 shows a P-value of .052, the researcher still accepts it, because it is close to .050 and if the researcher would choose to utilise a confidence level of 90%, this outcome would be accepted. Moreover, the standardized Coefficients Beta all show positive but relatively small to moderate relations.

8.1.3 Research Question 3

➤ Nonparametric Correlations

Correlations

		How often would you like to receive updates on deals and promotions from a hotel?		Would receiving hotel updates influence you to visit that hotel?
Spearman's rho	How often would you like to receive updates on deals and promotions from a hotel?	Correlation Coefficient	1,000	,405**
		Sig. (2-tailed)	.	<,001
		N	114	114
	Would receiving hotel updates influence you to visit that hotel?	Correlation Coefficient	,405**	1,000
		Sig. (2-tailed)	<,001	.
		N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

1) P-value is lower than 0.05, there is a relation between the 2 variables.

2) correlation coefficient is .405, there is a weak to moderate relation between the 2 variables.



Correlations

			How often would you like to receive updates on deals and promotions from a hotel?	How interested are you to receive updates on deals and promotions from a hotel?
Spearman's rho	How often would you like to receive updates on deals and promotions from a hotel?	Correlation Coefficient	1,000	,415**
		Sig. (2-tailed)	.	<,001
		N	114	114
	How interested are you to receive updates on deals and promotions from a hotel?	Correlation Coefficient	,415**	1,000
		Sig. (2-tailed)	<,001	.
		N	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

- 1) P-value is lower than 0.05, there is a relation between the 2 variables.
- 2) correlation coefficient is .415, there is a weak to moderate relation between the 2 variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	,219 ^a	,048	,039	1,009	,048	5,642	1	112	,019	2,346

a. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

b. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,739	1	5,739	5,642	,019 ^b
	Residual	113,919	112	1,017		
	Total	119,658	113			

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

b. Predictors: (Constant), How would you like to be updated? (multiple answers possible) Through Instagram

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,524	,110		32,023	<,001		
	How would you like to be updated? (multiple answers possible) Through Instagram	,510	,215	,219	2,375	,019	1,000	1,000

a. Dependent Variable: How interested are you to book a room at a Boutique Hotel?

- 1) the P-value is lower than .050, which means that the model is valid to utilise.
- 2) Unstandardized B shows for every unit increase in utilising Instagram, the interest in booking at a boutique increases by **0,510**.



Group Statistics										
How would you like to be updated? (multiple answers possible)										
Through Instagram										
	N	Mean	Std. Deviation	Std. Error Mean						
How interested are you to book a room at a Boutique Hotel?	Not Through Instagram	84	3,52	1,081	,118					
	Through Instagram	30	4,03	,765	,140					

Independent Samples Test										
Levene's Test for Equality of Variances										
t-test for Equality of Means										
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower		Upper
How interested are you to book a room at a Boutique Hotel?	6,458	,012	-2,375	112	,019	-,510	,215	-,935		-,085
			-2,788	72,264	,007	-,510	,183	-,874		-,145

1) Levene's test shows a value of .012, which means equal variances are NOT assumed.

2) However, there is significant difference as the P-value is higher than .050, the P-value is .007, it can be concluded that the interest in a boutique hotel increases if it utilizes Instagram.



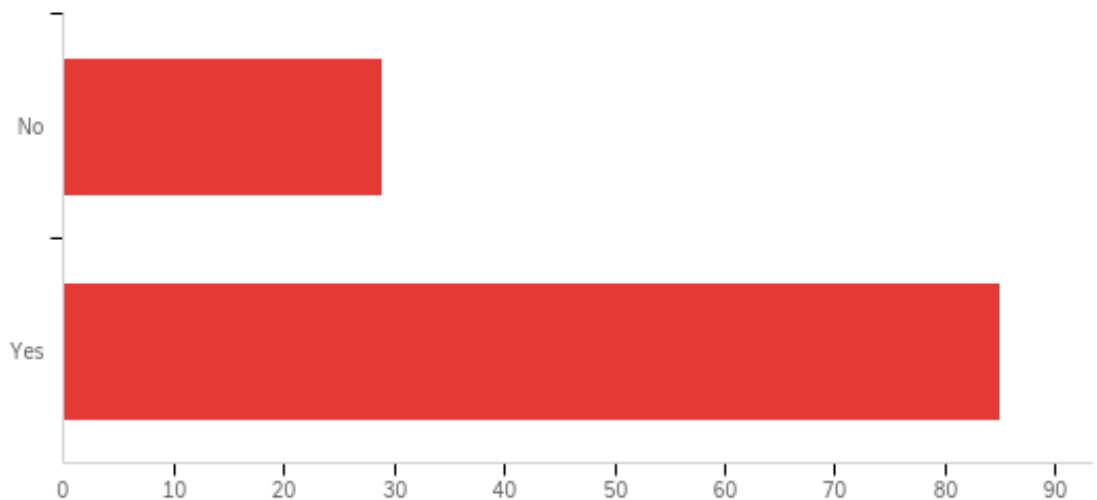
8.2 Raw Data (survey output)

Default Report

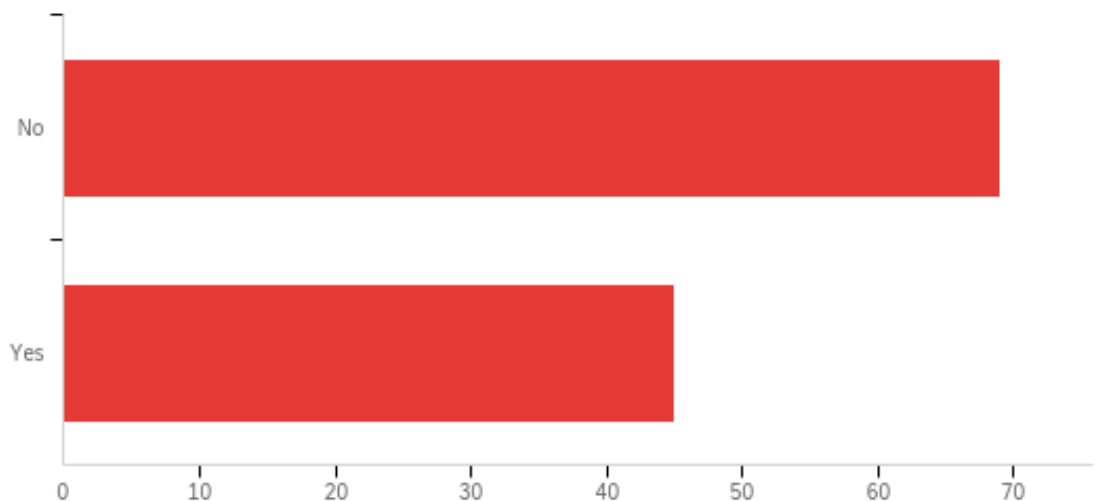
Consumer insights in the hospitality industry

October 19th 2021, 6:04 am MDT

Q1 - Have you ever visited The Netherlands?

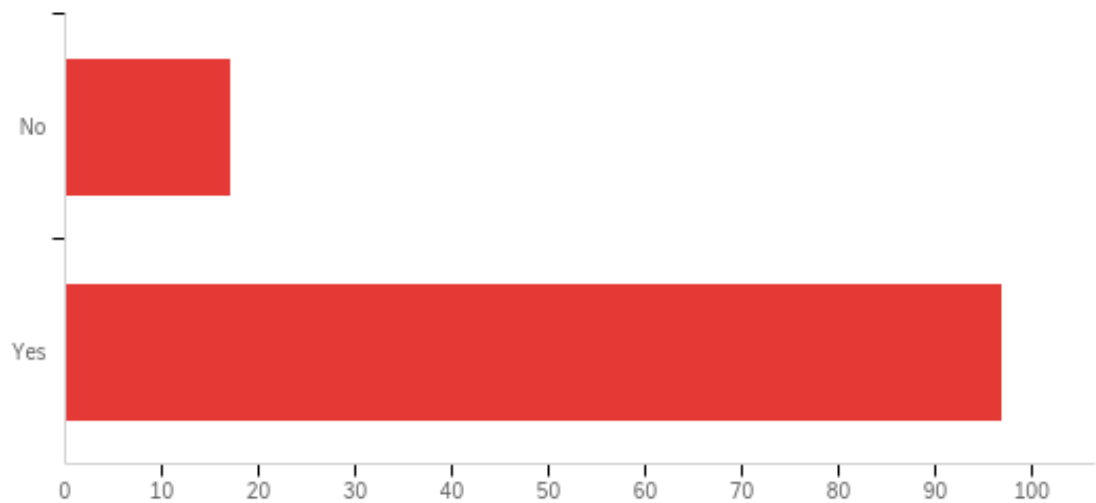


Q2 - Have you ever visited Rotterdam?

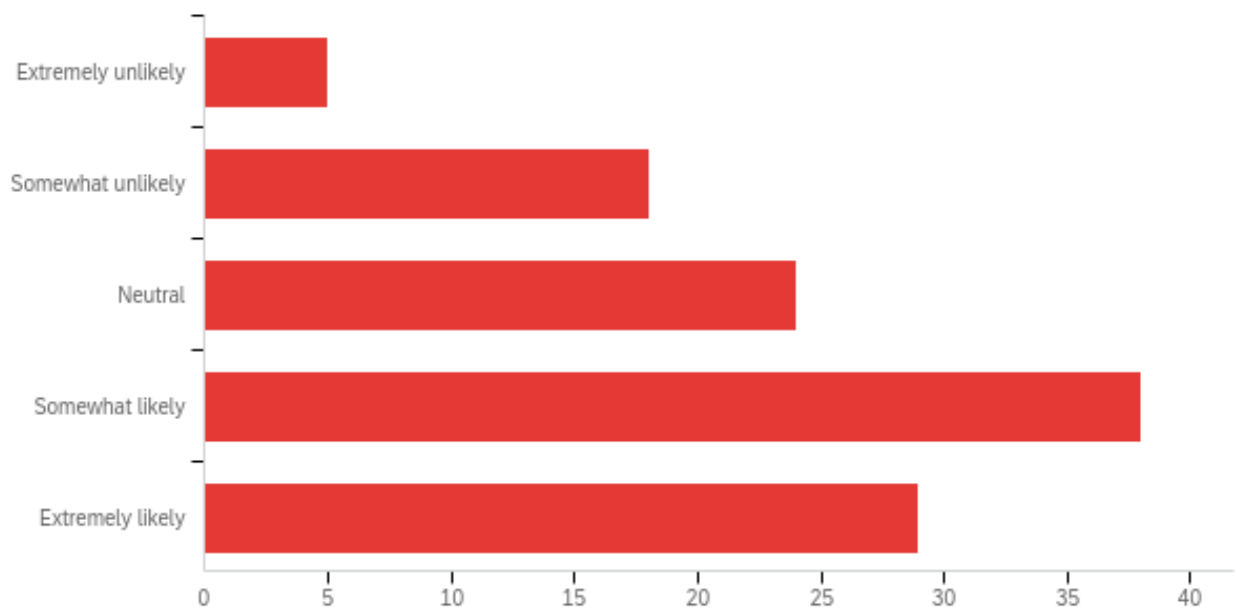




Q3 - Are you interested to visit Rotterdam?

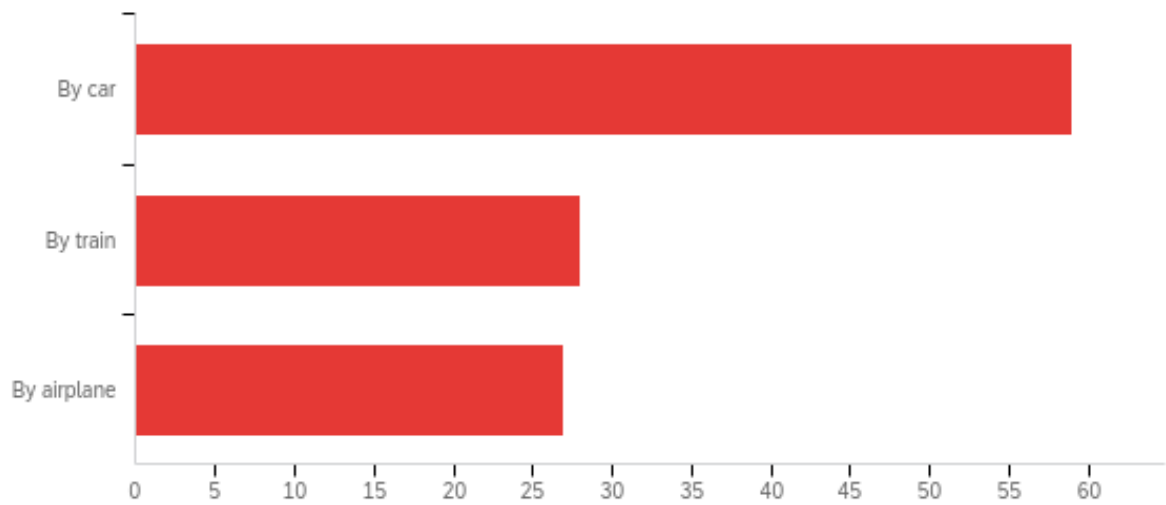


Q4 - How likely are you to visit Rotterdam somewhere in the next 5 years?

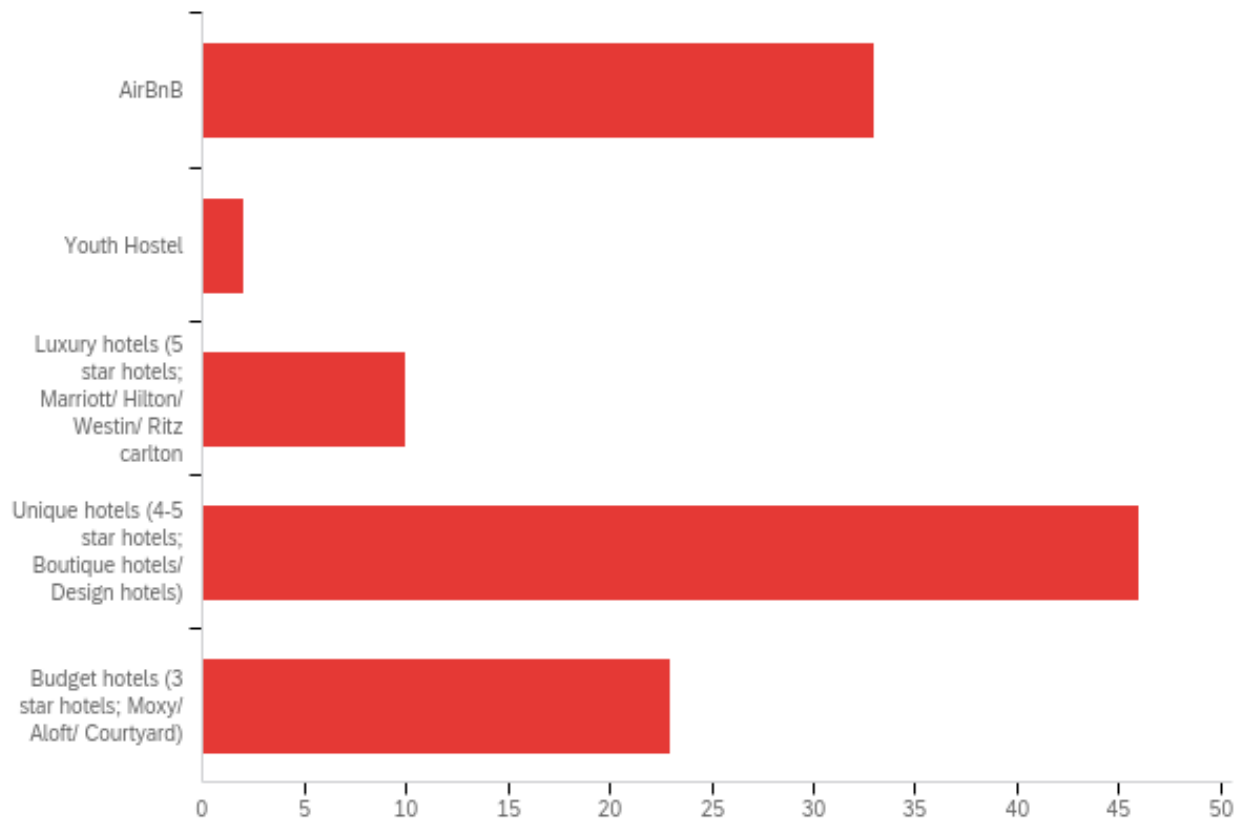




Q5 - By what means would you travel to Rotterdam?

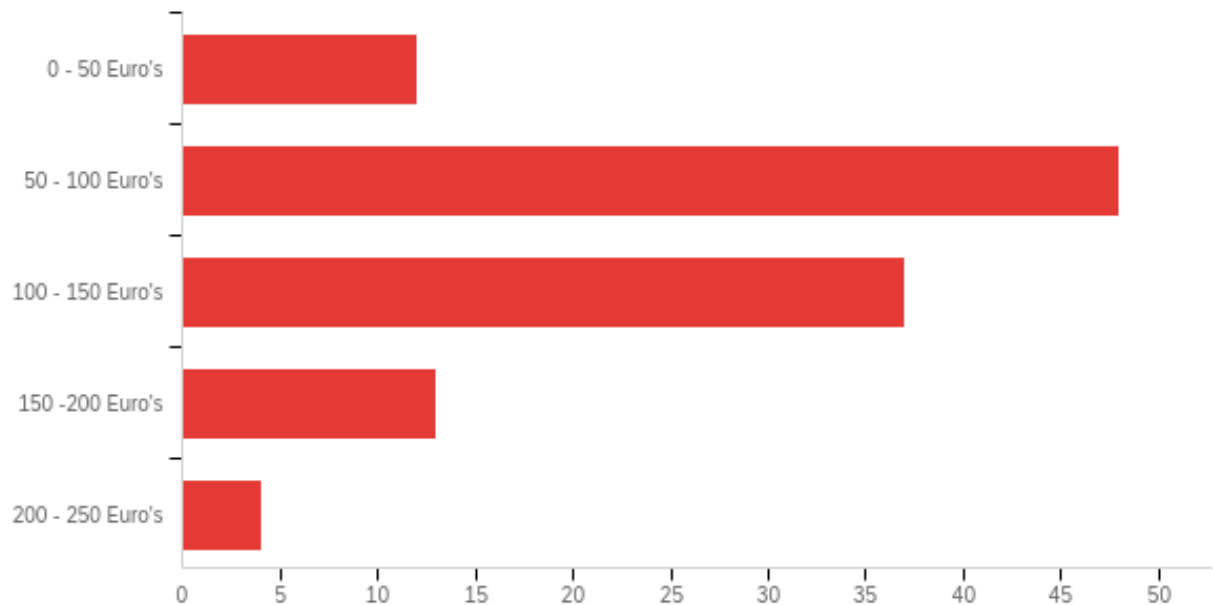


Q6 - What would be your preferred accommodation when going on holiday?

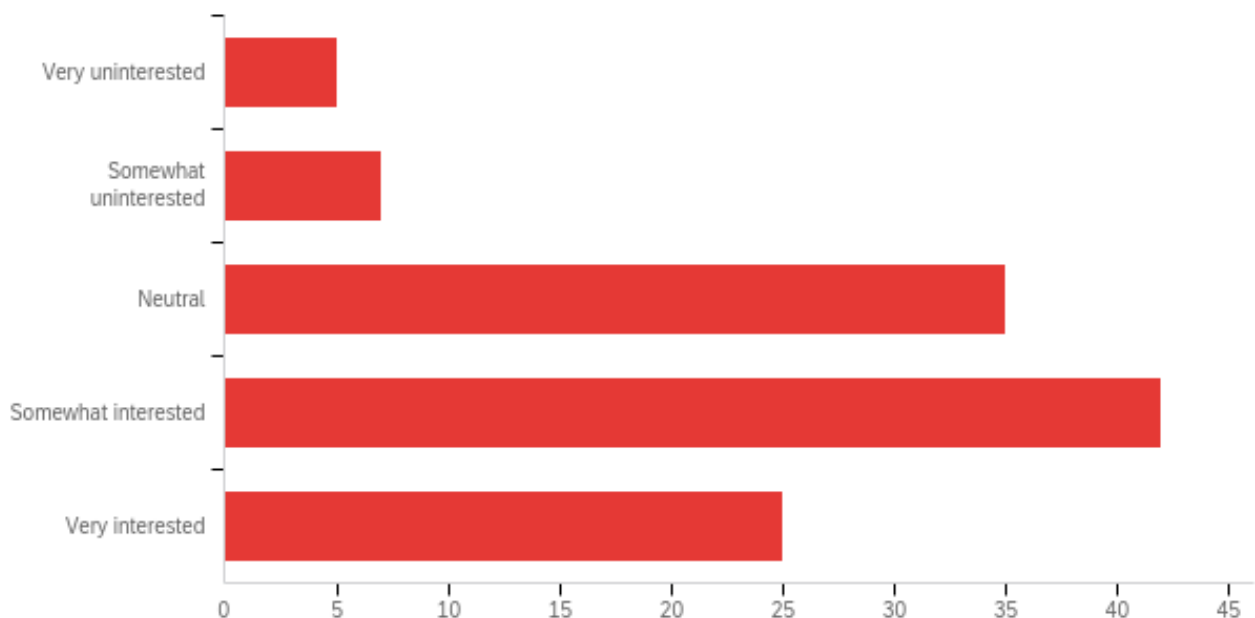




Q7 - What is your budget per room per night on average when looking at hotels?

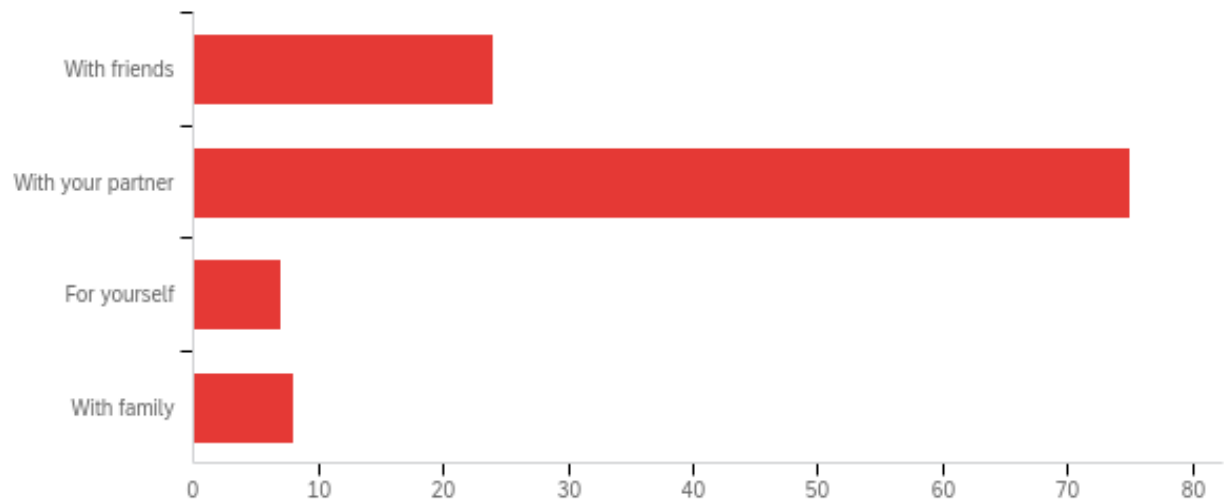


Q8 - How interested are you to book a room at a Boutique Hotel?

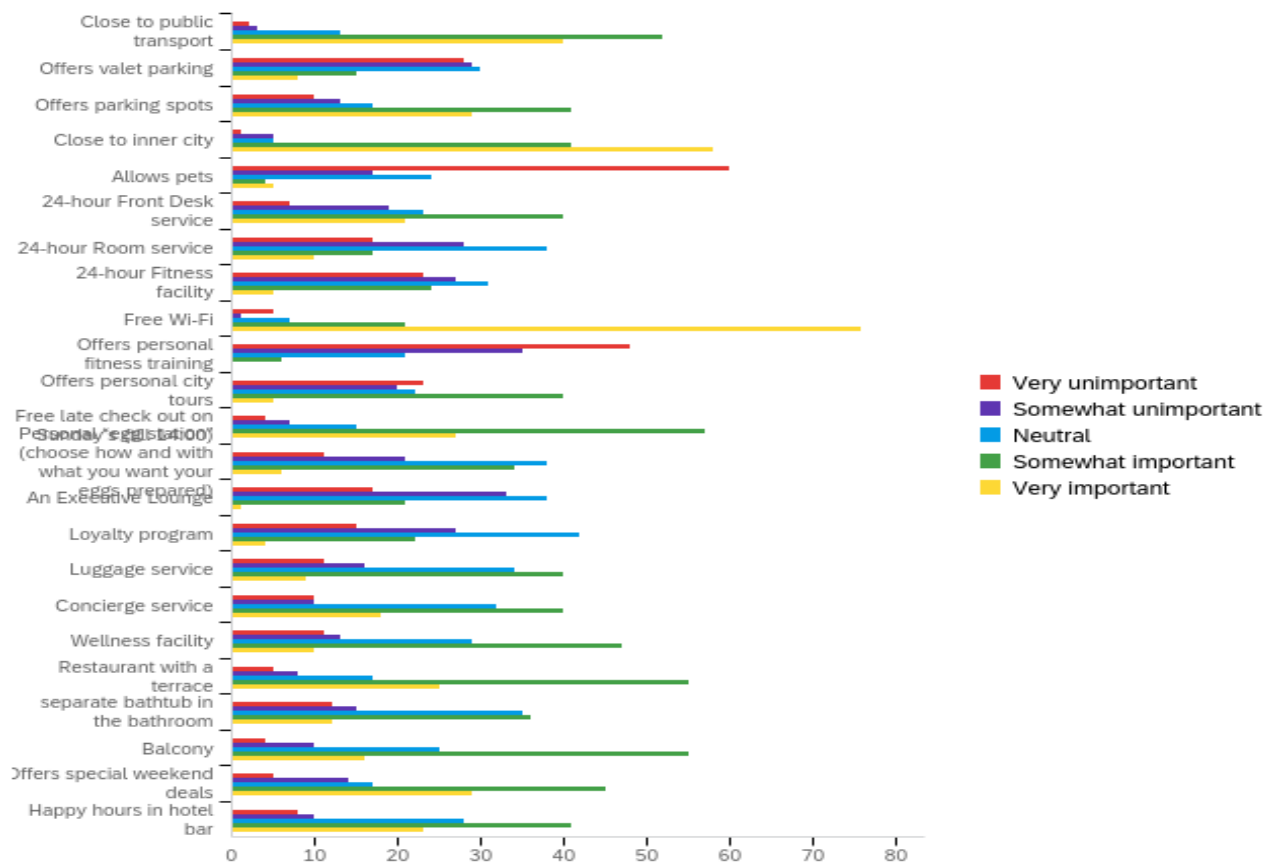




Q9 - With whom would you book a room at a Boutique hotel?

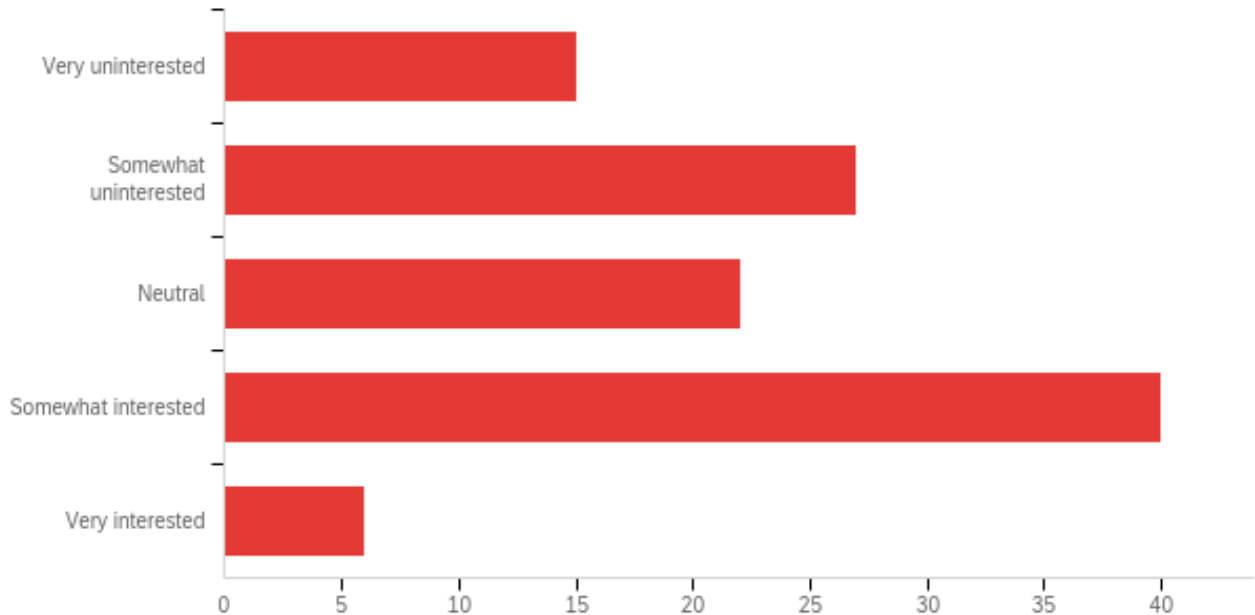


Q10 - What is important that a hotel offers?

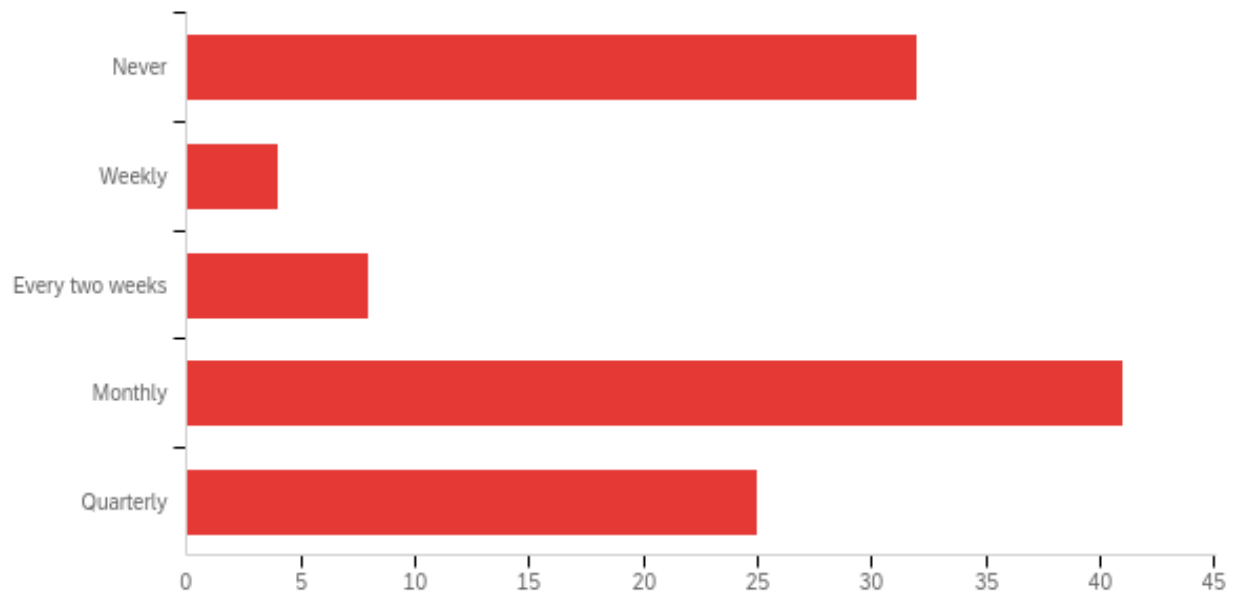




Q11 - How interested are you to receive updates on deals and promotions from a hotel?

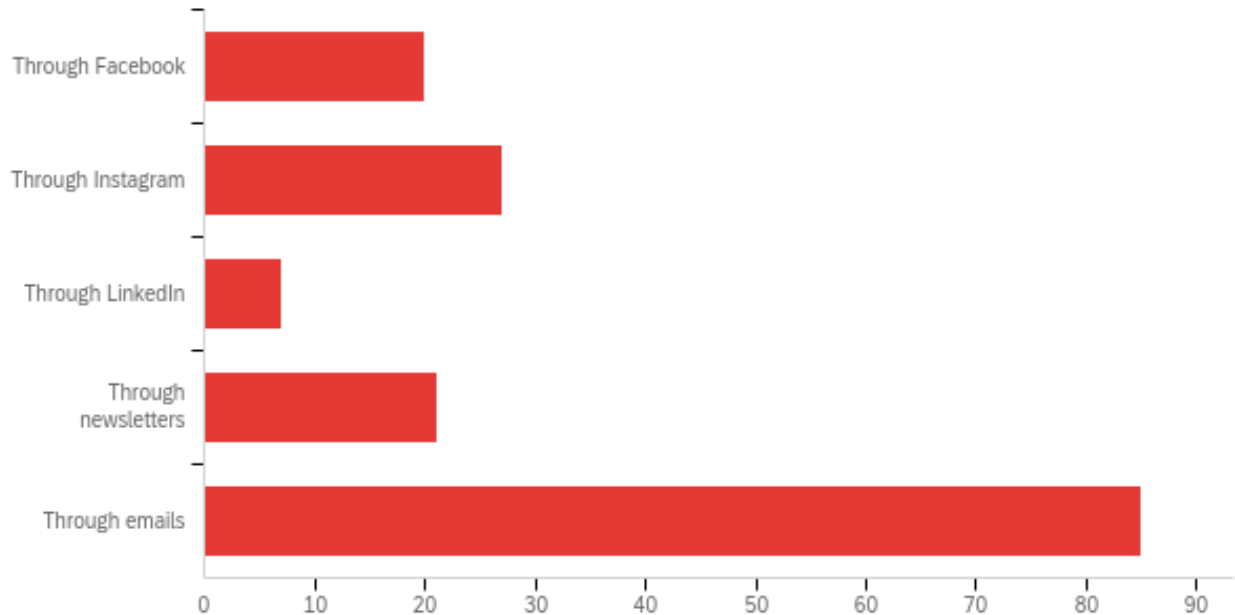


Q12 - How often would you like to receive updates on deals and promotions from a hotel?

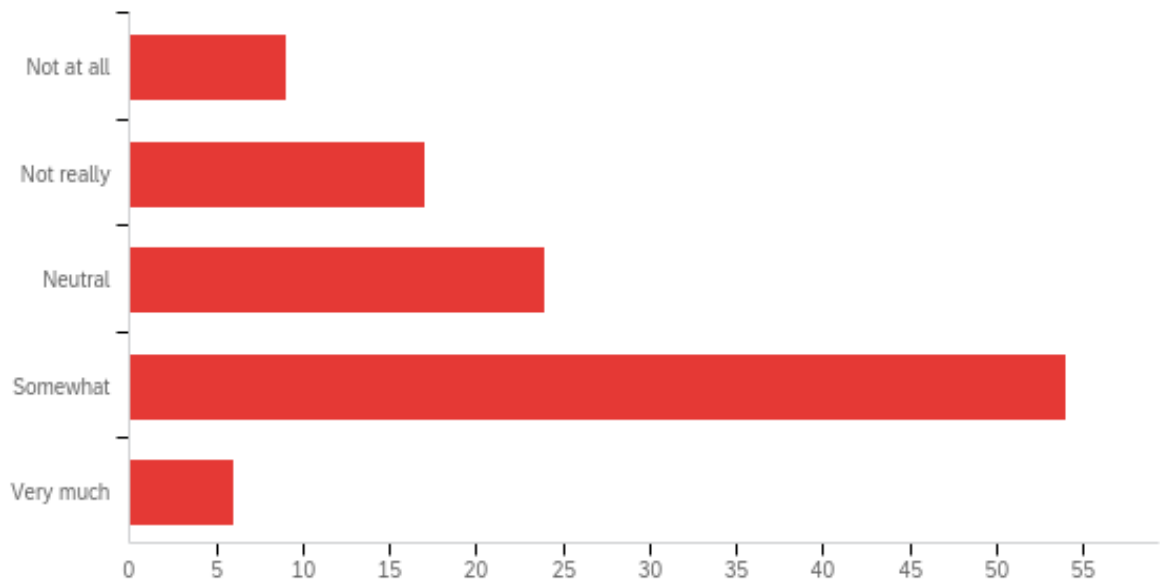




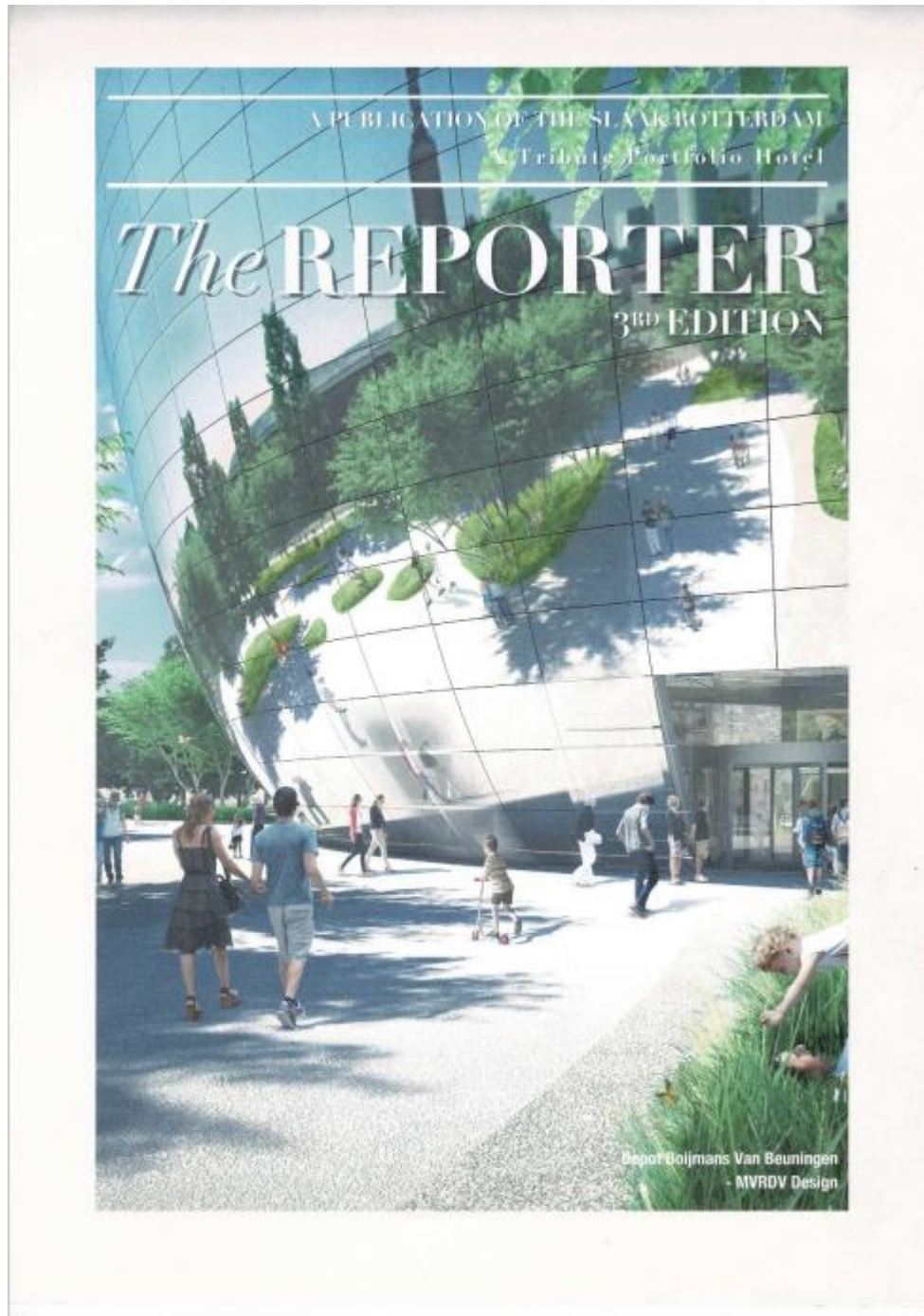
Q13 - How would you like to be updated? (Multiple answers possible)



Q14 - Would receiving hotel updates influence you to visit that hotel?



8.3 The Reporter





KRALINGEN WALK

by The Slaak Ambassador - Annemiek

Discover the neighbourhood Kralingen, traditionally known as the "chic district" of Rotterdam. The history of Kralingen is partly determined by the country estates that arose around Kralingen Castle from 1600 onwards. Once the area had over 40 of these estates. Nowadays only 5 remain. In 1895 the old Kralingen village was attached to Rotterdam. Kralingen offers a nice mixture of architecture, rural city life, green outdoor space and romantic residential areas. Our walk takes you through this diverse area. Last part of the track is set out along the river Maas, providing you with a stunning view at the Rotterdam skyline. The route is about 3,5 kilometres long and is marked on the map. There is also a shorter version of approx. 2 kilometres. So put on your walking shoes and enjoy this walk.



- Arboretum Trompenburg, Honingerdijk 86

Trompenburg (est. in 1820) is a beautifully designed botanic garden, boasting a large collection of trees, shrubs, perennials etc. It is a real treasure trove for any plant lover and an oasis of tranquility for walkers away from the hustle of the city. Enjoy the serene beauty of Trompenburg Gardens & Arboretum.

- SUSAN BIJL store & office, Oostzeedijk 108

The second Susan Bijl Store in Rotterdam, a well known local designer because her strong nylon shopping bags with the signature flash in different colors. Also available here: furniture and interior accessories by Valerie Objects and other designers.

- Aloha Bar, Maasboulevard 102

It's one of the first low waste cocktail bars in the country. Aloha is located in Blue City, surfin' the new economy. Housed in the former Tropicana swimming paradise with a stunning terrace overlooking the river Maas.

- Rotterdams Warenhuis, Frits Ruysstraat 46

This Rotterdam Store is specialized in original gadgets with a Rotterdam 'twist', like books, cards, sweets and beers, you name it. The perfect spot for a unique local gift.

- Jordy's Bakery, Vlietlaan 52

A favourite among the locals. It is their 3rd shop is located in a beautiful building at the corner of the Vlietlaan. Jordy's offers breakfast, lunch, brunch and of course their 'regular' home made produce. We love their cakes and sandwiches.

- Camels and Co, Vlietlaan 28

Bringing the Moroccan and western culture together. Here you will find fine handcrafted gifts and interior items. We warn you, once you are there you want to buy everything.

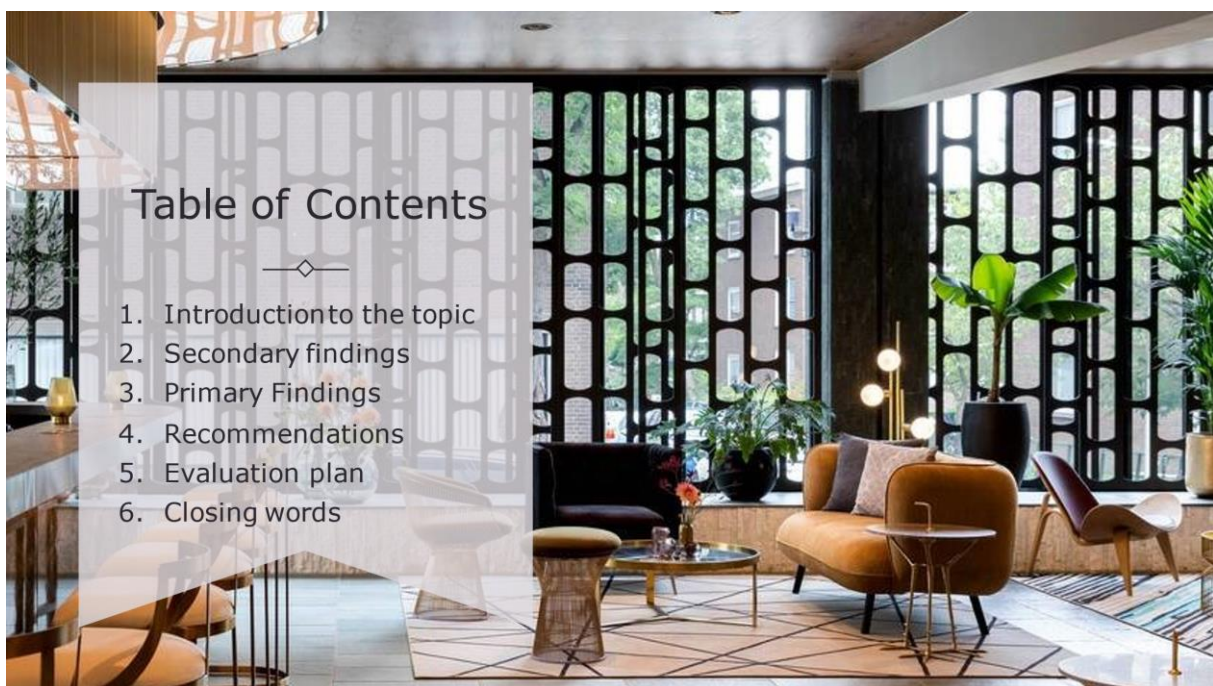
- Banketbakkerij Carlier, Avenue Concordia 57

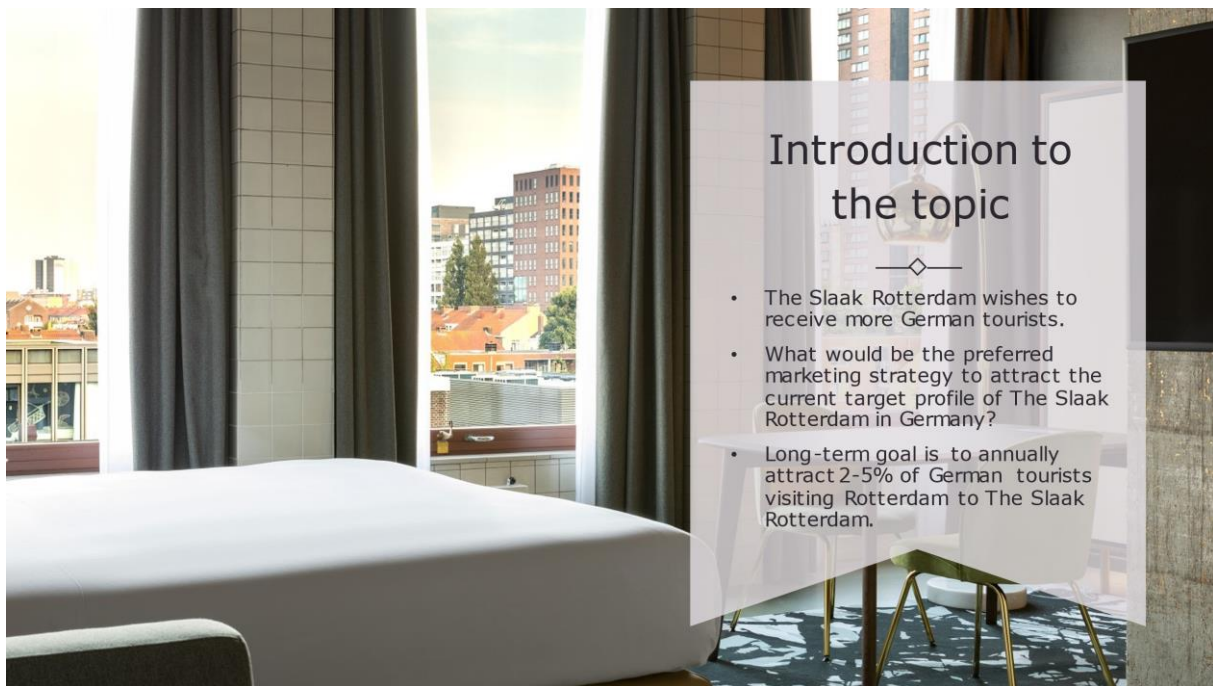
Entering this shop will take you way back in time. Not only the shops' interior but also the product range is old fashioned. Try their artisanal home baked cookies and bonbons!

The Reporter by The Slaak Rotterdam

8.4 Dissemination

Below the dissemination presentation is found for TSR and OHG.



Introduction to the topic

- The Slaak Rotterdam wishes to receive more German tourists.
- What would be the preferred marketing strategy to attract the current target profile of The Slaak Rotterdam in Germany?
- Long-term goal is to annually attract 2-5% of German tourists visiting Rotterdam to The Slaak Rotterdam.

Secondary findings

- To remain competitive within the hospitality sector, a hospitality organisation must understand their customers' needs and wants (Camilleri, 2017).
- An academic study on Instagram as a marketing tool discovered that it is not only a method to attract new customers. Researchers found it increases brand awareness and brand loyalty (Harun and Tajudeen, 2020).
- Concierge & luggage service is a luxury found in most upper class hotels and large hotel chains that made it a standard service. Moreover, research found that luggage service has a positive effect on the guest experience while it presents low costs (Bilgihan and Nejad, 2015).
- Studies recommend organisations to first utilise existing resources and best practices which could attract new potential customers (Gursoy, 2018).





Primary findings

- primary data showed that the interest of German tourists to book at a boutique hotel increases when it offers concierge service, combined with luggage service, appealing rates, and is located near the inner city.
- Data also showed that when German tourists receive updates regularly, their interest to visit a boutique hotel increases. Moreover, research showed that utilising Instagram to share updates increases the interest of German tourists to book a room at a boutique hotel.



Recommendations

- **Phase 1:** The Slaak Rotterdam needs to increase their popularity on their social channels, and most importantly, Instagram. It is recommended to collaborate with a German influencer to gain more brand awareness in Germany. Moreover, after the collaboration, The Slaak should focus on designing social campaigns where updates and experiences within the hotel are shared regularly. Research found that receiving updates influences German tourists positively to visit that hotel.
- **Phase 2:** The Slaak Rotterdam currently offers a well thought concierge service to its guests. However, action is still required to attract the German tourist. Their inhouse concierge services are at a high standard but is not communicated enough externally. Their newspaper "The reporter" has been a great success for inhouse guests to discover Rotterdam. It is strongly recommended to TSR to share their newspaper externally on their website and social networks. It allows German tourists to read and become more enthusiastic to visit Rotterdam and TSR. TSR can utilise their newspaper to share upcoming special weekend deals and their average rates to inform potential customers, and most importantly: German tourists.
- Regarding luggage service, it is recommended for The Slaak to pilot this service utilising their front office employees for its effectiveness. After the pilot, the effect of the service should be evaluated if it positively increased guest experiences and happiness. Once guest responses are positive, it is recommended to hire a bellboy during weekends.



Evaluation plan

- **Phase 1:** The Slaak should utilise Sprinklr's social insights to evaluate audience engagement and discover market trends. As Sprinklr can be utilised to monitor social campaigns from design to launch, it allows The Slaak the opportunity to design and monitor a collaboration campaign with an influencer. The Slaak will be able to closely track the engagement from these campaigns and evaluate its effectiveness. The long-term goal is to achieve a yearly increase in Instagram followers by **25-30%** during the first 5 years.
- **Phase 2:** The researcher advises The Slaak to weekly analyse the data on their property management pages of OTAs to monitor the number of German bookings at the hotel. This type of monitoring should become a weekly task of the sales & marketing department of The Slaak. Additionally, monitoring the number of German bookings is crucial once social campaigns are launched. This will allow The Slaak to evaluate the effectiveness of the designed social collaborations. Moreover, this monitoring method will enable The Slaak to evaluate the effectiveness of sharing updates through Instagram.
- The sales & marketing department has access to their own "On the Books" nationality report. This report shows a clear overview in excel of guest nationalities that are in-house or stayed at The Slaak. This tracking tool is a great evaluation method to track the number of German tourists staying at The Slaak.
- The Slaak should monitor the bookings and actual hotel visits of German tourists after each implemented recommendation. By gaining popularity and effectively communicating services that appeal to the German tourist on Instagram, the researcher is confident that this is the preferred marketing strategy for TSR to attract **25%** of all German tourists visiting Rotterdam to The Slaak Rotterdam.

Closing words

- I want to personally thank The Slaak Rotterdam and especially Merel van Dort for the possibility to write this report for the hotel.
- For the full details and explanations please refer to the complete study.



8.4.1 Visal proof of Dissemination

Email to The Slaak Rotterdam manager:

Verzonden Alles ▾

m.vandort@theslaak.nl
Thesis presentation
Dear Merel, Attached you will find the pr

14:40

dinsdag 12 oktober 2021

Rick van Haaren | Rotterdam Apartm
> Appartement Pannenkoekstraat 7
Hi Rick, Ik vroeg mij af of je al het c

12-10-2021

donderdag 30 september 2021

Rick van Haaren | Rotterdam Apartm
> Appartement Pannenkoekstraat 7
Goedemorgen Rick, Ik had even een

30-9-2021

Thesis presentation

philip leutscher <philipleutscher@hotmail.com>
14:40

Aan: m.vandort@theslaak.nl

Thesis Dissimination The Slaak...
5,68 MB

Dear Merel,

Attached you will find the presentation of my thesis results.
I wish you much joy reading it, should you have any comments and ideas on the results please let me know, I would gladly read them.

With kind regards,
Philip Leutscher

Email to Ms. Vlaskamp at Odyssey Hotel Group:

Verzonden Alles ▾

F.A.Vlaskamp@OHG.com
Thesis presentation
Dear Ms. Vlaskamp, Please find attached

14:45

dinsdag 12 oktober 2021

m.vandort@theslaak.nl
Thesis presentation
Dear Merel, Attached you will find the pr

14:40

Rick van Haaren | Rotterdam Apartm
> Appartement Pannenkoekstraat 7
Hi Rick, Ik vroeg mij af of je al het c

12-10-2021

donderdag 30 september 2021

Thesis presentation

philip leutscher <philipleutscher@hotmail.com>
14:45

Aan: F.A.Vlaskamp@OHG.com

Thesis Dissimination The Slaak...
5,68 MB

Dear Ms. Vlaskamp,

Please find attached my thesis results of my study conducted for your property: The Slaak Rotterdam.
I want to thank your organisation for the pleasant time I had working there. Moreover, I hope you will find my investigation useful for other OHG properties.

With kind regards,
Philip Leutscher



8.5 Proposal approval

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Philip Leutscher	LYCar Coach:	Mr Chia
Student Number:	671007	Primary PLO:	1
Date Submitted:	24-05-2021	Secondary PLO(s):	10

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Check (technical) formalities and submissions			
Ephorus upload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal incl. Appendices are uploaded in Osiris	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Ethics and data management			
Ethical, integrity and data management requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Entitled to assessment? (All yes above required):	<input checked="" type="checkbox"/>		



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	I feel have taken multiple factors for each Journal in consideration / implemented counter arguments of the studies regularly and has shown understanding of the writtin literature.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	This section is OK	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skillfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	I have used some theories and models where needed, but not extensively. Dissemination has been done correctly according to the set guidelines. two audiences have been selected with different acts of dissemination.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	This section is OK	



DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Problem has been well defined, multiple factors have been described. Each step in the DBR cycle is well approached and worked out in a good manner. All statements and gathered information has been underpinned and well described.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	This section is OK	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	Possible english error might still be present. I have made the report easily to read and made good use of chapters/paragraphs. all sentences are well structured and only little abbreviations are used.	
Assessor Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input type="checkbox"/> Not Yet <input type="checkbox"/>	This section is OK	



DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	personal development and growth is well underpinned / cultural self analysis is present and explained but not extensive. plans on how to improve IQ is present, a short future outlook on how to develop the EQ is present.	

Assessor Feedback:

Excellent ☒
 Pass ☐
 Not Yet ☐

This section is OK

Assessor Feedback:

Excellent ☒
 Pass ☐
 Not Yet ☐

This section is OK

Overall Assessor Feedback

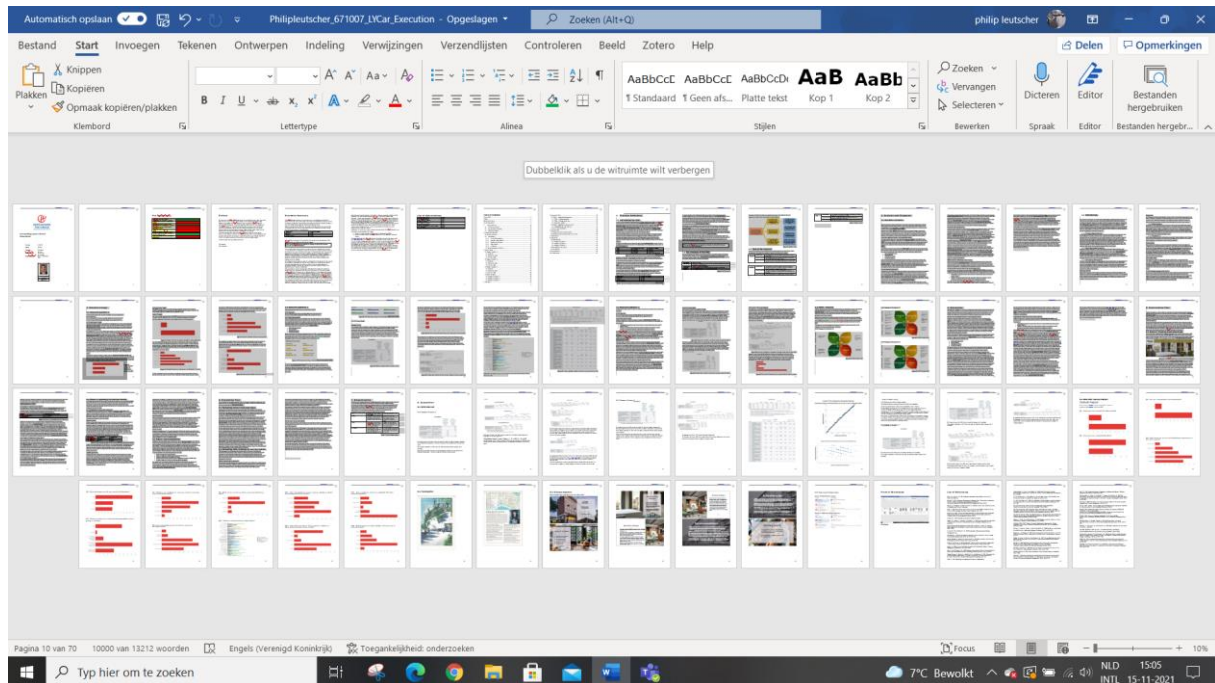
All sections above have been complied with. Student can proceed with completing his LER

LYCar Proposal Outcome

Excellent ☐ All qualitative criteria awarded a "Pass" and at least three qualitative criteria awarded a "Excellent"



Proof of Wordcount



10.000 Words

10.288 incl. tables.



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