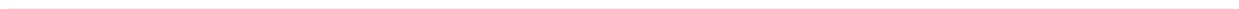

Product Strategy Adjustments for PPAA

Prepared for : PARK PLAZA AMSTERDAM AIRPORT

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Date : 14 November 2016



Thesis
Product Strategy Adjustments

Park Plaza Amsterdam Airport



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Preface

This thesis project is written specifically for Park Plaza Amsterdam Airport, and at the same time as the last graduation assignment to complete the bachelor degree on Hotel Management in Saxion University of Applied Sciences. This thesis paper was made in order to contribute to the solution of increasing the F&B revenue, especially in the restaurant and bar in Park Plaza Amsterdam Airport (PPAA). The advice was built based on the field research on the guests' needs and wants. Furthermore, first of all I would like to thank God that I was able to complete this thesis project. In addition, I would like to thank my family for the support and help they gave indirectly from Indonesia by always encouraging me whenever I felt down. My parents who never complain and always wishes the best for me, my sister who actually helped me with providing feedback and proof reading, and lastly my brother who always support me by accompanying me through chat or skype. After that, I would like to thank Mr. Bontekoning as the first supervisor who had patiently guided me during the whole thesis project until I am able to finish. I am grateful for him sharing his knowledge, supervising, and providing me with feedback. Beside the school supervisor, I would like to thank specifically to Ms. Leonie Sprokholt as my company coach at Park Plaza Amsterdam Airport, who had spent a lot of her time during her busy schedule to do consultation and provided feedback. I appreciated her sincerity to guide me for the whole process so that I am able to complete my last project to graduate. Additionally, I would also like to express my appreciation for all the respondents who had spare their time to fill out my questionnaire during their meal so that I was able to give the advice and most recommended adjustments to increase the restaurant and bar revenue. Not forgetting all the colleagues and supervisor from F&B department at Park Plaza Amsterdam Airport, who helped me to distribute the questionnaire while I was unable to. Beside that, I also want to show my gratitude for PPI Deventer and especially my second family in Bukhorst 74 who had always been with me since my first year study until now I am in the last step of graduating. Lastly, special thanks to my roommate, best friend, sister from another family, Tri Adiyanti Setiawan, who has always given me her best support, wishes, and encourage me since the first year of study until I am able to finish my study.

Deventer, November 2016

Sylvia Jessica Agung

Management Summary

Park Plaza Amsterdam Airport (PPAA) is a four-star hotel located close to the airport, easily accessed by the free shuttle that runs every 30 minutes. PPAA has 342 rooms and catering to both business and leisure guests. Operating four different food and beverage outlets including a bar named "Whiskey", PPAA serves breakfast daily at "Romeo" and "Charlie". For all day dining restaurants guests can go to "Victor".

Financially, the hotel outperformed its competitors with an average of 80% to 85% in occupancy during the year of 2015. However, the Food and Beverage (F&B) section in the Profit and Loss (P&L) Statement did not make the budget and showed a decline in revenue compared to last year's performance. This situation is the foundation that reasons this research project. Due to the time limit, the author only focuses on the restaurant and bar outlets in PPAA. Therefore, the management question formulated for this project is **"How to improve the revenue stream of the restaurant and bar in PPAA?"**

To address the aforementioned the management issue, an advice question is formulated "How can a strategic marketing plan be applied to maximize the revenue stream of the restaurant and bar in PPAA?"

It is pivotal to conduct a research on guests' needs and wants to provide effective ways of increasing revenue. The research will be divided into two categories, the literature and the field research. A literature review is chosen to find out the important aspects that influence guests' decision to select a restaurant or bar in a four-star hotel and the current F&B trends. After reviewing the literature, field research is performed. The field research design will be in a questionnaire form. This questionnaire is developed based on the literature review result then distributed in the restaurant and bar in PPAA.

In the questionnaire result, guest profiles section showed most patrons were American, aged between 40–49 traveling on business purposes. It concluded the similar characteristics between lifestyle segmentation group and hotel's segmentation. Business group who can be classified in demanding and homebodies, while leisure group who are adventurous and open-minded, this type of segmentation can help Victor and Whiskey to define their market also to find out their needs and wants. Many guests discovered the restaurant and bar from the hotel's website or simply walked in. Nevertheless, some usually used social media to find restaurants and bars. Hence, this adjustment was recommended on promotion strategy. Another aspect was about the guests' behavior. Most of guests are first-comers and they are willing to spend more for something they considered valuable, both business and leisure guests. In this case, it gives an opportunity to improve the pricing strategy in order to increase the guests average spend or attract more guests to come to the restaurant and bar in PPAA.

Lastly, the analysis showed that quality and menu variety have been the top answers of important factor to influence guests' decision to choose restaurant and bar, also become the second most essential aspect to visit Victor and Whiskey. Moreover, since guests are mostly American, Victor and Whiskey can offer the right products to the guests when they know what the guests' needs and wants. One of the ways is by being updated on F&B trends, especially in the USA since most of guests are American. According to the literature review, locally sourced products and Asian food are on the top lists. Additionally, people have become more interested in food they are eating and looking for richer taste, which supported the trends mentioned before.

Among the marketing mix adjustments, there are only three elements that are being discussed due to its relevancy. However, it is not possible to explain all the details for each alternative. Therefore, based on the analysis result, product adjustment was chosen to be further explored in this project. In the advisory chapter, two alternatives of product adjustments were created. The first option is the follow up action of the menu variety importance, which is by adding Asian dishes. Food is the core concept of this project in the restaurant and bar. Secondly, in regards to quality as the most important aspect for guests to choose dine out, using locally sourced products in the restaurant and bar in PPAA is recommended. In this way, Victor and Whiskey offer better quality products because it is fresh from the locals and also cut costs at the same time than using the bigger brand suppliers. In terms of the implementation plan and financial implication, these two options can be combined and the most feasible. In conclusion, implementing the product adjustments as the first step among the other adjustments is chosen to be the best-recommended solution in order to successfully increase the F&B revenue stream in PPAA.

Changes made in the report:

The last sub-questions of field research questions were reformulated and explanation on why the research heavily focuses on restaurant more than bar was also included. The revised thesis elaborates Roper's lifestyle in the literature review section and its relation to this project. Additionally, the issues on methodology and research result were addressed in details. The result chapter and conclusion were written more structured and extensively supported by valid and reliable sources. The amended thesis shows an improved coherence and relation among its chapters, thus fine-tuning the advisory part into a complete marketing plan format based on the literature review. Moreover, all possible costs were relisted carefully in financial implication and the applicability of this thesis result was also extended.

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1. Introduction

This chapter includes background information of the client and the reason behind the project, which will be extensively elaborated.

1.1 Company Background

Park Plaza Amsterdam Airport (PPAA) is a 4-star hotel located nearby Schiphol Airport and in Business Park Lijnden, a suburb of Amsterdam. With 342 stylish superior and executive rooms, the hotel is suitable for both business and leisure guests. PPAA belongs to Park Plaza Hotel Europe (PPHE) Group, together with the other Park Plaza Hotels, art'otel, and Arenaturist. Guests of PPAA are categorized into several groups, which are leisure, business, MICE, and airliners. There are four different outlets of F&B in PPAA, specifically, breakfast outlet, restaurant, bar, and banqueting. PPAA has a mission to "inspire guests through individuality and passion." This means that the products offered are unique (individually tailored), and services also focused on the personal needs of the guests. The essence of PPAA is quality, striving to have the best products and services. To achieve the mission, a reverse thinking model (*see Appendix 1.1*) is applied during training given to all employees in PPAA. By building a strong foundation according to the reverse thinking model, to see and think from the guests' perspectives, PPAA believe it gives the best possible products and services to the guests.

– Restaurants & Bar

There are four different outlets of F&B in PPAA, specifically, breakfast outlet, restaurant, bar, and banqueting. In PPAA, the breakfast place is divided into two, namely "Romeo" used for individual guests and corporate business guests, and "Charlie" used only for tour groups and sometimes for passengers. They are usually reserved for big group lunch and tour dinner. The official restaurant, which is open for lunch and dinner for any walk-in guests will be done in "Victor", serving various culinary delights inspired by international cuisine. The bar is called "Whiskey", a modern yet cozy lounge bar that fits any types of meeting (formal and informal) or even just for a quick break. Different kinds of small bites, as well as a large selection of international distilled beverages and cocktails, are served all day. Additionally, Victor has monthly choices of red wine and white wine to offer, and different promotion in Whiskey such as the cocktail of the month or just only beer and snacks.

1.2 Reason behind the project

The profit and loss (P&L) statement of the F&B department (*see Fig. 1*) presents a somewhat similar trend for both 2014 and 2015. However, looking closely in 2015, the F&B department did not perform as well as the previous year. Based on the complete P&L report 2015, it illustrated that the total F&B revenue was ±3,5 million while the budget set was ±4,2 million and the actual last year was ±4 million.

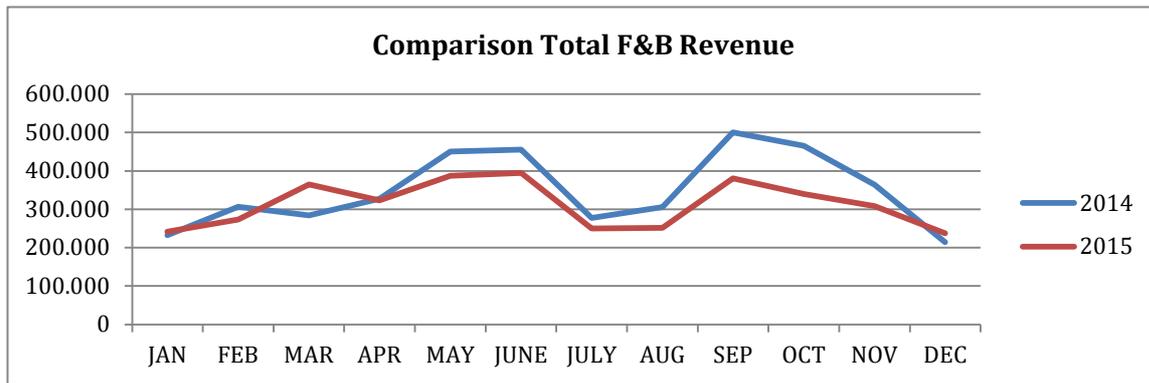


Figure 1. Based on P&L 2015

The profit and loss (P&L) report showed the profit made in 2015 was 25,30% when in 2014, the profit made was 32,79% (see Appendix 1.2). Based on these figures, it shows a decrease in revenue and profit. On the other hand, the occupancy of the hotel was 79,50% on average throughout the year, and 74,37% on average in 2014. According to the financial data of Victor & Whiskey, it can be seen from the restaurant and bar food and beverage; the lowest period is around May and June 2015. In Victor, the revenue was 13,65% in May for both food and beverage and 13,69% in June. Additionally, in Whiskey was 2,77% in June. While looking closely at the hotel occupancy, in May was 85,91% and June was 86,91%. This situation showed that the guests were present, but they were not making use of the restaurant and bar in PPAA.

In other words, the fact that the hotel performance was rather high (see Appendix 1.3) and the F&B performance declined gives room for improvement or a challenge for PPAA to solve. Pointed out by the F&B Manager, Leonie Sprokholt, who is eager to know the reason why guests are not using the F&B services in the hotel. This situation can be seen mainly as an opportunity, to increase the F&B revenue in PPAA. Before coming up with any solution, the researcher had asked the primary goal for F&B department, which was answered by Leonie Sprokholt (F&B Manager, personal interview, 2 February 2016) the manager herself *"to find ways to offer the product which will match with the guest's needs."* The variance of needs demanded by different type of guests makes the F&B Manager wonder if the restaurants and bar in PPAA have offered the right products at the right price for the right guests. As an example, tourists' guests who have less variety of breakfast buffets can get a lower price, while it will not exceed the satisfaction of corporate guests. They are willing to pay more to get more options for breakfast. Upon learning these different needs and wants, two different restaurants were set up for breakfast. This breakfast operation has since managed to increase sales. Thus, the focus of this research is made for the restaurant and bar at PPAA. Based on these facts and situation, this project can be summarized into a management question as follows: **"How to improve the revenue stream of the restaurant and bar in PPAA?"**

To answer the management question prior, it is important to explore what are the guests' needs and wants to fulfill the guests' expectations. Therefore, market research has become an essential part of this project. Hotel and marketers are starting to put effort, time, and money into different kinds of surveys to find out different ways of delivering customer value and satisfaction. Thus, the advice objective was: **"To contribute to the solution on implementing a strategic marketing plan to maximize the revenue of the restaurant and bar in PPAA by collecting information about needs and wants."** Followed by the advice question: **"How can a strategic marketing plan be applied to maximize the revenue stream of the restaurant and bar in PPAA?"**

In P&L statement of 2015 (*see Appendix 1.2*), there was a significant difference of in-house entertainment, which was budgeted around €4000, but the actual amount spent was almost €15000. This had become one of the reasons to find out whether the entertainment was vital for guests. Another factor, the cost of sales (COS) in the closing statement of F&B department was around €1 million whereas the 63,22% was spent for the food cost. The high amount of costs also had triggered to find out whether the food choice or variance made based on the cost spent is worthwhile and match the guests' needs. Therefore, based on these reasons, the research objective and questions were formulated as follows:

Research objective:

"To gain insight into needs and wants of guests when visiting restaurant and bar of a hotel to provide effective ways to increase the average spent and number of covers leading to optimizing the revenue stream."

Based on the research objective, the research will focus on the improvement of the restaurant and bar itself. Therefore, the research question was:

"What are the needs and wants of the hotel guests who utilize the restaurant and bar?"

Sub-questions were divided in two, literature and field research questions. Literature research questions were formulated as follows:

- *How are guests segmented in the hotel industry?*
- *What are the factors that influence guests to come to restaurants and bars of a hotel?*
- *What are the current trends in F&B, especially in hotel restaurants and bars?*

The literature research formulated above was important to compose the questionnaire for field research later on. As a consequence from the literature research, the author would be able to make a questionnaire that was valid and reliable. Following the literature research, field research questions were formulated below:

- *Who are the guests of Victor and Whiskey?*
- *What is the behavior of Victor and Whiskey guests?*
- *What are the promotion and media used by the guests of Victor and Whiskey?*
- *What is the preferred type of restaurant and bar by guests of Victor and Whiskey?*

The sub-questions research was meant to collect information about the needs of guests in the restaurant and bar of PPAA. The sub-questions were built with the help of marketing mix model. The marketing mix and its relation will be explained further in the next chapter of the theoretical framework. After collecting the information from the literature and field research, it is expected to be able to give proper advice to answer the management question.

The bar in PPAA is a part of the restaurant, and both outlets have similar menus. Moreover, the location of the restaurant and bar is facing each other. However, guests in a restaurant focus more on having a full course meal, while guests in bar tend to spend more on drinks. Therefore, in this project, the advice would try to address both outlets by focusing on the guests' needs and wants.

1.3 Limitation

The limitation of this thesis includes time and area of the topic. As mentioned before, F&B department in PPAA consists of four different outlets, which are breakfast, restaurant, bar, and banqueting. Due to the time to finish this research on time, the researcher then decided to choose restaurant and bar outlets as the focus in this thesis.

1.4 Reading Guide

This thesis report consists of five chapters that include the introduction, theoretical framework, methodology, result, and advisory part. In the first chapter, background information of the client, the company and the reason behind the project will be explained. The objectives and the questions of this research are mentioned as well in this section. Afterward, the theory supporting the topics and the core concept are discussed in the second part, which is called the theoretical framework. Followed by the methodology that illustrates the strategy and design of the research to collect and analyze the data. The fourth chapter presents the result of the research that had been done, which was literature research and field research. The conclusion from each study will be presented in this chapter. The last chapter is the advisory part; it includes the implementation plan and financial implication, which is being elaborated further.

2. Theoretical Framework

In this chapter, the core concepts of the thesis projects and its relation will be elaborated in more detail.

2.1 Marketing plan

McDonald & Wilson (2011) and Blythe (2014) defined marketing as an idea of matching company's capabilities and customers' needs and wants to achieve the objective of both parties. On top of that, marketing involves finding out what the customer wants and matching a company's product to meet those requirements, while making the profit for the company in the process. To offer the right products & services, companies should understand the customers' needs, wants, and demands. Hence, companies are putting effort, time and money into making different kinds of surveys analyzing purchasing behavior and learning different ways of delivering customer values and satisfaction (Kotler & Armstrong, 2010). Additionally, a strategic marketing plan can be defined as a process of matching the companies' goals and resources to the opportunities in the marketplace (Huiskamp, 2001). In conclusion, a marketing plan can be defined as a strategy composed by the company based on market research to successfully sell the products and services offered.

A strategic marketing plan can be divided into two components, one research focusing on the hotel restaurant site and the other on determining the most suitable F&B concept (Bakker, 2006). These two elements will be examined with the aid of marketing mix. Marketers use a marketing tool to help them apply a marketing plan, which is called marketing mix (Masterson & Pickton, 2014). There are four main elements of marketing mix, namely, product, price, place, and promotion (Bowie & Buttle, 2011). In response to the hospitality industry's needs offering services, the marketing mix has been extended to 7P's. The additional three components are physical evidence, people, and process. However, in relevance to this project, not all 7P's will be used. Later in this chapter, the important P's used will be explained further. According to Ferrel & Hartline (2012), marketing plan provides the outline of how companies combine the elements of the marketing mix in order to create offerings that in turn attract customers.

2.2 Market segment

A market segment is based on a simple principle: customers are different and have diverse needs and buying behavior. This leads to customers expecting a full array of products and services with many features and benefits. Hence, Kotler (2010) defined segmentation as a process of classifying customers into groups with similar needs and purchasing behaviors. According to Burkard (2011), there are four classic ways to segment markets: geographical (region, size, population), demographics (age, gender, income/occupation), psychographics (activities, social interest, values), and behavioral (usage, occasion, features). This project used demographic and geographical ways to identify the target group of PPAA.

Based on these two types, information about the market was obtained. In the demographic category, there would be questions regarding the income or economic situation. Behavioural and psychographics were not used because PPAA also uses the similar type of segmentation which then would make it easier when delivering the advice since it already matched with the client's segmentation. Additionally, the researcher was not observing the guests based on their social interest or any guest behavior related. Therefore, these two segment types were inapplicable for this project. Since this topic was confidential and involves guests' privacy, the researcher used a slightly different method by asking the average spending of the guests when they dine in the restaurants or the bar. Moreover, the question about nationality was important because it might influence or involve in the guests' preference on the product choices.

Effective segmentation requires companies to understand not only what the customers need, want, but also their buying habits. This fact was proved by an article from Hotel News Now concerning the F&B trends; number one is to know the market. The goal of market research was to find out the wants and demands from guests based on their needs. According to Kotler & Armstrong (2010) needs include basic physical needs for food, clothing, accommodation, safety, and individual needs. Wants are the form developed and shaped by culture and individual personality (Kotler & Armstrong, 2010). Distinguishing these wants from the needs, for example, people need food, but what people want for their food varies per person. Moreover, when these wants are supported by buying power, they become demands. Kotler & Armstrong (2010) stressed to concentrate on benefits and experiences produced by the products rather than on specific products. Many companies are starting to neglect the basic needs, instead focusing solely on wants. Understanding these elements is important for businesses, as it is not the consumers job to know what they want. Consequently, companies, such as hotel and the management have to think a step ahead to successfully attract people to buy products or use the services offered. Similarly, Kohl (2015) said: *"by knowing the market and clientele, F&B can surprise and delight while still turning a profit."* (p.5)

Beside Kotler's market segmentation type, there is another segmentation based on the lifestyle, called lifestyle segmentation (Newton & Meyer, 2013). This market segment consists of groups who are likely to behave in similar ways as consumers. Lifestyle segmentation (LSS) includes GfK Roper, which distinguishes eight different groups according to a pattern of a person's social life.

The teams are comprised of the following: settled, homebodies, dreamers, adventurers, open-minded, organics, rational-realists, and demanding.

1. Settled: this group consists of generally elderly people who desires for peace and harmony, tend to be tradition-oriented and focus on the family.

2. Homebodies: this group is in search of security and status, dreaming of an easier life and acceptance.

3. Dreamers: dreams of great fortune, usually involves young, materialistic people. Moreover, brands with a high-profile are essential.

4. Adventurers: living passions, also consists of young and dynamic people for success, leisure-oriented and innovators.

5. Open-minded: searching for individuality and personal harmony, tolerant and hedonistic.

6. Organics: search for sustainability, consumption-oriented, being in tune with nature, and social tolerance.

7. Rational-realists: hard working and respect for nature, also spending time searching for a future worth living.

8. Demanding: educated with disciplined personality, demanding consumption style.

Among these eight groups, some groups will be selected to represent the market segmentation in Victor and Whiskey by comparing with the hotel's way to segment their guests.

Strategic and tactical benefits can be gained from market segmentation. Strategically, grouping the market drives companies to assess customer profiles and help make a decision on how and where to compete. Tactically, segmenting leads to having a deeper understanding of customers, thus enabling a better appreciation of guests' needs and expectation. This would result in an increase in customer satisfaction reflected in the revenue streams (Dibb & Simkin, 2013). In other words, market segmentation when done properly can improve sales and profit because it allows the organization to target specific market segments that are much more likely to patronize the organization's facilities. This approach permits the organization to more efficiently allocate scarce marketing resources aimed at those market segments with the highest probability of purchasing the organizations' products and services. Using market segmentation, companies can identify those market segments that are heavy users of their products and services. The market research section of this paper discussed the demand characteristics of PPAA's target groups. This information would assist the hotel especially the F&B Manager in identifying possible market opportunities (Bakker, 2006).

2.3 Marketing mix

Product

According to Kotler & Armstrong (2010), product means goods-and-services combination that a company offers to target market. In this case, the products are the restaurant and the bar of PPAA. Concerning this project, people, process, and physical evidence will be included in this aspect. Similarly defined by Wirtz (2012), product element consists more than core products; supplementary services such as providing information, order taking, and handling exceptions are included in this aspect. The reason being due to one of the hotel service characteristics, which is inseparability; both service provider and the customer must be together to have a successful transaction.

Thus, core product, people, and process will be added below product, and will be explained as follows:

– Core product

Core product in this project is the actual food and beverage consumed by the guests in the restaurants and bar. Palmer (2012) also stressed the importance of this element in guiding buyers through the choices available to them. Food and beverage choices can be the most important products that influence guests' decision to eat in restaurant or bar. As an example, the growing trend of living healthy makes people consume less fast food or instant food products. Not only that, but vegetarian options have also become more popular. People's preferences have shifted to local, organic, and fresh products. However, there are also still guests who are fond of basic food such as hamburger, steak, or pasta. These kinds of food are being categorized as international food. In addition to that, there is also a type of guests who are eager to try the traditional food of the country they are in, or also being known as the local meal. Despite the high price, some people still think it is worth spending (Gerrard & Cartmell, 2014). In addition, trending of signature beverages – mixing and innovating new types of cocktails, are increasing (Global Food Forums, 2015). Therefore, restaurants and bar are now competing to have as many choices or preferences to offer their guests.

– People

In this feature, customers are also part of the product. In order to satisfy one customer, managers should be able to control and manage the other customers in such a way as not to create dissatisfaction. Not only customers but also employees must understand the service delivery system because they are coproducing the service. Companies need to carefully select and train people so that the organizations are assured their employees will deliver the best service leading to customer satisfaction (Roberto & Valenzuela, 2014). In conclusion, managers in the hospitality industry should be able to manage both their employees and their customers. In the past few years, eating has become more knowledgeable, meaning that guests do not just eat, but they want to know the story behind the food they are eating – where it is grown or from/by whom. Not only for restaurants, a trend in bar beverage, which is called mixology, is also growing. Hotels are rivaling to produce creative cocktails and beverage menus. Consequently, this situation makes the company have their staff trained to be able to provide these needs and wants from the guests. Kohl (2015) also stated the importance of giving proper training for the staff, which can improve guests' satisfaction and leads to increase in revenue. The result can be shown in the guest satisfaction survey, which therefore this aspect is important and cannot be separated from the product.

– Place and process

Place of marketing according to Kotler means the product delivery to the end user (2010). In this case, the place is the ambiance of the restaurant and the staff (Raj, 2016). This includes the way the food is served to customers or the food presentation. In other words, place would be taken into consideration as part of the process since it involves the whole experience before the food is consumed by the guests.

This process refers to the steps involved in customer service delivery activity. There are elements to define a process, which is speed and reliability (Heuvel, 2005). Speed can be broken down into waiting time, action time and reachability, while reliability includes consistent quality or credibility. These instruments will be explained further below. Similarly defined by Baines, Fill, & Page (2011), the process includes all tasks, activities, and routines that enable service to be delivered to guests. In this case, the process can be the guests' journey from making a reservation or walking into the restaurant and bar, arriving, waiting to be seated, until paying the bill and leaving. Shiells-Jones (2012) defined a hotel guests' journey commonly consists of five steps: pre-arrival, arrival, occupancy or stay, departure, and post departure. However, this model is being adjusted and being applied to this case as follows (the complete guest journey model can be seen in *Appendix 2*):

- Speed

Speed is related to almost every step in the guest journey. Waiting time occurs in arriving, staying, and paying the bill – how long they have to be in line before they are approached by the staff and before the food or bill comes. Action time will be shown by how quick staff reacts to guests' demands, and reachability involves how staff able to continuously keeping contact with guests. These elements can affect the guests' satisfaction or experience both in a positive and negative way. Thus, speed is considered as one of the significant factors that influences the process in the hospitality industry.

- Quality

This aspect involves the third and last step of the guests' journey, while they are staying and leaving. In the stage of staying is when the guests have their food and drink served. This is the essential part to prove the guest's expectation, whether the restaurant and bar can deliver a consistent quality and its credibility. This element also involves the part when a guest pays for the bill and leaving. Guests will reward the whole stay in these last two steps, when they are satisfied or not. These steps are related to the reviews from guests. Bad reviews might affect the revenue and occupancy negatively, while good reviews can bring more income and also a good promotion such as word of mouth. Besides consistency of the food, the freshness of food also defines how guests can measure the quality.

Satisfaction is an essential part to generate revenue. A satisfied guest will have the intention to come back and later become a repeated guest. When restaurant and bar have more loyal guests, it will bring more revenue to the company. By knowing and having an understanding of the full process, companies can brainstorm ideas to enhance the experience and seize the opportunity of providing brand differentiation and image positioning.

– Physical evidence

This element also refers to all the tangible things that are involved in the service delivery process. Physical evidence also involves the interior design and ambiance. At its simplest, the restaurant and bar design such as the style of the restaurant and bar, either it is modern or traditional, structure of the seating, color or furniture used can affect the guests' perception. Another example can be the appearance of the staff can give evidence of the service or product, and this can influence guests' decisions. As for ambiance, cleanliness, coziness, entertainment, or music in the service outlet (restaurant and bar) can affect potential guests' thought process to the point where they make service purchase decision. Thus, physical evidence plays a significant role in every part of the guests' restaurant and bar experience.

Pricing

Hotel managers and executives are getting more familiar with the term "Revenue Management" or "RM", which has evolved considerably from its original practice to fit the base concept of the hotel industry. *"Revenue management is a strategy used by service companies to maximize revenue"* (Bujisic, Hutchinson, & Bilgihan, 2014, p.337). Emphasis of income management is placed on delivering the right product to the right target group for the right price. Prices rise when demand exceeds supply, which is why revenue management seeks to increase revenue by focusing on getting the highest profit possible. There are two different strategies to focus on. The first alternative is by increasing the number of covers on low-demand days. Another way is by focusing on upselling on high-demand days. *"Tracking contribution (profitability) by market segment from total spending perspective is the key to a total revenue management"* (Buckhiester, 2012). Bujisic et al. (2014) also defined the significant aspect of a successful operation is an effectively managed demand and supply by maximizing the number of guests while providing products and services that raise guest spending. Therefore, the market research of this project also aims at increasing average spent and attracting more guests.

There are different tools for strategic revenue management, such as dynamic pricing, lowest price guarantee, rate fences, and price discrimination. In F&B industry, it has not always been easy to apply even one of these strategies. As an example, price discrimination means that company charges its different customer price of hotel's market. Business guests are less price sensitive (able to afford higher prices) compared to leisure travelers. They are willing to spend more for something that they consider has value and worth the money they spend. Thus, this aspect will be discussed further, depending on the market research result, how to apply this tool effectively to increase revenue. Additionally, there is general pricing approach according to Kotler, Bowen, and Makens (2014) which are cost-based, value-based, break even-based, and competition-based pricing.

Promotion

This aspect covers all communication types that can deliver company messages to the target audience. According to Eagle et al., (2015), marketing communication is under promotion term section, as a part of a marketing mix. Communication helps business to grow and establish relationship with customers (companies deliver messages and receive feedback). Dahlen et al., (2010) also stated marketing communication works as a means through which brands and organizations are introduced to their target market with the objective of creating interactions that will stimulate successful purchase and engagement. It is also used to promote the offering, achieve marketing and other organizational goals like increasing F&B revenue. The examples of promotion according to Kotler & Armstrong (2010) are advertising, personal selling, sales promotion, public relations and social media. In other words, promotion or marketing communication is a marketing strategy used to communicate and to attract the consumers to buy the products or use the services.

In order to increase revenue, the right and efficient marketing strategy is crucial. Due to the variety of distribution channel and type of promotion, it is essential to be selective. Using all promotion tools without having any focus will lead to nothing. Instead, it is better to find out what type of guests use which type of channel that goes with which type of promotion. The industry of marketing has also developed from traditional forms of marketing to online, or e-marketing. E-marketing or online marketing involves the internet or social media technologies as the marketing channel (Kotler & Armstrong, 2010). Nowadays, any business industry is trying to engage with social media marketing strategy, especially within the hospitality industry because a guest is the key factor to successful hospitality. People like to share their experiences, and he defined encouraging as sharing being the best marketing message. Hence, social media marketing has become a valuable tool for marketing at the moment (Evans, 2010). Additionally, the company can also make use of direct marketing to create a buzz about their restaurant and bar and combining these two strategies for viral marketing, the internet version of word-of-mouth marketing that encourage guests to pass along the message to others (Kotler, Bowen, Makens, 2014).

Based on the explanation above, these elements were taken into consideration to structure the questionnaire. However, in order to avoid a lengthy questionnaire and as discussed with the client, there were only three main elements that were used, which are the products, including the process, price, and promotion. This situation will be elaborated further in the methodological chapter.

2.3.1 Food and beverage

Food and beverage is an element of a broader hospitality industry, which covers all food and drinks away from home (Davis, Lockwood, & Alcott, 2012). Hotel owners firmly believe that this department will contribute its share to the profit structure of the modern hotel service system. The Food and beverage department in a hotel has become a major component of customer appeals. It helps to create the overall ambiance of a hotel via their *décor*, menu, and services offered (Khor & Ahmad, 2015). Therefore, hotels today seem to be willing to try anything to capture additional revenue from the food service, which comes in the form of restaurant and bar.

– Restaurants

As hotel restaurants get more competitive and distinctive, ensuring the suitable restaurant concept is becoming more and more significant. Hotel owners together with the F&B Managers ought to identify and review the criteria used in the concept selection process. Many types of research state that the key success to a restaurant is driven by location. However, Huiskamp (2001) believed that other aspects besides location could lead to a well-performing restaurant. Bakker (2006) defined the primary attributes of a restaurant, namely, choice of food and drinks, quality, price or value, atmosphere or ambiance (design), location and convenience, service and brand name logo.

– Bar

In the hospitality industry, the classification of beverage operations varies. A bar is primarily defined as the sale of alcoholic beverages to the general public for consumption on the premises (Dhiman & Ghai, 2015). A hotel bar has become an essential outlet and has equally contributed the F&B revenue. Therefore, all features related to bar that may influence a guests experience and a well-thought decision should be taken into consideration. Green & Plant (2007) mentioned two relevant characteristics, which are divided into its internal physical characteristics (including atmosphere, the capacity, design, and cleanliness) and its organizational structure, which involves the effect of service, staff, and entertainment.

These significant elements for both restaurants and bar mentioned above were explained in details in the marketing mix section in this chapter.

2.5 Operationalisation

In this section, the relation among the core concepts of the thesis project will be illustrated.

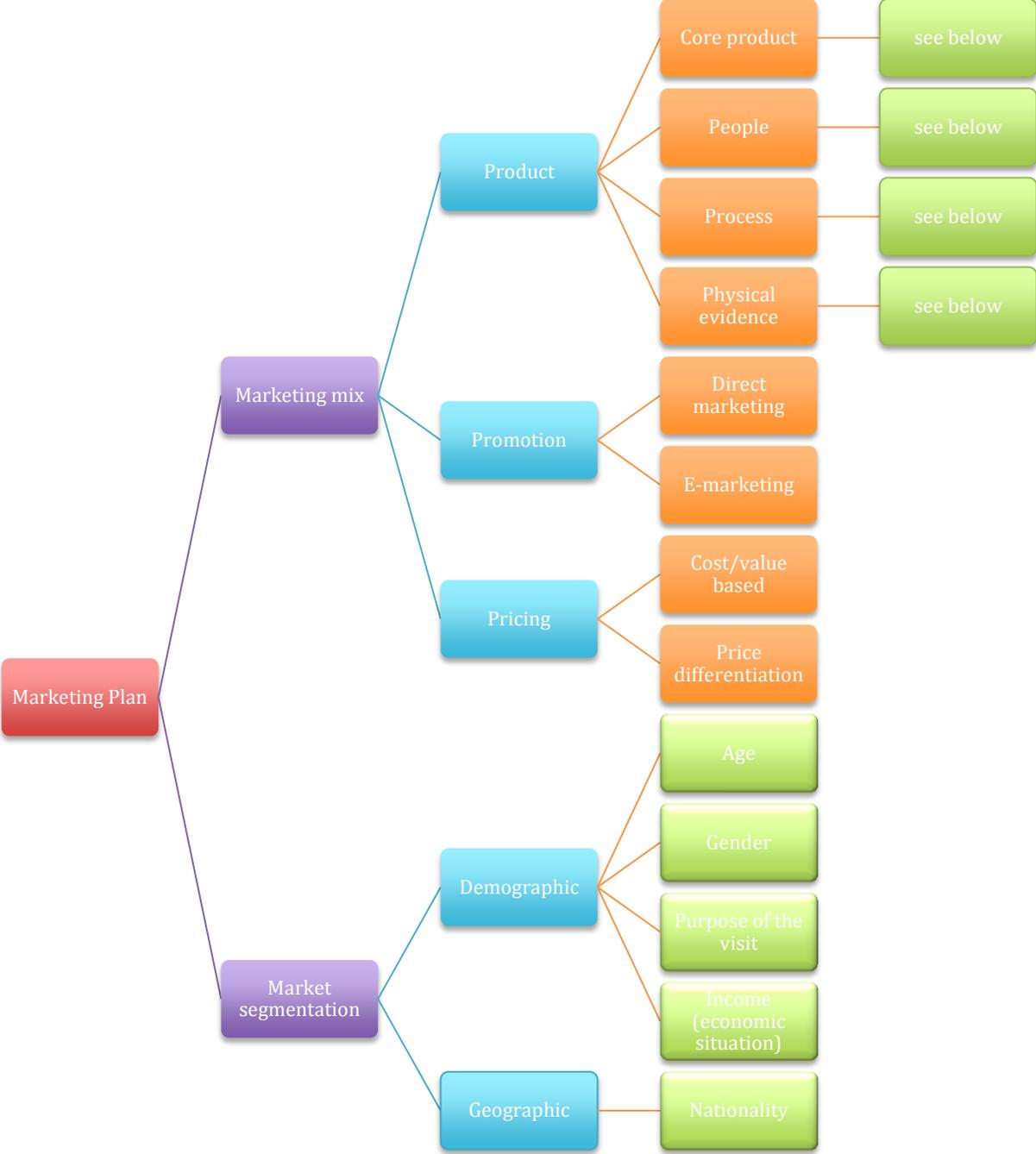


Figure 2. Operationalization (source: own elaboration)

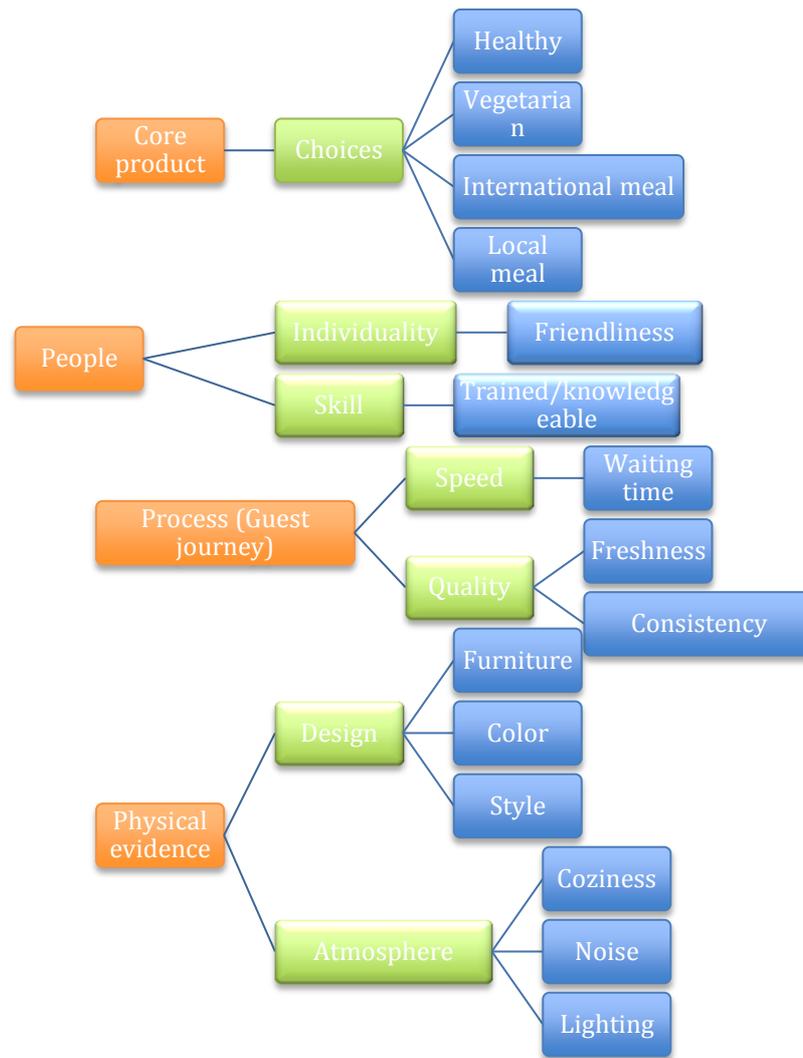


Figure 3. Operationalization (source: own elaboration)

3. Methodology

In this section, the method to execute the literature and field research will be explained. This chapter includes the type of research, data collection, data sampling, and data analysis.

The advice objective and advice question were developed based on the situation and the goal. To be able to solve this issue, field research was done to gain further information before formulating the advice. The F&B Manager also mentioned (2016), *“When we focus on boosting revenue, the way to do that is to think about what guests want; the reverse thinking model. We like to base our products on the needs of guests, not what would be the cheapest product or easiest way of making money”* (L. Sprokholt, personal communication, 2 February 2016). Analyzing and understanding the guests' needs and wants gave the direction and led to solving the management issue. Hence, the research objective and question(s) were formulated as follows:

Research objective:

“To gain insight into needs and wants of guests when visiting restaurant and bar of a hotel in order to provide effective ways to increase the average spend and number of covers leading to optimizing the revenue stream.”

Research question:

“What are the needs and wants of the hotel guests who use the restaurant and bar?”

The sub-questions were divided into two parts, the literature research questions, and field research questions.

The research design is the specific framework to collect data and organize it for the intended result (Khan, 2008). It includes the objective, sampling, research strategy, tools, and techniques to collect information, analyze the data and report. There are two methods of data sources, which are primary data – information that is collected for the first time, and secondary data, information that has been collected and analyzed by someone else. In this thesis, both types will be used to answer the research question and to achieve the objective.

3.1 Literature research

- Literature research questions:

- *How are guests segmented in the hotel industry?*
- *What are the factors that influence guests to come to restaurants and bars of a hotel?*
- *What are the current trends in F&B, especially in hotel restaurants and bars?*

Literature research was performed prior to the field research. The aim of this literature research was to understand the core concept of this project and also to help the foundation to design the questionnaire for the field research. Besides, literature research could be used as ideas and relevant information that was applied to this project. Moreover, keeping up with this trend is seen as a beneficial way to help the company achieve success. It has become important to gain an understanding of deep external forces to capture market opportunities and spur innovation. Nowadays the business world changes rapidly and so not to lose track; companies are following what is happening outside their business as of late (DeAngelis, 2010).

Secondary data was used to answer these literature research questions. The method used to analyze and evaluate the data is called review. As mentioned before, secondary data is used to collect the information. Secondary data means that there was previous research done on a similar topic, which is used for different purposes (Brotherton, 2008). Therefore, it is important to be able to review critically and sort out which data or information would be relevant and applicable to the project research. Brotherton (2008) defined how to critically review, which is by showing evidence of engagement with the literature. In other words, it is important to study in depth and examine in detail to develop a greater understanding of the relevance to be applied in this research project. After reviewing and choosing for the proper information and data, the researcher then will be able to use the result to build the questionnaire for the field research.

The author used Google Scholar, Saxion Library, EBSCO, and ScienceDirect as the search engine to find the relevant articles and journals. Moreover, snowball method was used to enhance the information gathered regarding the same topic. The sources used were evaluated based on AAOCC (Authority, Accuracy, Objectivity, Currency, and Coverage) model to ensure the validity and reliability. The criteria of AAOCC can be seen in *Appendix 3*. Search terms used to find the information were:

Restaurant concept AND definition, Restaurant concept AND elements, Bar concept AND definition, Bar concept AND elements, Marketing plan AND definition, Marketing plan AND components, Market segmentation AND definition, Market segmentation types, Factors influencing guests of restaurants and bars, Important elements for guests of restaurants and bars, F&B current trends OR food and beverage current trends, F&B innovation OR food and beverage innovation.

3.2 Field research

Field research questions:

- *Who are the guests of Victor and Whiskey?*
- *What is the behavior of Victor and Whiskey guests?*
- *What are the promotion and media used by the guests of Victor and Whiskey?*
- *What is the preferred type of restaurant and bar by guests of Victor and Whiskey?*

3.2.1 Research design

The research type used was exploratory research based on the research objective. Exploratory was meant to find relationships between variables to gain more insight. In addition, considering the central questions and sub-questions in this research, quantitative data was used. The quantitative approach is commonly used for collecting statistical data and summarizing a small amount of information on a big number of respondents (Weaver & Lawton, 2006). In this case, only quantitative is used since the objective is to find a generalization based on the statistic findings to discover what the guest wants in the restaurant and bar in a hotel. *Quantitative provides a measure of how many people think, feel or behave in a certain way and uses statistical analysis to determine the result* (Sheldon, 2016).

Furthermore, quantitative research is more accurate since the sampling requires a significant number of participants to be the representative of the population. The study design was based on the available time for the researcher, which was also called a cross-sectional basis. This type was chosen because the research took place at a particular time; which was in the last weeks of May 2016. Therefore, the effects of changes over time were not taken into account (Brotherton, 2008). Based on this research, the result can be used to support and formulate the advisory part.

The research design of this field research was to use survey research. Survey research is a very common and popular tool for an empirical research design that is widely used by academics, companies, and research organizations (Brotherton, 2008). This type of research is often used by hotel industry to collect important information from their guests, such as feedback or input to improve the products and services, as a representative sample. Although the needs and wants are not yet statistical or numerical, the result can be converted into a quantitative way. The method used to enable this will be explained further in the data collection process.

3.2.2 Data collection method

The method to collect data of this research was by using a questionnaire. The structure of the questionnaire was built according to the literature review. The operationalization (Fig. 2&3) showed the aspects that will be formulated into questions. However, not all aspects were taken into consideration. This issue has been discussed with the client as well to make the questionnaire short and simple but able to cover the important aspects. Among the 7P's in the marketing mix, people, place, and physical evidence were taken out of the questionnaire. The reason was that the researcher wanted to focus on the core product itself, the price, and promotion as the main aspects of this project (Kotler & Armstrong, 2010). The result of the questionnaire (*see Appendix 4*) was approved by both parties, the supervisor and the F&B Manager in PPAA.

Conducting questionnaire is used to collect data in an economical way (Saunders, Lewis & Thornhill, 2012). According to Brotherton (2008), there were advantages of using a questionnaire. The main advantages of this survey were that they were relatively quick and easy to design and implement compared to other empirical design options. Moreover, the focus of this project was the opinion and behavior of guests, which required using questionnaires. The type of questionnaire used was a structured questionnaire, which the answers are already determined beforehand. Using this structure helped to reduce the varieties of answers coming from a big number of respondents. The questionnaires were distributed directly at the restaurant and the bar in PPAA to get a direct reply and to bring a higher rate of response. The questionnaire structure was divided into two parts; the background information of the guests and the second part was about marketing mix. The suitable approach to ask about marketing mix aspects was by using Likert scale type. Likert scale is a method used to scale responses in survey research (Brotherton, 2008). In addition, due to the brief time limit to collect and analyze the data, this approach was the most suitable and efficient. On the other hand, there was also the disadvantage of using this approach. There were some respondents who did not fill out the questionnaire thoroughly.

3.2.3 Data sources

In most cases, it is hardly possible to collect information from the entire population except when the size is small or the researchers do not require a high response. Therefore, sampling is chosen as a group of people that represent the selected population in order to save time and money. Moreover, sampling is used due to the fact that people are heterogenic; they have differences in needs and wants (Brotherton, 2008). Hence, the researcher needed to take a sample that would sufficiently represent the whole population, especially for guests in PPAA. In this research case, there was no sampling frame, meaning that non-probability sampling was used. From the non-probability sampling, a combination of convenience and quota sampling was used. The participants were chosen to be the people who were voluntarily willing to fill out and the ones that were there when the questionnaires were distributed. Quota sampling was added as data sources to find a good response balance between the restaurants and the bar. It allowed the researcher to investigate equally the subgroups, which were 100 restaurant guests and 100 bar guests.

Brotherton (2008) stressed the sample ideally must be as identical as possible to the actual population to be sufficiently representative, reliable and valid. The similarities can be identified based on different characteristics, depending on the situation. In this project, the sample size was drawn based on the diversity, how the restaurant and bar of PPAA identify and differentiate their guests. The aspects were based on gender, purpose of visit, age, and average spent (Sprokholt, 2016). To calculate the sampling size, as discussed with the client and the research teacher, based on the guests' diversity mentioned above, the number of questionnaires that would be distributed was 200. This number was set with a confidence interval of 5 and confidence level of 95%. One of the F&B supervisors in PPAA, Anne Boesten, (personal communication, 12 May 2016) mentioned the average of 100 restaurant guests and 160 in the bar on weekdays, while in the weekend the average is around 70 restaurant guests and 120 bar guests. However, due to the variance of hotel occupancy, the researcher was able to collect 150 questionnaires during the week scheduled. The questionnaire was distributed both during lunch and dinner time.

In order to increase the average spent and attract new guests, as stated in the research objective, it was important to find out what do the current guests like and dislike about Victor and Whiskey. Thus, the target group was focused on the current guests of the restaurant and bar, not the hotel guests that included guests who do not make use of the restaurant and bar. The selling point of the restaurant and bar, such as which product or service needed to be maintained and which to be improved, would be researched more thoroughly to produce a product and service according to the guests' needs. Moreover, when many current guests come back, it will increase the repeated guests and attract the other in-house guests to visit the restaurant and bar in PPAA. Hence, it will lead to an increase in F&B revenue of the restaurant and bar.

3.2.4 Data analysis method

The data analysis for this field research was using statistical analysis techniques. When the data was available, the next step was to code and entered the raw data in SPSS. Coding was used to differentiate each question. While entering the data, it was needed to edit since there were some respondents that did not fill the questionnaire completely or gave an unclear answer. In this research project, bivariate analysis was used. Bivariate analysis means to find out whether there exists a relationship between two variables. In this case, the two variables came from the market segmentation and marketing mix.

There are three possible situation techniques to analyze the relationship between the factors, which are both variables and are nominal or ordinal scale, and one variable is nominal/ordinal, and the other is at scale level, and the last is both variables at scale level. For the first situation of both nominal variables, a *cross tabulation* will be performed and the measurement will be using *Cramer's V*. A difference not equal to 0 would indicate the relationship between the variables. The second situation of one variable nominal/ordinal and the other scale, *mean scores* will be calculated for the dependent variable and then compare the means. Same as Cramer's V, the difference indicates a relationship. The measurement is called *eta*. In this situation, where comparing two groups, *t-test* analysis will be chosen, and if there are more than two groups, *f-test* will be performed. The last possibility is when both variables are of scale. In this case, a *scatter plot* will be drawn. When the dots are placed randomly, it means there is no relation. When the dots are lining up, it indicates a positive relation. However, when the dots are lining down it indicates the negative relation. The measurement in this situation will use *product-moment correlation coefficient r*, with an explanation of -1 means negative correlation, 0 means no correlation, and +1 means positive. The analyses performed were:

- Visit purpose & average spend, willing to spend
- Age & average spend, willing to spend
- Type of cuisine & nationality, purpose of visit
- Purpose of visit & most app used

These choices were made since there was a tendency to affect one another. There are several types of research done regarding this variables influence each other. A study examining between gender and spending in restaurants (Seo & Hwang, 2014). The result showed that the heterogeneous group (consists of male and female equally) stayed shorter times and spent more, but was more profitable than homogenous groups (mostly male or mostly female). Based on this research, it triggered to find a relationship between age and average spending. Almerico (2016) mentioned the tendency that the older people get, the more money they spend. A study examined the relationship between visitation motives and attributes evaluation, which involves price, food quality, food choices, service speed, and ambiance. There was also published research about the relationship between food and identity. In the study, it explained how food choices were people's background information (Almerico, 2014). The objective of the research was to develop a better understanding of people, which is in line with the goal of the F&B Manager, to find and match the products based on the guests' needs and wants. Furthermore, nowadays people tend to make use of their mobile app in almost everything they do, including where to go to eat. In the hotel industry, guests are doing the same. Therefore, it is important not to forget to explore whether there is a relationship between the type of guests and the preferred type of apps they use to successfully persuade them to visit the restaurant and bar in the hotel itself. Thus, based on the analysis above, the result will be used to answer the sub-questions of the field research.

4. Results

In this chapter, the research result will be presented. The sub-questions, the literature research and field research questions will be answered.

4.1 Literature review

a. How are guests segmented in the hotel industry?

Traditionally, hotel guests have two initial segmentations based on their purpose of travel (Bowie & Buttle, 2011). The categories consist of business and non-business (leisure). Business guests – who stay for business trips – tend to be less price-sensitive, be regular guests, and be less seasonal. Most business guests' expenses are compensated by the company and their travel does not depend on weather and holiday schedules. On the other hand, leisure guests tend to be more price-sensitive, stay longer in the hotel, and stay in hotels – which close to the point of interests. They are guests who usually want to escape from daily routine and discover new things. Moreover, leisure guests are easily attracted to anything new, special or valuable that the hotel offers (Cobanoglu, 2010).

According to Johns & Gyimothy (2002), there are a so-called "secondary segmentation factors," which allows segmenting a sub-group target regarding their preferences, lifestyle choices, and behavior about hotel products. Hotel industry uses lifestyle segmentation to segment their guests due to the various needs and purposes visiting hotels. Lifestyle segmentation, in other words, has been referred to psychographic segmentation (Bowie et al., 2008). This type of segmentation involves several aspects such as time spending, interest, and thus is used to define the guests' characteristics and behavioral pattern. Hotels are also starting to introduce and use this lifestyle segmentation. As mentioned in the literature review, Roper's Lifestyle segmentation would be used as a comparison to the hotel's segmentation method.

b. What are the factors that influence guests to come to restaurants and bars of a hotel?

According to *Food Service Business Research* (2008), there was research done to investigate which aspects influence guests' decision to select restaurants for dining. There were top three factors discussed, which are the following:

– Range of food/Menu variety

People have different kinds of needs and wants, especially when opening a business such as restaurants, bars or hotels. It is important to consider all the different perspectives and try to include as many varieties as possible. The more choices guests can have, the more attractive that restaurant is to be seen by guests to visit. The variety of guests leads to the different preference of meals. Based on this reason, presenting food varieties on the menu is the essential part and will surely impact the guests' decision to select the restaurant.

– Location

Location has become one of the most important aspects. The preference of guests on where to eat depends on location and accessibility to reach the place. Today, restaurants and bars are more likely to share space, so that guests can network and socialize, discarding boundaries of the formal dining atmosphere.

– Price

Menu pricing is one of the decisive factors when guests decide to eat out. Price is defined by what guests compare the value of food and experience to the amount they pay. However, it is possible that guests are willing to pay more as long as it exceeds equally or more than their expectations. This situation is also known as perceived value. According to a business dictionary, perceived value is the anticipation benefit from guests' perspective of a product or service. Perceived value has become important to be given consideration when the company is setting the price.

c. What are the current trends in F&B, especially in hotel restaurants and bars?

People are starting to take a proper look at what they are eating. A recent survey by Whiteman (2016) mentioned 36% consumers pay attention to the ingredients used in their food, whether it is healthy, natural or free of artificial flavors or colors. The number one trend on food in 2016 according to *National Restaurant Association* (2016) is about locally grown products and locally sourced meats and seafood, which also mentioned 57% of adults are looking for locally sourced food. Also, 45% prefer to have organic or friendly food as one of the important factors while looking for a restaurant. The trend is being discussed 80% of the time on the news in the USA at the moment. Based on their research ("*National Restaurant Association*," 2016), 69% are likely to visit a restaurant, which offers locally sourced items, and 76% mentioned that they prefer to go to a restaurant that offers healthy options. This trend suggests the importance of the staff members' knowledge. People are beginning to question the food they are eating. Guests are no longer interested only in food's nutritional information by numbers; it has become a holistic analysis of where the food is produced, how it is cooked, what are the ingredients used, and other indicators (Philips, 2013). Moreover, the trends, which developed from the bar, are solely following the overall food trends. Being creative and innovative to mix the various alcohol beverages, called "Mixology" has also become the top trend. Creating an experience while being innovative and creative has become the responsibility of staff members who are delivering the products to the guests. Guests are also starting to show interest in modern cocktails that include beer flavors, locally sourced ingredients like local plants or flowers, or just other variations of classic cocktails ("*Huffington Post*," 2016).

Besides locally fresh products, the trend of Asian food is rising. Asian food is no longer for Asian people only; people are starting to eat sushi, Thai food, ramen, and other common Asian food more often. This trend has become a global trend since Asia is one of the largest foodservice markets. In addition, Asian food has become a global concept to be combined with other menus creating a broad range of dishes. Euromonitor (2015) showed the growth of Asian food that outpaced the other kinds of food, especially in the USA and the UK. The rapid increase of Asian food driven mostly by the growing of Asian market, and also young people who are engrossed in something different, which is more tasty and spicier flavors (Ferdman, 2015). Yeoman (2008) similarly mentioned the growing importance of food tourism especially for leisure groups, which also means that tourists are more adventurous and interested in new tastes, knowledge and concepts of the cuisine in each capital they visit. Moreover, the growing number of people in the UK who prefer to eat Chinese food (87%) presented a similar reason, which is the fact that consumers are becoming more adventurous in their tasting habits (Thompson, 2016).

Nowadays, businesses are no longer filled or ruled only by men, but also women. The growth of businesswomen has increased almost 30% since 2012 (Stengel, 2016). In this era, women have encountered the business world and have proved to men that they are also capable of becoming an entrepreneur and running businesses. Along with the help of media that spread news rapidly, it shows how powerful women are and shares their inspirational stories to encourage others. Moreover, this situation also supports the increase of women business travelers and has made hotels aware to cater to different needs when it comes to businesswomen. Female business travelers have become one of the major markets for the hotel industry (Hao & Ong, 2014). Besides, *Travel Market Report* (2014) also mentioned 56% of women taking trips individually or a women's travel group.

Another trend following is in regards to technology and media. Many people today notice that the trend of marketing has shifted from offline to online due to technology development, especially on smartphones. Businesses are being forced to use social media to capture a larger mass, with no exception to business people. Brokaw (2016) mentioned that 60% of people prefer to watch a video or something visual than reading content, and 88% spend more time on average on website video's. Restaurants in the USA are leveraging social media channels, such as Instagram, Facebook, Snapchat, and Yelp just to get easily accessed by their guests. Using these apps helps to increase awareness faster and to create a visual brand story tale.

4.2 Field research result

In this chapter, the results of the 150 questionnaires are presented. The data about most and least favorite food/drinks is not discussed further because many respondents left it blank. The poll can be seen in *Appendix 4*. The questionnaire was made only once to be used for data gathering in both the restaurant and the bar because both outlets share similar types of guests. The survey was given to either the guest first dining out in the restaurant and then coming to the bar to have a drink or vice versa. Moreover, as mentioned before, since the bar was part of the restaurant, the menu in both places was also similar, coupled with the fact that the locations of the restaurant and the bar in PPAA were facing each other. This setting was meant in order for guests to discover the restaurant and the bar easily.

In the questionnaire, there was no question regarding satisfaction on how guests experienced the restaurant and bar in PPAA because the objective of the research was to focus on finding out the guests' needs and wants. Satisfaction was part of it, but it was already addressed by the hotel itself with their system called "Medallia". The guests were asked to rate and to give feedback after their stay, including their satisfaction after making use of Victor and Whiskey service. The scores then were measured by a program called "Medallia". The report extracted was called GSI (Guest Satisfaction Index), and it included the F&B satisfaction scores. When the guests were filling out the scores, they could also write their additional feedback in the "comment boxes". Guests would be able to give opinions on what hotel can do better and which one has gone well. Therefore, the satisfaction section was not included in the questionnaire, and this matter was also already discussed with the clients.

The first part of the survey was about the *market segment*, the first element of the marketing plan for this project. Guests' background information, which includes their gender, age, nationality and purpose of visit, was obtained. The data collected consists of 87 males and 63 females. Among the participants, guests who came to Victor & Whiskey during the distribution of the questionnaires were mostly between the ages of 40–49 for business purposes. The second group of visitors came because of leisure purposes, and the rest of 17% concluded as “*Other*”. The top three nationalities based on the questionnaire were 35% American, followed by 28% Dutch, and by 21% British.

Next section covered the *marketing mix elements*, which includes products, process, price, and promotion. The other items such as people, physical evidence, and place were not addressed in the questionnaire due to its relevance to the topic and based on the discussion with the client. The first aspect addressed is pricing. This information included the guests' habits, the last spending in Victor and Whiskey, the average money they spend on food and drinks in hotel's, and their willingness to spend on lunch and dinner. The respondents who filled out the questionnaire were mostly first-comers at Victor and Whiskey. Thus they could not provide an answer on the last spent amount in Victor and Whiskey. The average spent by guests on food and beverage in a hotel was categorized above €55, and answers ranged around €200 until €1000 in the past year.

In terms of guests' desire to spend on lunch and dinner, the result showed as follows. Among the respondents, they were willing to spend around €15– €20 for lunch with 63 respondents out of 150, which is 42%. While for dinner, 77 respondents (52%) answered that they were willing to spend €35– €45. Based on this information, it is important to analyze the actual preferred spending on lunch and dinner based on their purpose of visit. Thus, a strategic marketing plan can be made according to the right target market for good pricing. This analysis would be further explained in *the bivariate analysis* section.

The second topic is regarding promotion, which is stated in three different questions. The first is to gain information about how guests discover Victor and Whiskey. Most of the respondents answered: via "hotel's website" (32%), followed by "walk-in" by 25%. This result shows that guests also checked other facilities at the hotel, such as the restaurant and bar available besides checking the rooms. However, only 5% responded on "social media", which means room for improvement by promoting Victor and Whiskey through social media. The fact that according to social media technology trends, which are growing fast, can help bring more guests to the restaurant and bar in PPAA.

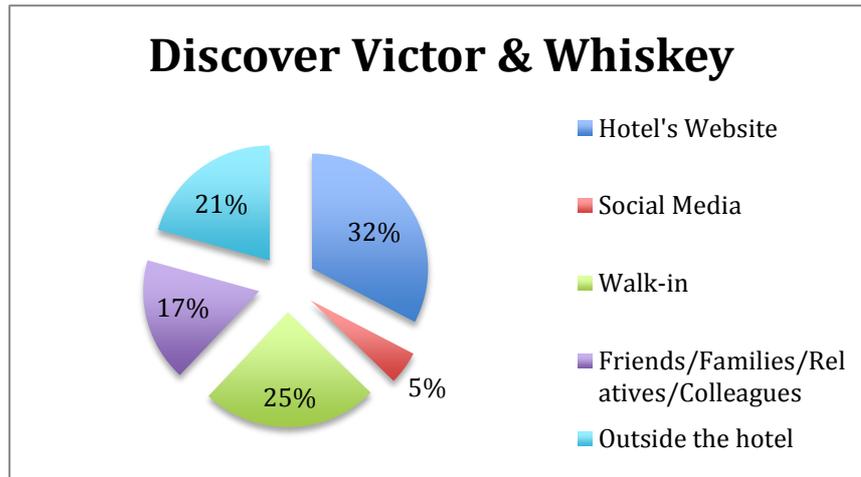


Figure 4. Discovering the restaurant and bar in PPAA (Source: Questionnaire 2016, SPSS)

The result of the next question, what application or sites guests used the most when looking for a restaurant/a bar, also presents the big impact of hotel's website to check the restaurant and bar in a hotel by almost half of the respondents (46%). Followed by 29%, social media was the most used application by guests. Victor and Whiskey at the moment do not have their official account. As mentioned before, the development of social media has become an essential indicator of successful promotion. Therefore, this area could be improved upon to reach guests in order to increase the F&B revenue.

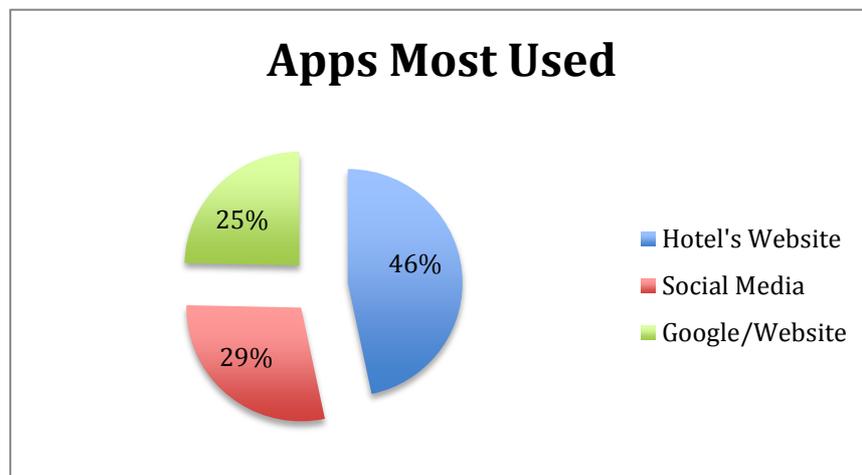


Figure 5. Most application used (source: Questionnaire 2016, SPSS)

Lastly, the respondents chose to be informed through the hotel's website as first option by 34%, followed by in-house promotion with 29%. Social media has become the third top option by 20% illustrating the common platform beside the hotel's website and in-house promotion. Lastly, 17% of the respondents who prefer email are considered in "Others". The promotion was done in the hotel, or in other words, narrowcasting, which includes visual advertisements upon checking-in in the lobby, in-room television, and at the restaurant/bar itself. Based on this result, besides hotel's website, narrowcasting and social media will be important platforms to increase promotion of Victor and Whiskey.

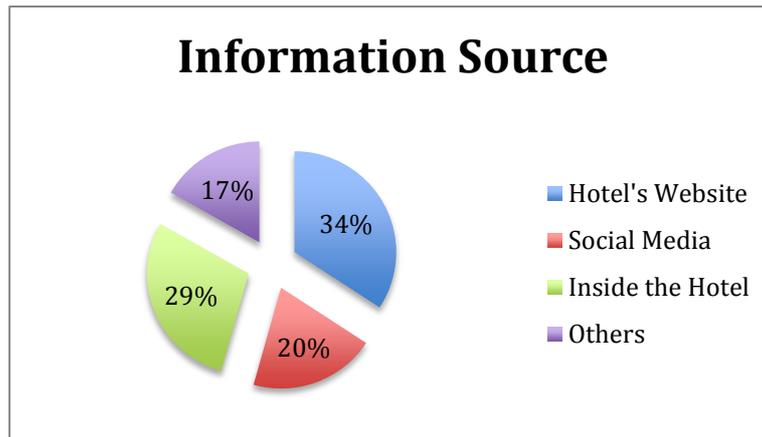


Figure 6. Information source used (Source: Questionnaire 2016, SPSS)

The rest of the marketing mix elements, such as core products that included people, physical evidence, place, and process, were addressed in the second section of the questionnaire. This part covered the factors that might influence the guests' motivation to dine out. The factors were: menu variety, promotion/discounts, ambiance/atmosphere, location/accessibility, price range, type of cuisine, special occasion and entertainment. In this section, the respondents were asked to rank each aspect with an individual number in order from 1 being the most important to 8 as the least important. The results showed the most important aspect was the menu variety, followed by the type of meal, and ambiance as the top three answers. The full rank in chronological order can be seen in the table below.

Menu variety	1
Type of meal	2
Ambiance	3
Location	4
Price	5
Promotion	6
Occasion	7
Entertainment	8

Figure 7. Ranking of aspects that influence guests' decision

A significant result can be seen that price and promotion or discounts were not included in the top three points that people considered while deciding to eat out. This situation is also known as perceived value, as mentioned before in the literature review. People nowadays pay less attention to how much they spend to get something valuable. Special occasion ranked one higher than entertainment; it means that people liked to celebrate special occasions by dining out.

The next section is similar to the question before; the difference is that this question was made specifically for Victor and Whiskey. To what extent the factors would influence the guest's decision to come to visit the restaurant and bar in PPAA. There were seven factors, which derived from the marketing mix elements, namely, food & drink varieties, menu changes, healthy/vegetarian choices, the freshness of food, consistency of food quality, price, and entertainment. Figure 8 presents the top answers of important factors that influence guests' decision to dine out, which are the freshness of ingredients, food quality, and menu varieties. The guests of Victor & Whiskey mentioned that the most important factor was the freshness of food and the consistency of food quality. According to the literature review, these two aspects mentioned before could be categorized as the food quality. The second most important factor was the food & drink varieties; the more choices the guests can have, the higher the chance of the guests to dine out. However, the healthy/vegetarian and entertainment options scored the least in the questionnaire. In this case, Victor and Whiskey need to focus on food quality and the varieties as the main aspects according to their guests.

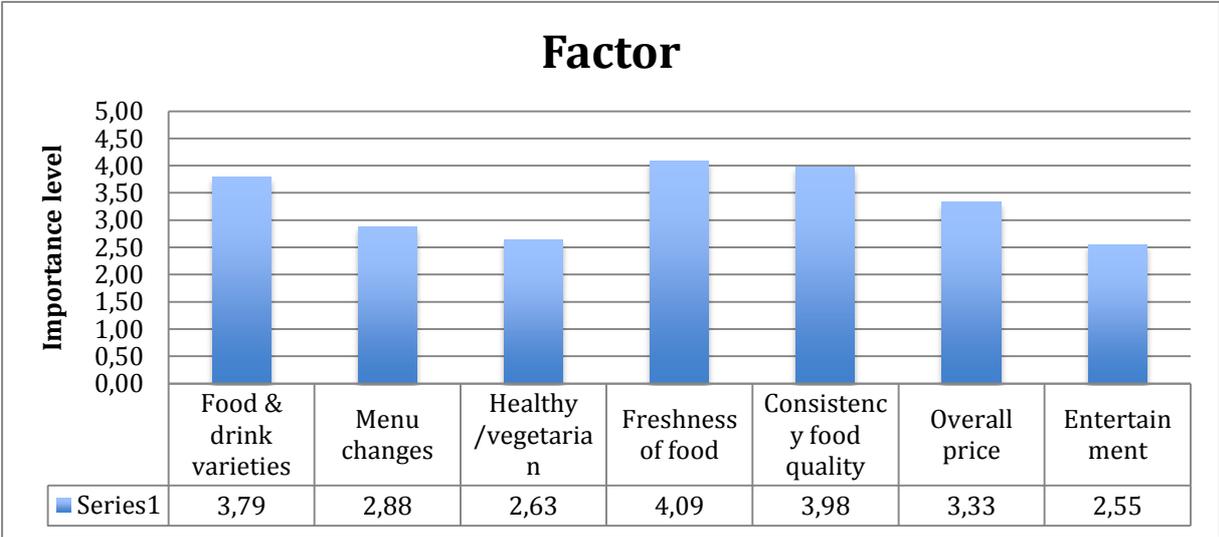


Figure 8. Important aspects influencing decision-making (Source: Questionnaire 2016, SPSS)

The last section asked about the guests' preferences. Information regarding the type of meal that guests would like to have in a hotels' restaurant was collected. The questions were divided two according to the purpose of their visit. The answers were shown in the chart below. When guests traveled for business purposes, they would like to have international meals in the restaurant or bar. On the other hand, leisure guests preferred to have local meals. International meals included hamburgers, pasta (Bolognese or carbonara), salads, and steak. Moreover, 40% of guests mentioned Western dishes as their favorite meal, followed by 30% who favor Asian dishes.

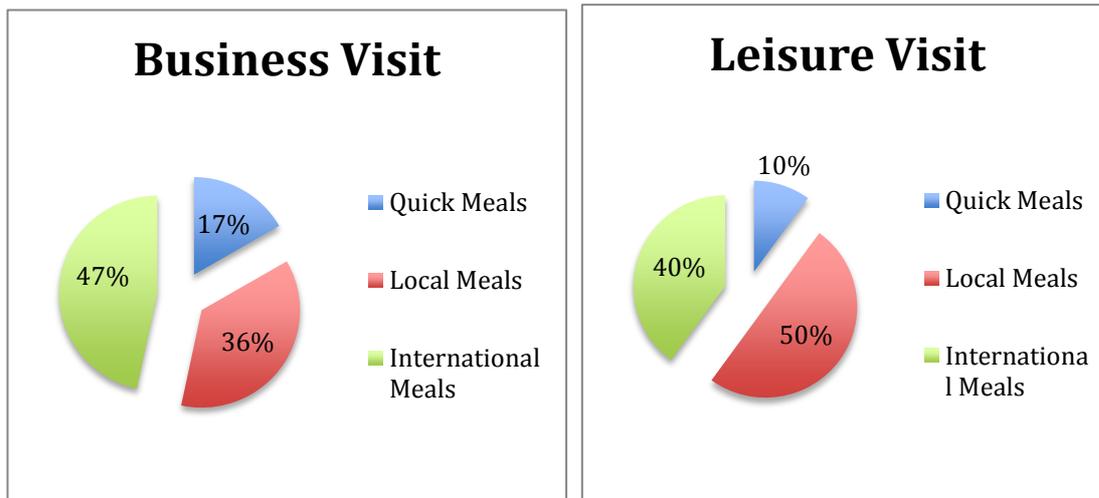


Figure 9. Preference of food (Source: Questionnaire 2016, SPSS)

Before the conclusion, bivariate analysis was performed to find out whether one aspect would influence another. Almerico (2016) had researched about the tendency older people would spend more money and the relationship between food and people's background information. Thus, a similar analysis would be performed in this case. As mentioned in Chapter 3, there will be four investigations, which are:

a. Visit purpose & average spend, willing to spend

This analysis was meant to check whether the purpose of visit would affect how much they were ready to spend for lunch. Business guests resulted that they are willing to spend €21–€25 for lunch, and around €15–€20 for leisure, airliners, and other purposes. A similar finding was presented by spending on dinner. Besides airliners, guests who stay in the hotel with flight related such as layovers, stranded, or airline crew, prefer to spend around €25–€35 for dinner, while business guests, leisure, and other purposes are willing to spend around €35–€45. The purpose of visit showed a great significant relation with the amount of money they spent for lunch and dinner. Business guests coming to the restaurant and bar would spend more than leisure guests. The reason behind was because leisure guests would prefer to go to the city center to find and try the local cuisines rather than having international food at the hotel.

The second analysis was to compare if the guests' average spent on food and drinks would relate to what type of guests they were in the hotel. The test result showed a relatively high significance between the purpose of visit and average spent. One of the reasons they spent this much was due to the business related or a canceled flight, which made them stay and dine in the hotel's restaurant and bar. Therefore, they had a high average spent only on food and drinks in the hotel. Based on this fact, the hotel can make use of the opportunity to attract these people to spend more on Victor & Whiskey.

b. Age & average spend, willing to spend

This analysis is similar to Almerico's research (2016). Age presented a significant relation with the average spends according to the analysis performed. This situation was explained by the fact that guests, who are in between their 30s–50s, whom earn more than people in their 20s (Gerrard & Cartmell, 2014). Gerrard & Cartmell (2014) presented an increase up to 0.7% of average spent while eating out. Furthermore, consumer age 35–49 categories also showed an increase of 3.8% in their average spending. While for the group of guests who are above 60 whom are mostly retired, and come as leisure guests but would spend more generously than leisure guests younger than 60. Another analysis performed was to check the relation between age and how much they were willing to spend on food and drinks in restaurant or bar in a hotel. It was similarly found in the average spent and age analysis; when guests earned more, they would be willing to pay more for a good meal or experience (Almerico, 2016).

c. Type of cuisine & nationality, purpose of visit

As mentioned in the literature review, a guest's nationality might influence the preference of meal. Within the various types of cuisine, such as Western, Asian, Latin America, and others, the respondents were asked to indicate their favorite cuisine.

Based on the test performed, the result showed a very high significant relation between nationality and favorite cuisine. The reason was that different people have different preferences, as stated in the literature review. Guests in Victor and Whiskey came from many different nationalities. This variance in nationality would lead to different types of a meal they prefer. As the result showed, most guests preferred to have the western cuisine. It was reasonable because most of the guests and respondents of Victor and Whiskey were American and Dutch. Thus, they chose Western cuisine as their favorite. However, the second top answer is Asian food at 40%. Many Western people currently are more than willing to try Asian food. Therefore, based on this analysis, Victor and Whiskey should be able to cater both needs to successfully capture different kinds of guests.

d. Purpose of visit & most app used

This analysis is to find out whether the type of guests in Victor and Whiskey tend to use different applications depending on their occupation. After the analysis had been performed, the result indicated there was no significant relation between the type of visit and the application mostly used. This situation explains that it does not matter which form is utilized by the guests of Victor and Whiskey. Therefore, besides the hotel's website that turned out to be the most used application, it is advised to promote the restaurant and bar using social media to reach more guests.

4.3 Result analysis of research

In this section, the conclusion based on the sub research questions will be discussed.

– Who are the guests of Victor and Whiskey?

Guests who were visiting Victor and Whiskey could be profiled based on their gender, age, nationality, and purpose of visit in PPA. Based on the questionnaire result, there were many different nationalities, such as British, Americans, Dutch, Spanish, and Indians, which were in the top five. Among these variances, the top visitors came from America. The different nationality would also have an influence on their preferred type of meals. Based on the research result, the profile created was business guests ranging in age from 40–49. This segmentation relies on the demographic and geographic aspect. In addition, there is a lifestyle segmentation that can be compared, which is called Roper's lifestyle. Thus, PPAA can also use this type of market segment to identify and develop the product according to guests' needs and wants. In this case, business people match the demanding and homebodies profile, while leisure groups match the adventurous and open-minded.

– What is the behavior of Victor and Whiskey guests?

The behavior of guests in this sub-question included their average spend, degree of visitation, waiting time, and food or drinks choice. Based on questionnaire results, most of the guests are first-comers, and they spend more than €55 in hotels' food and beverage. On average, guests wait between 5 to 10 minutes for their order to be served. When guests order a full three-course meal or just two courses, and they have to wait too long, it will affect their experience and satisfaction result. Time is not only a matter for business guests, but also for leisure guests. In addition, the analysis presented that business guest; they preferred to have international meals, and leisure guests; they preferred to have local meals. Since most of the guests are first-comers, the way to successfully increase the revenue is by persuading them to spend more or attracting more new guests to Victor and Whiskey.

– What are the promotion and media used by the guests of Victor and Whiskey?

The questionnaire result shows that many respondents discovered Victor and Whiskey via the hotel's website with 32%. Followed closely with 25% by simply walking into the restaurant and bar in the hotel. Hotel's website also ranked first to be used by the guests to find any restaurant and bar in the hotel. Moreover, the result also shows that guests preferred to be informed by the hotel's website or inside the hotel, for example upon checking in or in the restaurant or bar itself. Based on this information, F&B management team can start to make use of social media to improve their promotion. Social media being the second top application used and in accordance to the trend, by applying and using them, it can help Victor and Whiskey get more revenue.

– What is the preferred type of restaurant and bar?

The results focused on the core products of restaurant and bar, namely about food and drinks. The outcome shows menu variety and type of meal as the most important aspects, while entertainment was the least important one. It is essential for Victor and Whiskey to put more attention on the products they are offering. Guests answered the most important aspects that influence their decision to visit Victor and Whiskey was the quality and again menu variety. Based on the information, besides the western dishes which Victor and Whiskey already have on the menu, the rise of Asian food is also preferred by guests. Thus, product based on quality and variety will be developed to match guests' needs and wants.

4.4 Conclusion of field research

In conclusion, based on the analysis mentioned above, there will be adjustments made according to the marketing mix elements related to this project. Based on the sub-research questions, three major adjustments among the marketing mix is addressed based on the questionnaire results. The first change is regarding the product in Victor and Whiskey, including the core products and process. This adjustment can be accounted as a necessary adjustment among the other alternatives since it involves the core product of this project. The second adjustment is about pricing. Guests are willing to pay for something they consider valuable. Therefore, in order to attract new guests and increase average spend, the price has become an important aspect to be addressed. Last but not least, the third adjustment addressed is promotion. Promotional activities can be done in various ways. As mentioned in the literature research, trends and the questionnaire results, the F&B management team has options to make better use of social media, besides adjusting the hotel websites or simply to make promotion inside the hotel itself, or it is also called as narrowcasting.

4.5 Reliability and Validity

4.5.1 Reliability

Reliability according to Brotherton (2012) means the consistency of the measurement when it is used over time or in different contexts. Reliability should be taken into consideration for each and every research because it shows to what extent measurement tools can be trusted. Reliability can be seen from the consistency of the result when someone else applies the same method. Measurement tools with high reliability show a relatively consistent result. In this project, the reliability is relatively high as the measurement tools were built based on the literature review. The literature review was constructed by consulting a lot of different journal articles and books to make sure all relevant aspects have been covered. All of the steps and methods used in this project were recorded, so that if this project would be re-conducted, the result would relatively be the same. Related to the primary data collection, the questionnaires were distributed in the hotel restaurants for about two weeks. This limited the reliability, as the data collection did not take seasonality into consideration. The restaurant's guests coming in June will have a different composition (the percentage of the leisure, business or tour groups) than guests in other months, such as December since this month is mainly dominated by leisure guests. However, the researcher will try to increase the respondents' variety by handing in the questionnaires at different times during the day to cover all types of guests. In addition, the questionnaire used the structured type, which then increased the reliability of this project.

4.5.2 Validity

In addition to reliability, validity should also be taken into consideration to assess any research project. Validity refers to ensuring the accuracy of the measure conforms within (Brotherton, 2012, p. 121). This aspect shows how the result of the research can be suited to reality or truth. Validity is divided into three types: construct, internal, and external validity. Firstly, construct validity according to Brotherton (2012) refers to the degree to which conclusion can be made from the operationalization based on the theoretical framework. The construct validity of this research was relatively high as the theoretical framework was made by referring to many journal articles and books. Moreover, the theoretical framework was used as a foundation to build up the operationalization for the primary data collection. All sources used were assessed using AAOCC criteria to make sure that all sources used were reliable and valid enough. In addition to the construct validity, there will be a difference between the theoretical framework and the result. This was caused by the limited questions to avoid the length of the questionnaire. As a consequence, in the advice results, not all of the marketing mix elements explained in the theoretical framework were presented. Internal validity addresses to what degree a project can avoid confounding, or in other words, to ensure to what extent research follows the principle of cause and effect. The data in this study were collected only using questionnaire, which limited the internal validity. No other data were consulted to verify the result. However, there was no question related to name, email address or other personal identity that allowed the guests to fill it in anonymously. Therefore, the possibility of honest opinion was relatively high. Related to the external validity, this research project has relatively low external validity. External validity refers to what degree of validity in a project can be generalized in other research with different contexts (Shuttleworth, 2009). Even though the questionnaires were built using the operationalization, some aspects were adjusted specifically based on the Victor and Whiskey restaurant situation. Moreover, the questionnaires were only distributed to in-house guests. Therefore, it is a challenge to use the result for other restaurants.

5. Advisory part

In this section, the advice based on the field research will be explained in more detail and assessed using specific criteria. Moreover, in this chapter, implementation plan and financial effect will also be discussed.

5.1 Overview of the advisory result

Based on the field research result, the advice will be elaborated further based on the research sub questions. The advice objective was to contribute to the solution on implementing a strategic marketing plan to maximize the revenue of the restaurant and bar in PPAA by collecting information about guests' needs and wants.

The advice will be delivered via a marketing plan that includes market segmentation and marketing mix, as aforementioned in the literature review (Ferrel & Hartline, 2012). Market segmentation used to put guests into specific categories based on their similarities, in this case, their characteristics. The marketing mix is used as the marketing tool to produce desired response from the target market. In this project, market segmentation and marketing mix apply as the strategic model in order to maximize the revenue in Victor and Whiskey.

– Summary of market situation

Market segmentation

PPAA as a hotel cater to several target groups, which are business, leisure, and airliners since they are an airport hotel. However, in this research, the focus groups will be on business and leisure. Airliners have already a fixed price according to their contract when they make use of the F&B in the hotel. Therefore, this group will not be discussed further in this project.

According to Bowie & Buttle (2011), PPAA's segment their market according to their purpose of travel. On the other hand, to produce a product that matches the guest' needs and wants as the goal of the F&B department in PPAA, analyzing the market only by their purpose of stay is not sufficient. Therefore, literature research was done in other ways to segment hotel guests nowadays. The hotel industry has started to understand what their guests need and want before they adjust their offered products. The result showed by Johns & Gyimothy (2002) that guests could be analyzed based on the secondary factor, regarding their lifestyle choices and behavior in regards to the hotel industry. Thus, the hotel's segmentation and this lifestyle segmentation will be compared and combined so that PPAA can better understand their guests' preferences.

Based on the field research result, most of the guests who visit Victor and Whiskey were business groups (45%). They tend to spend more than the leisure guests. This situation matched with the characteristics of the demanding and homebodies, from the Roper's segmentation (Newton & Meyer, 2013). This conclusion is based on their similar characteristics. Demanding and homebodies are usually people who have demanding consumption style, and searching for security and status matches the characteristics of business guests who demand quality over price. On the other hand, leisure groups who are more price-sensitive and attracted to discovering new things matched the character of adventurers and open-minded. They are usually young people who are living passions, searching for innovation, and having a high tolerance. Similar to Cobanoglu (2010) that mentioned the fact that leisure guess are easily attracted to something new.

Thus, PPAA needs to offer products according to each guest characteristics, depending on which target they want to focus on. Based on the food preferences result (Fig. 9), business guests prefer to have international meals on the menu (47%). Business guests who are on business trips tend to be demanding and sensitive; they want high-quality products and services. Price is not an issue for them as long as they receive what they expected, or even more than they expect. This situation matches with the character of status when business guests expect a high quality, and for repeated business guests they expect the same or even better service since their last visit. While leisure groups, who are adventurous and tolerant, tend to be easily lured towards something new or innovative in the restaurant and bar they visit. Therefore, the adjustments will be made according to this information to match with the goals of the F&B Manager, L. Sprokholt (2015), to offer products that matched guests' needs and wants.

– Development of strategy

Before developing a suitable strategy to increase the F&B revenue in Victor and Whiskey, marketing mix elements will be elaborated according to the field research result. The marketing mix is used as a tool to apply the marketing plan (Masterson & Pickton, 2014). However, not all elements are described in this chapter due to its relevance to the project and based on the questionnaire result. There are three most important aspects, which are the product, price, and promotion. Each aspect related will be elaborated below.

a. Product adjustments

Based on the questionnaire regarding products, including the core product and process (Wirtz, 2012), the result showed that menu varieties and type of meals were the most important aspect to influence the guests' decision to dine out (Fig.7). Additionally, guests who visit Victor and Whiskey prioritized quality as the most important aspect. According to Kotler & Armstrong (2010), product varieties and quality are included as the product's marketing tools. Therefore, the product adjustments, in this case, is explained as follows:

– Core product: adding Asian food choices on the menu

Food and beverages are the main core products of Victor & Whiskey. The importance of menu varieties by the questionnaire result (Fig. 7) matched the Palmer's statement (2012) that stressed the importance of food choices available to guests. *Food Service Business Research* (2008) also mentioned the important of food ranges since people have different needs and wants. The more choices offered on the menu, the more attractive that restaurant is to be considered by guests.

The menu in a restaurant can be seen materially and immaterially (Ozdemir & Caliskan, 2013, p.4). The material way shows the food and beverage options offered by the restaurant, while immaterial way describes it as a medium that influence guests' perception and experience. Therefore, a menu has become an important aspect to be taken into consideration.

The research result (*see Appendix 5.1*) showed the top three nationalities that visit Victor & Whiskey were American (35%), Dutch (28%), and British (21%). Moreover, these guests preferred to have Western (40%) and Asian (30%) type of meal. Offering the product varieties to the right target segment is important. At the moment, the menu in Victor and Whiskey has always catered the international dish, such as hamburgers, pasta, or salads that can easily be found almost everywhere. Therefore, Western dishes are not an issue in this case. However, after the questionnaire result, there should be more variety offered in Victor & Whiskey. People nowadays are becoming more aware of global food than before, the fusion of different cuisine in Asia has attracted the attention of consumers. This adjustment can easily attract leisure guests who are adventurous and are longing for new dishes that have a rich taste. Furthermore, especially for the Asian guests themselves in PPAA who always prefer to have Asian dishes above Western, adding several choices of Asian dishes on the menu will match their needs. However, the challenge can vary from the extra costs, extra work, including training both kitchen staff and service staff. Victor and Whiskey have never yet before offered Asian dishes on their menu. Thus this will be the innovation to increase the F&B revenue.

– Process: **using locally sourced ingredients**

A process can influence guests' experience, whether they leave satisfied or not. This aspect is as important as the core product. The result (Fig. 8) showed quality is the first important aspect that influences guests' decision to come to Victor and Whiskey. The quality mentioned in operationalisation (Fig. 3) included the freshness of food and its consistency. In order to match the guest's needs and wants, based on the questionnaire, using fresh ingredients and locally sourced products can contribute to maintaining the food quality. Therefore, it comes to the conclusion to make use of the locally sourced products in Victor and Whiskey.

Guests have more interest in knowing what they are eating, what the ingredients are, where they come from, how is it produced, and much more. Local sourcing was the original way to find and store the ingredients before technology. Food process nowadays that used the help of technology has made locally sourced products less desirable. However, if looked at closely, using products that are grown naturally and local bring fresher products and no chemicals added which makes them healthier at the same time (*"Restaurant Schools,"* 2012). At the moment, Victor and Whiskey are also facing a challenge to reduce food cost, and by using locally sourced products, it can be less expensive than the industrial suppliers. Thus, this adjustment can solve the issue, and lead to an increase in F&B revenue. However, in order to keep its quality and freshness, the ingredients cannot be stored for an extended period of time. Moreover, some of the ingredients may be available seasonally. As a consequence, the menu involving these ingredients cannot be available all the time. In order to avoid the guests' disappointment, adjusting the menu according to the season will be the best solution. Menu change in Victor and Whiskey will not be another issue since they have already consistently changed every quarter.

b. Price adjustments

Field research result in pricing presented the amount on average guests' want to spend. Financial data of Victor and Whiskey showed the average spend per guest in the restaurant with €26.22 and the bar with €8.50. Therefore, in order to increase the F&B revenue is by increasing the average spend per guest or to attract more guests to the restaurant and bar in PPAA. Based on this information, the strategic tools that can be used are price fences or price discrimination.

– Price fences: **women's day**

Price fences or rate fences are defined as conditions under which specific products are offered on the market (Ivanov & Zhechev, 2011). Price fences vary and depend on the day of the week, duration of stay, guests' characteristics or membership, and so forth. According to the field research result, most of the guests (58%) that visit the restaurant and bar in PPAA are male between the age of 40–49. Thus, Victor & Whiskey can attract more women by creating events, especially for women. This idea is also supported by the trend of female business travelers' growth, especially in the hotel industry (Hao & Ong, 2014). PPAA that caters to business travelers in the hotel, but the fact that most of the visitors are male leaves room for improvement. Therefore, creating the "women's day" event might attract them to make use of the restaurant and bar in PPAA. Female travelers have different needs than males, they appreciate being valued and safe. Offering a discount at the same time bringing friends with them can be effective to persuade them to visit Victor and Whiskey.

– Price discrimination: **discount for membership**

Price discrimination is important to be considered when trying to create the best pricing strategy (Bujisic, Hutchinson, & Bilgihan, 2014). Price discrimination is a key driver of the market segmentation; different segments tend to have a different level of price sensitivity, for example, business guests who tend to be less sensitive than leisure guests. The literature mentioned the characteristics of business guests that often stay longer in the hotels and they spend most of the time at the hotel as well (Bowie & Buttle, 2011).

This is also proved by the questionnaire result that business guests are willing to spend more, both for lunch and for dinner than the other target market. Based on this information, offering them a discount by their membership points can trigger them to spend more in the bar or lounge. PPAA offered the Club Carlson membership for guests, together with Radisson Blu Group. Therefore, guests who join as a member can have the advantage to redeem their points while at Victor and Whiskey.

The downside of these strategies is that the cost will initially be higher than the profit margin. Both of the ideas are giving away discounted prices, and this situation requires a thorough discussion of the F&B team, accounting, and the General Manager needs to be held beforehand. Additionally, the whole process of implementation takes longer than product and promotion adjustments. The discount can only be valid along with another specific minimum purchase. Therefore, Victor and Whiskey will be able to gain profit while giving a discount. One of the ways to reduce loss after giving away discounts is by persuading guests to spend more. In other words, the discount can be redeemed for coffee or snacks at the bar when guests also purchase snacks or spend a minimum of €10–€15.

c. Promotion adjustments

The field research showed the importance of the hotel's websites. Nowadays, with the help of technology people easily access and book their room through their mobile phones. Thus, hotel's websites have become really popular since this is the first step guests will take to check out the hotel. In addition to hotel's website, social media ranked second as a preferable application used with 29% (Fig.5) and information source with 20% by guests (Fig. 6). However, many guests (25%) of Victor and Whiskey are first time-comers, and they discover the restaurant and bar by simply walking in (Fig.4). Based on this information, promotion adjustment on social media and narrowcasting can be made. According to Kotler, Bowen, Makens (2014), the hotel can make use of direct marketing and e-marketing to create viral marketing, the internet version of word-of-mouth marketing. Direct marketing can be used for the narrowcasting, inside the hotel and e-marketing will be used to improve the social media marketing. These two strategies will be explained further below.

- E-marketing: **social media**

According to Brokaw (2016), people nowadays spend more time on videos and social media (88%). Along with the fact that many social media apps developed for food, such as Yelp, lens, Instagram and much more. For Victor & Whiskey that has not received brand recognition yet from guests, it is efficient and effective to use social media to compete with other popular restaurants and bars. Moreover, social media is usually used to capture mass market, increase brand promotion (52%) in 2013, and receive feedback. Thus, Victor and Whiskey can make use of this social media app to trigger guests to come and visit the restaurant and bar in PPAA. One of the examples can be creating an event such as "giving away dessert options" by posting pictures on Instagram and mention Victor & Whiskey in PPAA or giving reviews in social media apps. In this way, awareness of Victor and Whiskey can be raised and attract guests to come.

- Direct marketing: **narrowcasting**

Inside the hotel itself can be the best place to promote Victor and Whiskey. 25% guests discover the restaurant and bar by walking in (Fig. 4). There are many ways to increase promotion at the hotel to inform about any events going on, especially at the restaurant and bar. Location has been one of the most important factors according to *Food Service Business Research* (2008). The fact that restaurant and bar share the same area can easily attract guests. Victor and Whiskey is located close to the lobby and can be easily found during guest check-in. Therefore, guests can be informed about Victor and Whiskey during their check-in, the TV in the lobby, and also having a TV in each room. However, displaying the restaurant and bar's name without any action follows is not going to be effective. Along with the visuals, F&B management team can also make some simple testers placed in public areas so that guests can experience and get an idea of Victor and Whiskey. By experiencing what they have seen, it may persuade them not to go elsewhere. Thus, making use of public areas as a follow-up action of promotion can increase the awareness and revenue of Victor and Whiskey.

In order to promote effectively, F&B management team needs to assign this additional responsibility to the team. Extra responsibility means extra tasks to be done, which will require extra working time for the staff. Hence, there will be a need to hire a new employee or additional salary if it is added to someone's workload. In conclusion, there is an extra cost equal to hiring a new staff when implementing the social media effectively. Moreover, it is also difficult to measure the benefit and the growth when it is not monitored closely, while the narrowcasting can be done simpler since it does not require extra costs. Moreover, the hotel's staff can be the direct mediator in case of any questions or further information.

– Conclusion

In conclusion, based on the most important question from the field research, which is menu variety and quality, and since the core concept of this project is the food, the researcher would like to focus on the product adjustments. Thus, in the next section of the implementation plan and financial implication will elaborate the detailed plan about the result of product adjustment, which is adding the Asian dish into the menu of Victor and Whiskey. As quality is part of the core product, thus the result of using locally sourced products will be a part of the Asian dish. In this case, Victor and Whiskey will start using local ingredients for vegetables and meat to make Asian dishes. Thus, the new dishes are made according to the guests' questionnaire result and trends on F&B.

5.2 Implementation Plan

The implementation plan will be elaborated in detail with the help of PDCA cycle model. PDCA stands for PLAN, DO, CHECK, and ACT. This is the last step of a marketing strategy. This tool is used to ensure the quality of activities and evaluates the result of the objectives that require a continuous process of improvement and innovation (Gerritsen & van Olderen, 2014). The outcome of marketing planning is the development of the marketing plan, which outlines all the activities necessary to implement marketing strategies.

– PLAN:

PLAN means to determine how the activities will be carried out, in this step also to establish the objectives and processes necessary to deliver the expected results. Based on the financial data, it showed that the lowest period of the year was in May and June 2015, resulting in F&B revenue decline. Even though the hotel occupancy was 85,91% in May and 86,86% in June, the total F&B revenue report gave the opposite result (Market Segmentation Report, 2015). There are three marketing objectives set, which are the following:

- Gain profit by 15% on the new menu in the next year
- Increase the F&B by 15% revenue in the next year
- Increase customer satisfaction and customer retention (for the long-term goal)

Based on the objectives above, to implement a new product will involve many activities and parties, which then require an extensive planning beforehand. The steps to be taken are:

- Hire a new chef that is specialized in Asian cuisine
- Deciding on new dishes to be on the menu
- Looking for a local supplier for the Asian dish's ingredients
- Preparing to introduce new dishes

Since it is a new product, it is best to release it during the high seasons. The financial data of PPAA above showed the high percentage but low score on F&B revenue. Therefore, this time suits best to add the Asian dishes. Besides, PPAA changes their menu around every quarter of a year, thus implementing in May would be the best month. During May and June, both target groups are at the hotel. The business guests who are on their last business trips before the holiday, and the leisure guests who are starting their holiday earlier. Therefore, the F&B management team can already start with the first step of the planning to present the result in May and June.

– DO:

In this step, it means to implement the plan on a small scale, such as preparing all the necessities to be able to apply what has been planned. All the activities involved, who will be responsible and when it will be done, is explained as follows:

Activities	Steps	Responsible Person	Time
1. Hire a specialized chef in Asian dishes	– Open recruitment in websites and other platforms about the vacancy	F&B Manager and HR	± 3 months
	– Interview the candidates	F&B Manager & HR	± 6–8 weeks
2. Decide the new dish options	– Discuss the menu choices, what can be used from the current ingredients and what needs to be made from scratch	Specialized Chef and F&B Manager	±2 weeks
3. Looking for a local supplier	– Researching and contacting many different suppliers to compare and choose the best price that equals with the best quality products	F&B Manager, Kitchen, and Purchasing	±2–3 weeks
4. Preparing to introduce the new dishes	– Arrange a menu tasting (explaining all relevant information)	F&B Manager and Kitchen	1 day (±15.00– 17.00)
	– Add onto the menu and print	F&B team	1 day
5. Promotion	– Inform the other department, such as FO about the new dish	F&B Management team	±1 week
	– Use the guest' room TV to advertise	F&B Management team & Technical Department	±1 month
	– Printing the Flyers	F&B team	1 day

Table 1. Implementation Breakdown

The first task is to hire a chef who is specialized in Asian dishes. This is important since Victor and Whiskey want to deliver a four-star level of food, and since at the moment there is not anyone familiar with authentic Asian dishes among the kitchen team, it is needed to find someone new who has the right skills and knowledge about Asian meals. The recruitment will be open from September to November to ensure the right candidate is hired. Moreover, September is the start of the new quarter in The Netherlands, when many people are looking for a job, which will be the best time to post the job opening. After successfully hiring, together with the F&B Manager, the next step will be to discuss and decide about the possible options of Asian dishes to be added to the menu of Victor and Whiskey. As a start of introducing Asian food, the restaurant and bar in PPAA only need to offer the popular and small portion dishes, such as dim sums or sushi. In this way, this option can be sold not only in the restaurant but also as snacks at the bar. Moreover, the small portion would trigger guests to try more as opposed to offering a-main-meal portion.

Afterward, it is time to look for local suppliers to make the Asian dish. In this case, local suppliers can be only part of the dishes, consisting of only several ingredients needed, such as the vegetable or the meat. Therefore, other dishes that require the same ingredients can be made as well. By doing this, Victor and Whiskey can also promote the fact that they are using locally sourced products to make their dishes. When the ingredients are ready, and the dishes are decided, the chef and kitchen team can start making them. Before presenting the new dishes to the guests, it is essential to hold a menu tasting. This event aims to train the staff to be knowledgeable of and thus able to promote the dish to the guests. During the tasting, the chef will be explaining the ingredients, which is from local suppliers, the taste, structure, and all the relevant background information about the dish. As mentioned by Philips (2013), guests have become more interested in what they are eating. Therefore, it is crucial that the waiter should be able to answer the questions and provide the right information for the guests. Moreover, most of the waiters in Victor and Whiskey are Dutch. Thus, they need to learn and get a grasp of the dish to satisfy the guests. This event will be organized by the F&B management team and the kitchen, with an exact date and time to invite all the F&B staffs.

The last step before presenting to the guests is by adding them to the menu and print the new version. Menu design will be an important aspect in this case, especially for introducing a new product. Menu design includes the position, label, and the description of menu items on the menu display (Ozdemir & Caliskan, 2014). At an unfamiliar restaurant, guests tend to lean towards default choices they are familiar with, and may not consider the new healthy choice. Therefore, it is important to make this healthy dish be appealing on the menu to draw the guests' attention. Placing the new dishes on a particular page, or putting a "new" sign beside the name can be one of the ways to persuade the guests to try them (Ozdemir & Caliskan, 2014). Thus, after all these steps are implemented, Victor and Whiskey can start introducing and promoting their new Asian dishes. In order to successfully promote the dish, F&B team has to cooperate with the front desk so that they can also inform guests while they are checking-in. Each guest room is equipped with a TV, which can also be used as the media to promote the new Asian dish in Victor and Whiskey. Moreover, there will be flyers distributed around the hotel's public areas to raise awareness of the new dishes to attract the guests.

– CHECK & ACT:

The next step of the PDCA cycle is CHECK. In this part, the data or activities gathered prior would be evaluated to ensure whether the advice has brought any positive impact. In other words, it will measure the new processes and compare the results against the expected results to ascertain any differences. In order to evaluate or monitor the activities, the F&B management team will be recording the data, and at the end of the month, the financial report will show the progress. The purchase report and F&B sales need to be compared at the end of the month to find out how the performance is after applying the alternatives. Moreover, the guests will be asked to fill out the questionnaires about their experience in the restaurant and bar. Based on these measurements, the management team, especially from F&B department will be able to keep track. The last step is called ACT. In this step, the result of the previous steps would be assessed. If there is a need to do some adjustments or any necessary improvement, then a follow-up action plan will be discussed.

5.3 Financial Implication

There are some financially related implications in regards to the marketing plan in the restaurant and bar revenue. In order to successfully achieve the objective of this thesis project, it is important not to forget the expected financial consequences. The list below will show the cost and expenses of applying the alternatives for the first year. The method used for this project will be objective and task approach, meaning that the budget will be set based on the cost estimation of the activities (Kotler & Armstrong, 2010). This is the most sensible and defensible method since the financial plan is established based on the predicted expense. The estimated costs for the first year are as follows:

Table 2. Financial calculation

Tasks	Calculation	Monthly	1 st Year
Ingredients	± €0,55 (per piece) x 6pieces x ±120 (quantity/month)	± € 396	€ 3960
Chef salary	– Preparing new dishes: €15/h x 2h x 1 person x 15 working days	€ 450	€ 4500
Tasting	– Staff: 15 F&B staff x €0/h x 2h – Kitchen: 1 chef x € 15/h x 2h – Food: ± €10	€ 0 € 30 € 10	€ 0
Print	10 papers x €0,50	€ 5	€ 0
Miscellaneous	Asian silverware	€ 100	€ 0
Total			€ 8460

Based on the table above, the first year is only calculated for ten months, since the actual cost starts after the hiring process. Each aspect will be explained further:

– Ingredients

This aspect would make up most of the costs. The ingredients include the local products and are calculated per piece, as mentioned in Table 2. The new dish will be sold by six pieces in a portion and is estimated to be sold around 120 per month. Thus, Victor and Whiskey is expected to spend roughly €400 for the dish.

– Chef's salary

It is estimated that the newly hired chef will be paid €15 per hour he works. In order to make the new dish, and include all the preparation, the approximately will spend around two hours. In a month, only 15 working days are calculated so he can prepare and other kitchen teams can do the finishing touch. Thus, it is assumed that what the chef has prepared can be stored for two days maximum, the next day he needs to make a new one in order to keep the product's quality and freshness.

– Tasting

It is vital that the employees are aware of any allergies in the ingredients, and other knowledge related to the dish, especially concerning a new product. Therefore, tasting is crucial. The tasting will be held during the staff's working hour so that the hotel does not have to pay extra for the staff's salary, which in this case will save a lot of costs. The tasting will last around two hours, and the chef alone can prepare the food. The cost itself to produce the food tasting is estimated around €10. This event is held once before the launch of the new dish; therefore there will be no more additional cost for the following months.

– Promotions

Promotions, in this case, include printing the menu since there are new items added. It is also important to officially promote this new dish in the hotel's website, social media, and inside the hotel itself. In the table above, there is no cost to print the menu because PPAA changes their menu quarterly. Thus, it is also the reason why the implementation plan is carried out in May and June so that there will be no more extra cost. Besides printing menu, another alternative is to print flyers to be placed in public areas in the hotels to raise the awareness of the special new dishes in Victor and Whiskey.

– Miscellaneous (other unexpected costs)

Unexpected cost means all other costs or expenses that may arise during the implementation period. Moreover, in order to make attractive food, it is important to pay attention to food presentation. The presentation innovation includes garnish, different silverware that fits the concept to share or to show a touch of Asian. All of which may bring extra cost when implementing the alternatives, which is around €100. This amount is also a one-time-only purchase, which does not require any extra costs in the next months.

After implementing the alternatives, it is essential to keep track of the performance on the new dishes. The tool to analyze is by using BCG's (Boston Consulting Group) Matrix. There are four classifications, namely, stars, question mark, cash cow, and dogs (Kotler & Armstrong, 2010). Stars mean that the dish that has high market growth and high-profit margin. A question mark has high-profit margin but low in market growth. This dish needs to be popular in the market to be able to earn a star. At the opposite end, cash cow has low market share but is high in market growth. When the dish is put in this category, the next step to take is lowering the price and promoting the selling of the dish more aggressively. Dogs are dishes that are low on both market share and market growth. When this situation happens, taking them off the menu must be put into consideration. The purpose of the new dish is to be put in the cash cow category. Victor and Whiskey need to increase the awareness of their new Asian dish among the guests. Thus, based on this matrix, the evaluation of the new dish can be monitored, and the result will determine the next step.

5.4 Conclusion

In conclusion, the management question will be answered through the implementation of the advice. The management question of this thesis project is **“How to improve the revenue stream of the restaurant and bar in PPAA?”**

According to the research result, the literature and field, there are three elements of the marketing mix that become the main points in this project. The first aspect is product adjustments, which includes the core product and process. The result shows that based on the guests' needs and wants, quality and menu variety are the essential factors to influence guests to choose Victor and Whiskey. Furthermore, Journal of Food Service Business Research (2008) also mentioned menu variety as the first rank. Hence, based on this information, the adjustment developed is by adding Asian dishes into the menu by using locally produced ingredients. This result is the combination from the result of core products, which emphasizes menu variety and a process that represents the food quality. The implementation plan also covers the product adjustment aspect. The new Asian dishes are targeted to be launched in May and June, which is the best time since it is the start of a new quarter; thus Victor and Whiskey can change their menu as well. Moreover, both target groups are still at the hotel, the adventurous - leisure and demanding - the business group. Concerning financial costs, the extra cost mainly from the ingredients and the specialized chef. However, by implementing this product adjustment, Victor and Whiskey can improve the F&B revenue.

Afterword

Reflection on day-to-day practice

In this section, the reflection of day-to-day practice during this research project will be elaborated. The challenge began when I had to find hotel or hospitality companies related to my client. I prefer to find a company based in the Netherlands so that I can communicate directly with the client. At that time, I was a part-time employee in Victor & Whiskey restaurant in PPAA. I tried to discuss the possibility of the thesis project with my manager, Ms. Leonie Sprokholt. Initially, I wanted to research about the guest satisfaction as I had some previous school projects related to this topic. Unfortunately, my manager said that there was another student who had already conducted research related to guest satisfaction and that I had to find another topic for my thesis.

The week after, I came to my manager and proposed to do research related to human resource management. Again, the research related to this topic was already taken by another student at that time. I tried to discuss the possible topic with my manager by analyzing the current problem in the restaurants. She suggested that I conduct research related to finance. I was struggling and doubting because I did not have much background related to finance. However, being an international student, I do not have any other connections to find a new client. In the end, I did not do anything for about 3–4 weeks because of this. I did not dare to tell my manager that I do not want to take the finance topic because I was afraid that I could not finish the project. One day, she called me to her office and explained more about the project. She told me that I could choose two topics, one is how to increase the revenue and the other one is how to reduce cost. My manager tried to reassure me by explaining the topic. She mentioned that my topic is more related to marketing strategy than calculation. Therefore, in the end, I decided to take the project.

During the next process, I did not have any significant difficulties communicating with my manager, even though she is Dutch and we have a different way of working and communicating. For example, before and after consultation with my school supervisor, I was always welcome to her office to discuss the project. She was also willing to check the questionnaire before I distributed it. Another major important party during the execution of my project is Mr. Wim Bontekoning. He is my supervisor for my assignment from Saxion. He was always able to clearly explain his feedback, so I did not have any communication problem with him. Moreover, he was also willing to communicate via *Whatsapp* to answer a quick question, which was very helpful for me. Moreover, I also used my two opportunities to have a consultation with my research teacher, Ms. Geertje Tonnaer. She was very helpful in guiding me through the methodology part until I was able to distribute the questionnaire. After using the two chances to contact her, she also offered me to contact her via email if I have any additional questions.

Even though I did not have any specific communication problem with my manager, supervisor and research teacher, I did receive some feedback from them. Both my manager and the supervisor told me that I have to be more proactive in expressing my opinion. Reflecting back to the process, I did notice this weakness. For example, I spent a lot of time to decide the topic. I did not dare to express my opinion that I do not want to conduct the finance research. Fortunately, my manager noticed this and tried to reassure me. Otherwise, I would not even have been able to finish my project until now. What I learned is that I want to be more proactive to express myself and take more initiative on the project.

Aside from the communication aspect, I also want to reflect my time management. I thought the process that took the most time is writing the literature review and the methodology chapter. I was in relaxed mode after finishing this chapter, thinking that I do not have to do that much after. Unfortunately, I was really in a hurry during the questionnaire distribution phase. I needed to have confirmation from my research teacher, my manager and my supervisor for the questionnaire. The fact that my research teacher does not work full time was an aspect that I did not take into consideration. Furthermore, there was an official holiday in the Netherlands that also postponed the possibility for me to meet with my research teacher. Additionally, during the time planned for distributing the questionnaire, my manager was very busy for the whole week because of an event that made me postpone my planning for a week again.

I was very stressed because the deadline was nearing and I did not have enough filled in questionnaires yet. It was also not easy to find respondents who were willing to fill in the questionnaire. Luckily, my colleagues were willing to help me, so I was able to collect a sufficient number of filled questionnaires. From this experience, I have realized I have to plan my future projects more carefully, taken into consideration unexpected events such as a holiday or in the event that my stakeholders were unable to meet. Moreover, I should not underestimate any process in my next project, and I should continue to the next step after finishing one step. By doing this, I will be able to produce a better result in an efficient amount of time.

Value of the thesis

The result of this project is useful not only for the Victor and Whiskey restaurant but also to other similar companies in the hospitality branch. Some questions on the questionnaire were asked in a neutral way so the information may be applied to other similar companies. For example, the question related to the importance of some aspects when choosing a restaurant can be useful for some restaurants located nearby to the Victor and Whiskey restaurants. This information can be used by the restaurant as additional information or references about the market. The results might be more applicable for a restaurant or any airport hotel or 4-star hotels in a similar setting. Additionally, the alternatives built based on this thesis can also be used for companies who are targeting the same market segment or any target group who has similar characteristics. This project approached a market who are adventurous and open-minded, who typically consists of young people, dynamic, leisure-oriented, and have a strong interest in trying something new or innovative. Moreover, the other segment that was the focus of this project consists of people who like high quality, status, and security. These groups tend to be people who are less price-sensitive and demanding. They are usually educated people with a disciplined personality, like business-minded people. However, all of the questionnaires were distributed only in the Victor and Whiskey restaurants. Guests' expectations related to the restaurant inside the hotel is more likely to be different than their expectations towards independent restaurants. In addition, the advisory part and the implementation plan were made especially for Victor and Whiskey restaurants. Therefore, it is rather difficult to generalize the result. The product adjustment might be too specific and focus solely on the F&B department situation in PPAA. Other companies may still be able to make use of the other marketing mix adjustment strategies, such as the pricing strategy, that may be applied to their specific situation.

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7. Appendices

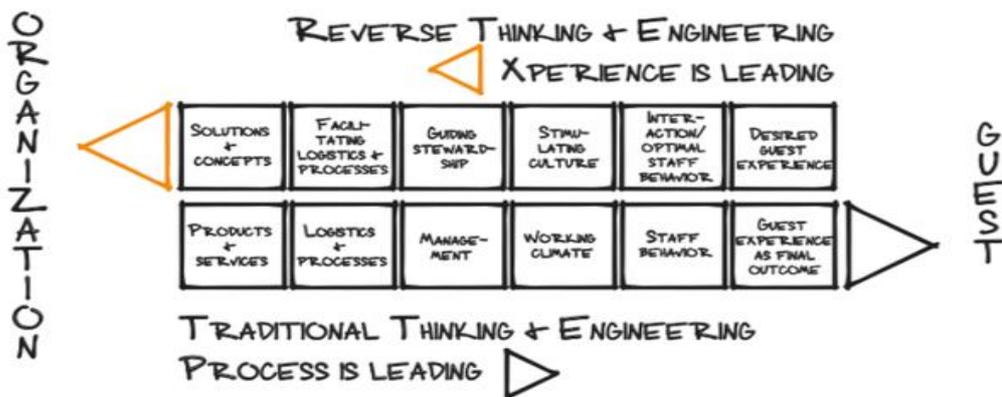
Appendix 1. PPHE vision mission



(Source: PPHE website, 2016)

Appendix 1.1 Reverse thinking model

REVERSE THINKING

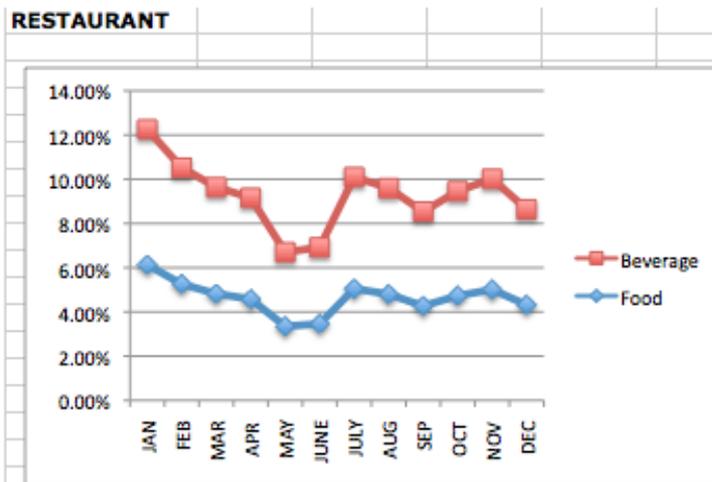


(Source: PPHE website 2016)

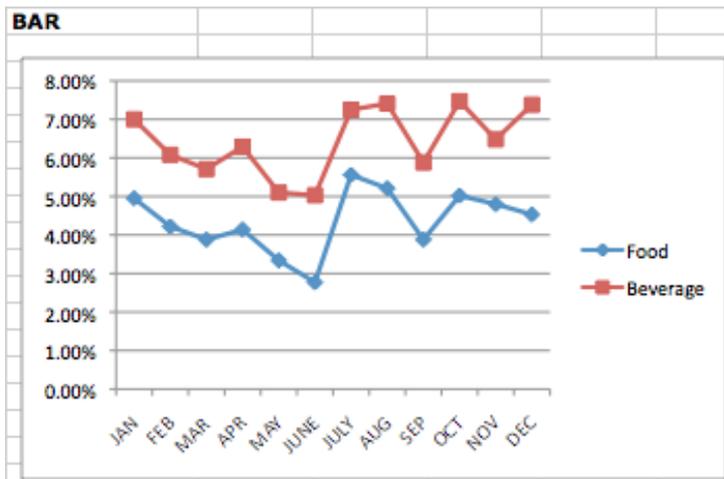
Appendix 1.2 Financial Statement Food & Beverage 2015

Financial Statement - Food & Beverage (EUR)						Budget: current year		03-03-2016 13:56 Page:			
(6) Schiphol Victoria Hotel CV						Period: 12.2015 / December					
Period		Budget %		Last Year %		Year					
actual	%	Budget	%	Last Year	%	actual	%	Budget	%	Last Year %	
Food & Beverage Profit & Loss						1.197.058	31,89	1.192.537	28,02	1.208.655	28,8
72.918	30,71	74.775	42,10	83.696	38,99	517.775	13,79	518.253	12,18	511.254	12,2
28.893	12,17	29.896	16,83	39.044	18,19	86.300	2,35	86.116	1,55	84.204	1,5
7.592	3,20	2.919	1,64	6.683	3,11	158.322	4,22	152.680	3,59	140.382	3,3
10.747	4,53	8.514	4,79	12.096	5,64	124.694	3,32	255.366	6,00	337.016	8,0
453	0,19	3.115	1,75	324	0,15	0	0	0	0	0	
0	0	0	0	0	0	1.551	0,04	3.045	0,07	2.133	0,0
82	0,03	270	0,15	115	0,05	4.555	0,12	6.290	0,15	5.537	0,13
244	0,10	650	0,36	448	0,21	623.634	16,61	839.865	19,73	768.211	18,3
48.791	20,55	18.856	10,52	23.971	11,17	0	0	0	0	211	0,0
0	0	0	0	0	0	2.715.889	72,35	3.034.152	71,28	3.037.602	72,4
169.721	71,48	138.995	78,26	166.376	77,51	Total Food Revenue					
0	0	0	0	171	0,08	-46	0	0	0	315	0,0
10.249	4,32	8.288	4,67	12.430	5,79	171.965	4,58	158.297	3,72	161.025	3,9
920	0,39	325	0,18	1.348	0,63	13.450	0,36	11.472	0,27	11.798	0,3
17.521	7,38	12.012	6,76	15.468	7,21	236.423	6,30	241.540	5,67	231.611	5,5
76	0,03	1.299	0,73	-32	0,01	2.708	0,07	19.429	0,46	9.204	0,2
0	0	0	0	0	0	0	0	0	0	0	
1.294	0,55	800	0,45	519	0,24	19.192	0,51	9.267	0,22	6.998	0,1
0	0	0	0	0	0	0	0	0	0	0	
244	0,10	700	0,39	548	0,25	6.316	0,17	7.800	0,19	6.855	0,1
9.068	3,82	3.927	2,21	6.202	2,89	117.504	3,13	183.044	4,30	139.675	3,3
0	0	0	0	0	0	0	0	0	0	0	
39.374	16,58	27.351	15,40	36.653	17,08	Total Beverage Revenue					
23.742	10,00	9.379	5,28	11.021	5,13	377.498	10,06	501.389	11,78	472.122	11,3
4.600	1,94	1.876	1,06	605	0,28	92.674	2,47	90.017	2,11	106.999	2,5
0	0	0	0	0	0	0	0	0	0	0	
237.436	100,00	177.601	100,00	214.656	100,00	Total Food & Beverage Revenue					
65.582	38,64	40.151	28,89	50.299	30,23	910.225	33,51	890.227	29,34	962.493	31,1
4.333	11,00	4.937	18,05	6.981	19,05	110.581	19,49	118.512	18,79	107.874	19,0
69.914	33,44	45.088	27,10	57.280	28,21	Total Cost of Sales					
84.376	65,69	76.367	68,35	74.096	51,13	925.196	61,25	938.817	63,53	909.711	61,1
7.961	6,20	4.021	3,60	1.560	1,08	103.979	6,88	88.408	5,98	80.869	5,9
1.958	1,52	2.237	2,00	2.816	1,94	23.264	1,54	30.682	2,08	30.535	2,0

(Source: P&L 2015, PPAA)

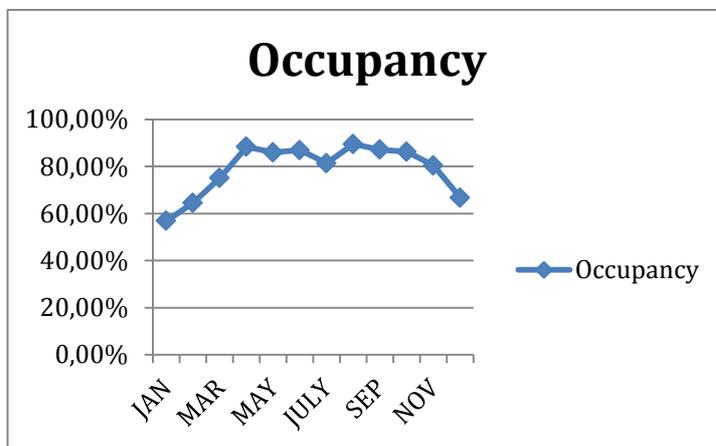


(Source: P&L 2015, PPAA)



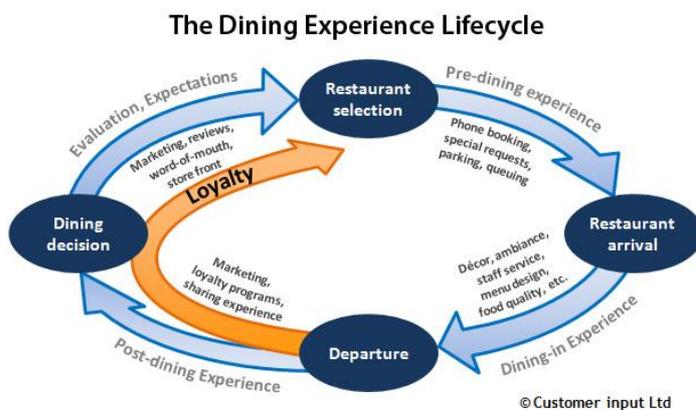
(Source: P&L 2015, PPAA)

Appendix 1.3 Occupancy



(Source: P&L 2015, PPAA)

Appendix 2. Guests journey



(Source: Customer Input Ltd., 2011)

Appendix 3. AAOCC

<p>1. Accuracy and authority</p> <ul style="list-style-type: none"> You check for accuracy when you find an author or publisher to take responsibility for the information. If the author provides contact information such as email, address and/or phone number, he/she takes responsibility. If research is being used, the author should provide a bibliography that supports what he/she is saying; this also helps the reader determine accuracy. If there is no author given, determine if the page is associated with or published by a group or organization that is taking responsibility. The domain name may give clues to this. Once you know who is responsible, check to see his/her credentials give the person authority to publish the information. What are the qualifications that this person or organization possess and are they prominent enough to be trusted? The purpose of the document should be clear. Why was it produced? 	<ul style="list-style-type: none"> Who is the author? Is there an address, phone number or email given? (Some way to contact author) Who publishes the website? A publisher? An organization? A group with a biased viewpoint? What is the URL and what does this tell you about the publisher of the site? .gov? .org? .net? .edu? What qualifications does the author have? Or what qualifies the group to publish such information? Is the information verifiable?
<p>2. Objectivity of Web Documents</p> <ul style="list-style-type: none"> The goals and objectives of the document should be made clear. The page should be objective or unbiased about the subject covered. Bias should be stated as such. If the author's opinions are stated, they should be well substantiated and should not be presented as fact. The motives of the piece should be transparent. 	<ul style="list-style-type: none"> Is the page a mask for advertising; if so, how might the information be biased? Why was the page written (motives)? Are opinions backed by accurate facts and information?
<p>3. Currency of Web Documents</p> <ul style="list-style-type: none"> The information should be up to date and there should be an indication that someone is taking care of the site. For example, if a number of the links no longer work, this is one way to tell. 	<ul style="list-style-type: none"> When was it produced? Last updated? How many dead links are there? Is the information outdated?
<p>4. Coverage of Web Documents</p> <ul style="list-style-type: none"> There is breadth and/or depth to the topics covered. You should have not problem viewing the information properly—not limited to fees, browser technology, or software requirement. 	<ul style="list-style-type: none"> Is there breadth and/or depth to the topics covered? Is the information free or is there a fee to obtain information? Are you able to view the page or is software missing? Is that software free?

Sources: Kapoun, Jim. "Teaching undergrads WEB evaluation: A guide for library instruction." C&RL News (July/August 1998): 522-523.

Appendix 4. Questionnaire



Dear Guests of Victor & Whiskey,

Park Plaza Amsterdam Airport (PPAA) is conducting a research to find out about your needs and wishes. Based on your answers in this questionnaire, we hope to provide us insights about your preferences. We would like to assure you that your information will be treated confidentially. The first section is about your background, following with the second part asking you to rate our restaurant/bar, and the last part is about your preferences. It takes around *5 minutes* to fill it out. We would like to first thank you for your participation in filling out this questionnaire!

1. Gender : M/F
2. Age : _____
3. Nationality :
 - a. Dutch
 - b. American
 - c. England
 - d. Others (please specify): _____
4. Purpose of visit:
 - a. Business
 - b. Leisure
 - c. Airliners
 - d. Others (please specify): _____
5. Last spending in Victor & Whiskey (if this is not your first visit): € _____
6. Average spending on food & drinks in hotel's restaurants last year: € _____
7. How many times do you visit Victor & Whiskey during your stay at Park Plaza Amsterdam Airport?
 - a. Once in a week
 - b. More than once in a week
 - c. Never
8. How do you know about us? (Please give only 1 answer)
 - a. Hotel's website
 - b. Social media (Tripadvisor, Instagram, Facebook please specify: _____)
 - c. Walk-in
 - d. Friends/families/relatives/colleagues
 - e. Outside the hotel (please specify: _____)
9. Which site/apps do you use the most to find a restaurant/a bar to visit? (Please give only 1 answer)
 - a. Hotel's website
 - b. Social media (Tripadvisor, Instagram, Facebook, please specify: _____)
 - c. Google/website (iens, bookatable, others: _____)
10. How would you like to be informed about any special events or promotions in Victor & Whiskey?
 - a. Hotel's website
 - b. Social media (Tripadvisor, Instagram, Facebook, please specify: _____)
 - c. Inside the hotel (upon checking in, at the bar, in the room's TV, etc)
 - d. Others (please specify: _____)
11. Below are 8 aspects that may influence your decision to eat out, please rank each aspects with one number from 1 (most important) to 8 (unimportant):

<input type="checkbox"/> Menu variety	<input type="checkbox"/> Price range
<input type="checkbox"/> Promotion/discount	<input type="checkbox"/> Type of cuisine
<input type="checkbox"/> Ambiance	<input type="checkbox"/> Special occasion
<input type="checkbox"/> Location/accessibility	<input type="checkbox"/> Entertainment

12. **Rating:** Table below is meant to define how important these aspects are in your decision-making to visit Victor & Whiskey in Park Plaza Amsterdam Airport. Please circle your answer between 1 (unimportant) to 5 (most important):

The food & drink varieties	1	2	3	4	5
The menu changes	1	2	3	4	5
The healthy/vegetarian choices (Leave blank if not applicable)	1	2	3	4	5
The freshness of food	1	2	3	4	5
The consistency of the food quality (If you visit Victor & Whiskey more than once)	1	2	3	4	5
The overall price of food & drinks	1	2	3	4	5
The entertainment (example: live music)	1	2	3	4	5

Your preference & experience: In this section, we would like to know your preference and also your stories while visiting a restaurant/bar in a hotel.

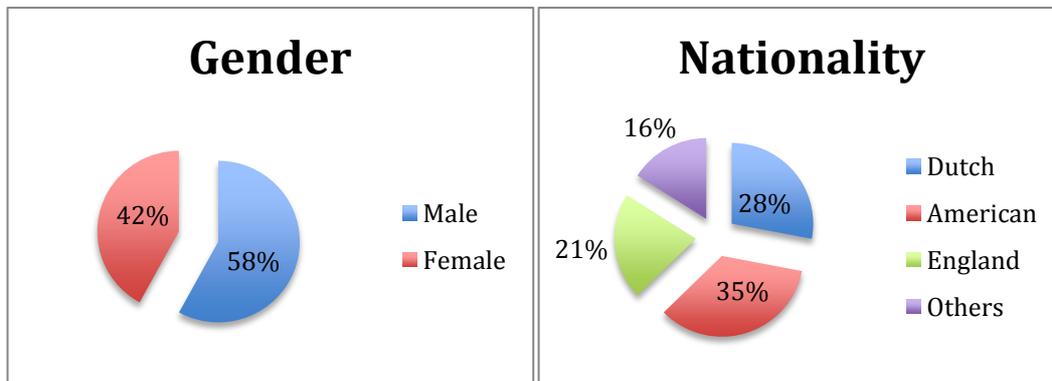
13. What is your most favorite cuisine?
 a. Western b. Asian c. Latin America d. other (please specify:_____)
14. If you go to visit a restaurant or bar in a hotel for **business**, what is the type of food & drinks would you prefer to have?
 a. Quick meals with grab-and-go option
 b. Local meal
 c. International meal (hamburger, pasta bolognese, steak, etc)
15. If you go to visit a restaurant or bar in a hotel for **leisure**, what is the type of food & drinks would you prefer to have?
 a. Quick meals with grab-and-go option
 b. Local meal
 c. International meal (hamburger, pasta bolognese, steak, etc)
16. How much are you willing to spend for lunch in a four-star hotel?
 a. <€15 per person b. €15–€20 per person c. €20–€25 per person d. >€25 per person
17. How much are you willing to spend for dinner in a four-star hotel?
 a. <€25 per person b. €25–€35 per person c. €35–€45 per person c. >€45 per person
18. How long do you usually have to wait for your food & drinks to be served? (Please give only 1 answer):
 a. < 5 minutes b. 5–10 minutes c. > 10 minutes
19. If you have visit Victor & Whiskey several times (leave blank if not applicable)
 What is your favorite food/drinks?_____.
 What is your least favorite food/drinks?_____.

20. What have you found attractive/unique at other 4 star hotel's restaurant and bar that you wish we had at Victor & Whiskey?

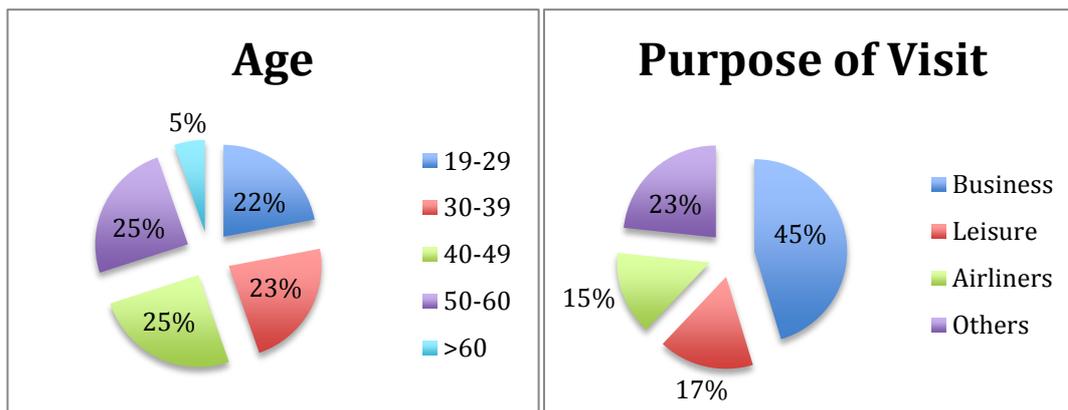
Thank you 

Appendix 5. Data analysis

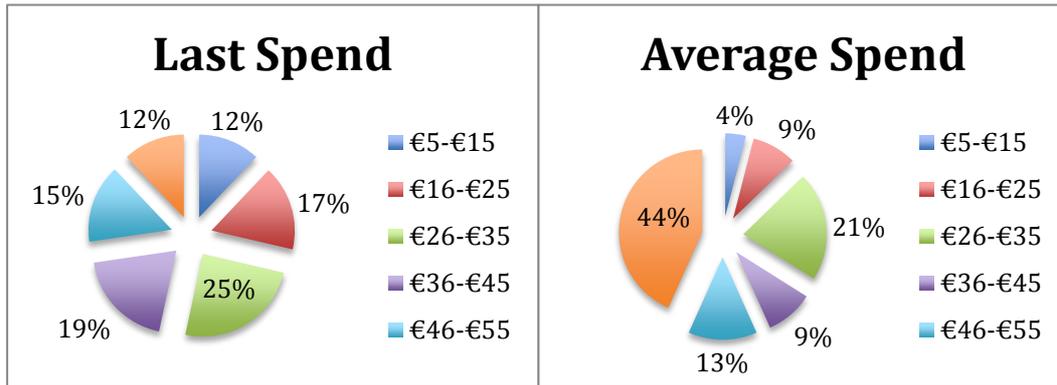
Appendix 5.1 Background information charts



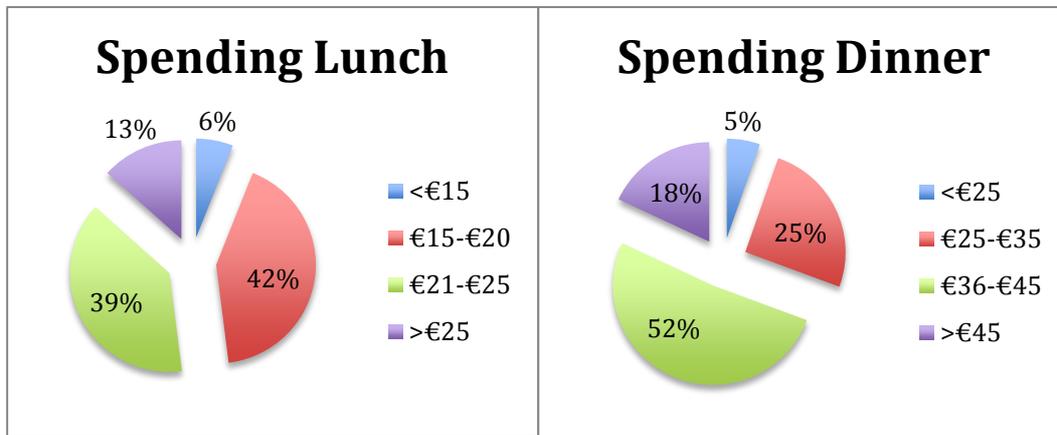
(Source: Questionnaire 2016)



(Source: Questionnaire 2016)



(Source: Questionnaire 2016)



(Source: Questionnaire 2016)

Appendix 5.2 Cross tab analysis

Table 5.2.1 Age-Spending lunch

(Source: Questionnaire 2016, SPSS statistics)

Spending_Lunch * Age

Crosstab

Count		Age					Total
		19-29	30-39	40-49	50-60	>60	
Spending_Lunch	<15	0	4	3	2	0	9
	15-20	10	15	24	14	0	63
	21-25	13	14	18	10	3	58
	>25	2	5	7	1	5	20
Total		25	38	52	27	8	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.416	.011
	Cramer's V	.240	.011
N of Valid Cases		150	

Table 5.2.1 Age–Spending dinner

Spending_Dinner * Age

Crosstab

Count

		Age					Total
		19–29	30–39	40–49	50–60	>60	
Spending_Dinner	<25	1	1	4	2	0	8
	25–35	4	14	12	8	0	38
	36–45	17	14	26	15	5	77
	>45	3	9	10	2	3	27
Total		25	38	52	27	8	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.314	.254
	Cramer's V	.181	.254
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.3 Purpose of visit–Spending lunch

Spending_Lunch * Purpose_of_visit

Crosstab

Count		Purpose_of_visit				Total
		Business	Leisure	Airliners	Others	
Spending_Lunch	<15	4	4	0	1	9
	15-20	22	12	16	13	63
	21-25	34	9	2	13	58
	>25	8	0	4	8	20
Total		68	25	22	35	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.420	.002
	Cramer's V	.242	.002
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.4 Purpose of visit-Spending dinner

Spending_Dinner * Purpose_of_visit

Crosstab

Count		Purpose_of_visit				Total
		Business	Leisure	Airliners	Others	
Spending_Dinner	<25	0	0	0	8	8
	25-35	14	11	12	1	38
	36-45	35	14	10	18	77
	>45	19	0	0	8	27
Total		68	25	22	35	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.620	.000
	Cramer's V	.358	.000
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.5 Last spending–purpose of visit

Last_Spend * Purpose_of_visit

Crosstab

Count		Purpose_of_visit				Total
		Business	Leisure	Airliners	Others	
Last_Spend	5-15	21	10	5	6	42
	16-25	2	0	0	2	4
	26-35	16	5	8	6	35
	36-45	14	4	1	9	28
	46-55	8	5	2	8	23
	>55	7	1	6	4	18
Total		68	25	22	35	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.365	.171
	Cramer's V	.211	.171
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.6 Purpose of visit–average spend

Ave_spend_last_year * Purpose_of_visit

Crosstab

Count		Purpose_of_visit				Total
		Business	Leisure	Airliners	Others	
Ave_spend_last_year	5-15	4	2	0	0	6
	16-25	8	2	0	3	13
	26-35	16	10	4	2	32
	36-45	7	1	3	3	14
	46-55	10	1	7	2	20
	>55	23	9	8	25	65
Total		68	25	22	35	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.472	.004
	Cramer's V	.273	.004
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.7 Nationality–favorite cuisine

Nationality * Favorite_Cuisine Crosstabulation

Count

		Favorite_Cuisine				Total
		Western	Asian	Latin America	Others	
Nationality	Dutch	16	15	0	11	42
	American	26	4	1	21	52
	England	6	9	12	5	32
	Others	6	13	2	3	24
Total		54	41	15	40	150

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.632	.000
	Cramer's V	.365	.000
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.8 Purpose of visit–most app used

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Purpose_of_visit * Apps_most_used	150	100.0%	0	0.0%	150	100.0%

Purpose_of_visit * Apps_most_used Crosstabulation

Count

		Apps_most_used			Total
		Hotel's Website	Social Media	Google/Website	
Purpose_of_visit	Business	16	20	32	68
	Leisure	4	8	13	25
	Airliners	7	6	9	22
	Others	10	9	16	35
Total		37	43	70	150

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.019 ^a	6	.918
Likelihood Ratio	2.081	6	.912
Linear-by-Linear Association	.350	1	.554
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.43.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.116	.918
	Cramer's V	.082	.918
N of Valid Cases		150	

(Source: Questionnaire 2016, SPSS statistics)

Table 5.2.9 Correlations

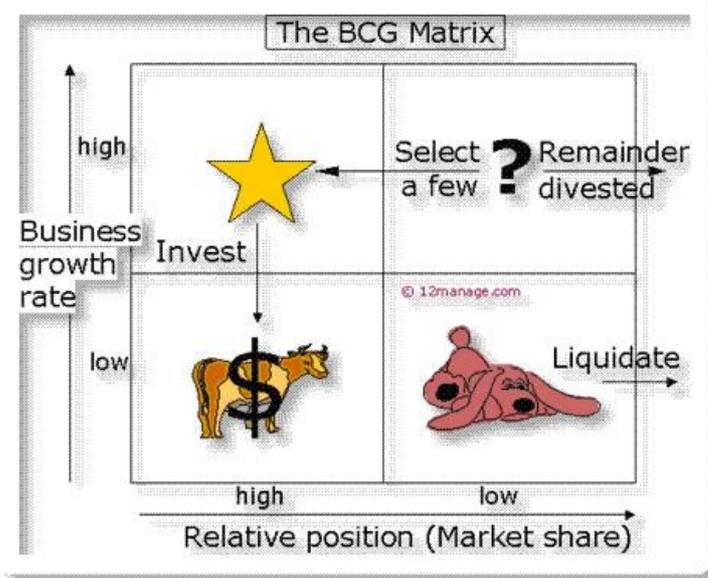
Correlations

		Gender	Nationality	Age	FACTORS
Gender	Pearson Correlation	1	.027	.158	.022
	Sig. (2-tailed)		.746	.054	.792
	N	150	150	150	150
Nationality	Pearson Correlation	.027	1	-.149	.241**
	Sig. (2-tailed)	.746		.068	.003
	N	150	150	150	150
Age	Pearson Correlation	.158	-.149	1	-.059
	Sig. (2-tailed)	.054	.068		.471
	N	150	150	150	150
FACTORS	Pearson Correlation	.022	.241**	-.059	1
	Sig. (2-tailed)	.792	.003	.471	
	N	150	150	150	150

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

(Source: Questionnaire 2016, SPSS statistics)

Appendix 5.3 BCG Matrix



(Source: Kotler & Armstrong, 2010, Principles of Marketing)