



The Chartered
Institute of Marketing

2011: BUILDING ON



YEARS OF
MARKETING
AND SALES
LEADERSHIP

Diploma in Hospitality and Tourism Marketing

Syllabus and reading list
2010 - 2011



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Syllabus Unit 1

Marketing and Consumer Behaviour

Aims and objectives

This unit aims to provide candidates with the skills and knowledge necessary in managing marketing communications and brand support activities within organisations. The unit explains the links between communications and marketing and provides knowledge of fundamental theories of consumer behaviour, and their application to marketing communications.

Assessment methodology

Assignment

Learning outcomes

On successful completion of this unit, candidates will be able to:

- Explain the role of the marketing plan and communications plan within the context of the organisation's strategy and culture
- Evaluate the marketing planning process and the links between each stage of the process
- Explain the role of marketing communications and how the tools of the communications mix can be coordinated effectively
- Develop marketing communication and brand support activities based on an understanding of the salient characteristics of the target audience

- Explain the importance of developing long term relationships with customers, channel members, agencies and other stakeholders and transfer such knowledge to the development of marketing communication activities
- Assess various methods of evaluating, measuring and controlling tools in the marketing communications mix
- Recommend suitable methods to influence the relationships an organisation has with its customers, any marketing channel partners and other stakeholders, using marketing communications

Knowledge and skill requirements

Element 1: Marketing Principles (25%)

- 1.1 Explain the development of marketing as an exchange process, a philosophy of business, and a managerial function, recognising the contribution of marketing as a means of creating customer value and as a form of competition:
 - An exchange process
 - A philosophy of business
 - A managerial function
 - Creating customer value
 - A form of competition



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Marketing and Consumer Behaviour

- 1.2 Explain the importance of the marketing planning process and where it fits into the corporate or organisational planning framework:
- The role of marketing research and information
 - Delivering strategies and achieving marketing objectives
 - Monitoring of timeline progress against schedule
 - Implementation
 - Budget planning
 - Measurement of successful implementation
- 1.3 Describe the structure of an outline marketing plan and identify its various components:
- Mission Statement and Business Plan
 - Marketing Audit Situational Analysis
 - Opportunities/Issue Analysis
 - Objectives
 - Strategy and Action Plan
 - Financial Implications
 - Controls
- 1.4 Undertake a basic internal and external marketing audit:
- Internal and External Secondary Data
 - PESTEL
 - SWOT Analysis
- 1.5 Explain the importance of objectives and the influences on, and processes for, setting objectives:
- Corporate missions
 - Business objectives
 - Marketing objectives
 - Communications objectives
 - Creative objectives
- 1.6 Explain the concept of market segmentation in both consumer and business-to-business markets:
- Definition
 - Segmentation, targeting and positioning
 - Segmentation bases
 - Requisites (must be accessible, identifiable etc)
- 1.7 Describe the wide range of tools and techniques available to marketers to satisfy customer requirements and compete effectively:
- Product, Price, Promotion, Place, People, Process and Physical Evidence
 - Promotions: Coupons, Sampling
 - Prizes (competitions, free prize draws, lotteries, games, sweepstakes)
 - Premiums: Self-liquidating premiums, pack premiums, Free-mail-ins
- 1.8 Develop an extended marketing mix to include additional components in appropriate contextual settings:
- Product
 - Price
 - Place (distribution and availability)
 - Promotion (communications)
 - People
 - Processes
 - Physical evidence
- 1.9 Explain the concept and importance of branding to customers in relation to the following:
- For identification
 - For differentiation
 - As an experience
 - As a symbol of lifestyle
- 1.10 Explain the concept and importance of branding to organisations in relation to the following:
- Building a brand
 - Maintaining a brand
 - To build customer loyalty
 - Ethics and corporate social responsibility
- 1.11 Demonstrate an appreciation of the need to monitor and control marketing activities:
- Marketing Research and Information
 - Primary data collection
- The importance of KPIs and marketing metrics
 - Reports, presentations and dashboards
- Element 2: Communication, Advertising and Media – the relationship with marketing (30%)**
- 2.1 Define and explain the purpose of marketing communications in the following situations:
- To engage customers and stakeholders
 - Launch new products
 - Support brands
 - Maintain market share
 - Develop retention levels
 - Encourage customer loyalty
 - Support internal marketing within the organization
 - To differentiate, remind or reassure, inform and persuade - DRIP
- 2.2 Identify and explain the advantages and disadvantages of using different media:
- Cost
 - Credibility
 - Communication effectiveness
 - Control
- 2.3 Identify the different promotional tools available:
- Advert types
 - Public relations activities



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- Sales promotion techniques
 - The sales force
 - Other specific tools (sponsorship and others)
- 2.4 Explain the role of each of the promotional tools within a coordinated marketing communications mix:
- To remind
 - To reassure
 - To differentiate
 - To persuade
 - To inform
- 2.5 Review how the effectiveness of promotional tools can be evaluated using marketing research and appropriate criteria:
- Cost, reach, audience
 - Questioning and observation/ physiological tests
 - Quantitative and qualitative methods
 - Usability testing
- 2.6 Outline the key characteristics associated with push, pull and profile strategies:
- Push strategies (via distribution channel, trade promotions)
 - Pull strategies (direct to customer, POS, WOM,)
 - Profile strategies (build interest of stakeholders, PR)
- 2.7 Explain how the marketing communications mix can be applied to different situations to achieve the following:
- To engage customers and stakeholders
 - Launch new products
 - Support brands
 - Maintain market share
 - Develop retention levels
 - Encourage customer loyalty
 - Support internal marketing within the organisation
 - To differentiate, remind or reassure, inform and persuade - DRIP
- 2.8 Develop a marketing communications plan using an appropriate framework and explain the principal linkages between the various elements of the plan:
- Contents of a plan
 - The importance of research data
 - How creative objectives are derived from communications objectives
 - Resources needs (human and other)
 - How plans are developed
- 2.9 Explain the main methods used to determine a marketing communications budget:
- Marginal analysis
 - Arbitrary

- Affordable
 - Objective and task
 - Percentage of Sales
 - Competitive parity
- 2.10 Discuss the main issues concerning the use of marketing communications in an international and global context:
- Media availability
 - Culture
 - Religion
 - Education
 - Literacy
- 2.11 Explain how marketing communications activities, media and campaigns can be evaluated:
- Questioning and observation/ physiological tests
 - Quantitative and qualitative methods
 - Pre-testing and Post-testing
 - Tracking studies
 - Audience research (NRS, RAJAR, BARB, POSTAR)
- 2.12 Explain how marketing communications can be used to support brands in the following situations:
- Awareness building
 - Interest building
 - Loyalty building
- 2.13 Identify the different classifications of brands and explain how brand strategy can be developed:
- Line extension
 - Brand stretching
 - Corporate branding
 - Generic
 - Own-label
 - Multi-branding
- 2.14 Explain the meaning of the terms above-, through- and below-the-line communications:
- Above-the-line
 - Through-the-line
 - Below-the-line
- Element 3: Consumer behaviour (30%)**
- 3.1 Demonstrate the fundamental importance of 'customers' to all forms of organisations:
- Services
 - Non-profit
 - Public sector
 - Business-to-business
 - Consumer goods
- 3.2 Explain the difference between consumer buyer behaviour and organisational buyer behaviour:
- Consumers buy based on more emotional factors



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Marketing and Consumer Behaviour

- Organisations buy based on more rational factors
 - Organisational buyers – usually fewer, larger purchases
 - Organisational buyers – often long term relationships built
 - Organisational buyers – often a more risky, complex process
- 3.3 Explain the importance of various concepts in helping to understand purchase, usage and disposal of products and services, and how this knowledge helps develop communications strategies:
- Attitudes
 - Perception
 - Motivation
 - Learning
 - Personality
 - Class
 - Culture
 - Sub-culture
- 3.4 Explain the importance of communication models in helping to understand how individuals can influence the effectiveness of marketing communications:
- General Model (Shannon)
 - Learning hierarchy Model (Gagne)
- Dissonance-attribution hierarchy model
 - Low-involvement hierarchy model (Krugman)
 - Model of campaign objectives and effects (Rogers and Storey)
 - Hierarchy of effects model (McGuire)
 - Group development (Tuckman and Jensen)
 - Word Of Mouth, opinion leaders and opinion formers
- 3.5 Describe the following concepts in decision making and how they influence marketing communications:
- Source credibility
 - Involvement
 - Perceived risk
- 3.6 Explain the Decision Making Unit (DMU) in relation to both consumers and organisations:
- Members
 - Similarities
 - Differences
- 3.7 Explain the Decision Making Process (DMP) for consumers and organisations
- Consumer (Engel, Blackwell and Miniard)
 - Organisations (Robinson et al)

- 3.8 Explain the need for effective internal communications to achieve the following:
- Creating good internal relationships
 - Establishing good customer relationships
 - Maintaining good customer relationships
- 4.3 Appraise the use of the Internet as a distribution and communication channel for the following purposes:
- Affiliate networks
 - Search engines
 - Social networks
- 4.4 Demonstrate an appreciation of the need to monitor and control marketing channel behaviour using the following tools:
- Financial and non-financial indicators
 - Facings and share of shelf
 - Web metrics
- Element 4: Channel Behaviour (15%)**
- 4.1 Identify and explain how the communications mix (including electronic) can be applied to different marketing channels and situations in order to achieve marketing objectives:
- Advertising, promotions and packaging
 - Primary, secondary and tertiary industry situations
 - B2C: Fast and slow-moving consumer goods
 - B2B: Fast and slow-moving industrial goods
 - Direct v indirect sales
- 4.2 Explain the role of marketing communication activities for use in the marketing channel in order to:
- Attract partners
 - Motivate
 - Maintain trust



Marketing and Consumer Behaviour

Recommended support materials

Core text

Baines, P, Fill, C and Page, K. (2008) **Marketing**. Oxford, Oxford University Press £39.99

Supplementary reading

Bradley, N. (2010) **Marketing Research: Tools and Techniques**. 2nd edition. Oxford, Oxford University Press £36.99

De Pelsmacker, P. et al (2010) **Marketing Communications: A European Perspective**. 4th edition. Harlow, Pearson £43.99

Fill, C. (2009) **Marketing Communications: Contexts, Strategies and Applications**. 5th edition. Harlow, Pearson £46.99

Solomon, M. R. et al (2009) **Consumer Behaviour: A European Perspective**. 3rd edition. Harlow, FT/Prentice Hall £45.99

Wilson, A. (2006) **Marketing Research: An Integrated Approach**. 2nd edition. Harlow, Pearson £43.99



Syllabus Unit 2

Hospitality and Services Marketing

Aims and objectives

The Hospitality and Tourism Services Marketing unit aims to provide the skills and knowledge to enable students to meet the latest challenges in the hospitality and tourism sector. It covers the underlying principles of marketing tourism services, as well as introducing the key aspects of quality and service management theory particularly as they are applied to marketing in a variety of hospitality, leisure and tourism businesses and contexts. The subject also explores the operational aspects of management within the world of tourism. There is a particular emphasis on the tourism destination because of its crucial role as the outward-facing element of tourism marketing and the focus of the overall tourist experience.

Assessment methodology

Assignment.

Learning outcomes

On successful completion of the unit, students will be able to:

- Evaluate the usefulness of an integrated tourism systems approach as an organising framework and identify the interrelationships between different components in the system
- Explain the role and consequences of marketing in the hospitality and tourism sectors and differentiate the underlying principles and characteristics of services marketing

- Justify the concept of an extended marketing mix for the development of marketing strategies for hospitality and tourism services
- Explain the tourism destination concept and suggest an effective collaborative destination marketing programme consistent with the destination's stage of development
- Evaluate the importance of service culture in relation to successful internal marketing
- Recommend appropriate organisational structures and processes for effective hospitality and tourism services marketing
- Distinguish between customer value, satisfaction and loyalty
- Explain the link between marketing and quality and devise a service quality programme
- Devise strategies for managing capacity to meet variations in demand for hospitality and tourism services in specific contexts
- Evaluate conceptual frameworks, models and techniques and suggest their potential use to hospitality and tourism organisations to effectively manage the service encounter



Syllabus Unit 2

Hospitality and Services Marketing

Knowledge and skill requirements

Element 1: Systems Approach and Services Marketing (30%)

- 1.1 Describe the principal problems in defining the concept of tourism:
- Demand-side definitions: conceptual, technical
 - Supply-side definitions: conceptual, technical
 - International and domestic
 - Visitor economy
 - Need for different definitions
 - Problems associated with using different definitions
- 1.2 Explain the main components of an integrated tourism system and the interrelationships between each component:
- Definition and advantages (eg Leiper)
 - Basic elements: tourists, geographical elements (generating, destination and transit regions), tourism sector, environments
 - Interactions and interrelationships (for product delivery, transactions and impacts)
- 1.3 Identify the nature and structure of organisations in the hospitality and tourism sector:
- Public, private, not-for-profit
 - Public-private partnerships
 - Co-operatives
 - Service classification and industrial sector
 - Size
 - Organisation's culture
 - Conventional hierarchical structures (top down, pyramid and flat)
 - Upside down organisation structures
- 1.4 Explain why the activities of hospitality organisations are dependent upon the entire tourism industry:
- Tourism, leisure and recreation continuum
 - Tourist or visitor dependent
 - Fragmented nature of multidimensional tourism product
 - Multi-sectoral industry (hospitality, attractions and events, transport, travel organisers and intermediaries, destination, ancillary services)
- 1.5 Evaluate the analytical value of the tourism system from a marketing perspective:
- From a general applicability, simplicity and flexibility perspective
 - From an organisational framework perspective for considering tourists' behaviour and activity
 - From the perspective of placing marketing in various regions, external environments and contexts in which tourism occurs
 - From the product delivery perspective
- 1.6 Discuss the various elements of the marketing concept from a tourism perspective:
- Concept approaches (product, production, selling, marketing, societal)
 - Business philosophy, customer orientation and focus
 - Tourist consumers' needs satisfaction
 - Value propositions and benefits
 - Service marketing offer (combination of products, services, experiences)
 - Competitive advantage, effectiveness and efficiency
- 1.7 Identify the business philosophy and assess the degree of marketing orientation of organisations associated with the hospitality and tourism sector:
- Marketing as a guiding philosophy permeating the organisation
 - Marketing activities focused on satisfying tourists' needs
 - Influence on business strategy
 - Proactive, planned approach to marketing
 - Defining needs and developing appropriate tourism offerings
- 1.8 Explain the distinguishing features of services and demonstrate their implications for marketing the service offer:
- Intangibility
 - Inseparability
 - Simultaneous production and consumption
 - Heterogeneity or variability
 - Perishability
 - Lack of ownership
- 1.9 Summarise the additional, unique features of hospitality and tourism that emphasise the need for adopting a services marketing approach:
- Seasonality
 - Other variations in demand patterns
 - Complementarity and interdependence of hospitality and tourism products
 - Relatively high fixed costs
 - Inelastic supply
 - Labour intensity
- 1.10 Position various hospitality and tourism services on the service continuum:
- Goods-services continuum



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Hospitality and Services Marketing

- Tangible-intangible dominant
- Degree of service orientation

1.11 Explain the composition of the extended services marketing mix and evaluate its usefulness in hospitality and tourism marketing:

- People
- Processes
- Physical evidence

1.12 Describe the hospitality and tourism service offer:

- Service offer or 'package'
- Tangible elements
- Intangible elements
- Core product or service
- Peripheral services
- Facilitating services
- Supporting or augmented services

Element 2: Tourism Destination Concept (20%)

2.1 Explain the importance of the destination as a focus for hospitality and tourism activities:

- The external or outward facing element of all tourism services
- As a cluster of hospitality and tourism resources, products and experiences
- Where hospitality and tourism consumption occurs

2.2 Identify and explain the principal features and components of selected tourist destinations:

- From a geographic scale perspective
- From a destination type perspective (urban, rural, coastal)
- From a destination concept perspective (attractions, accommodation, accessibility, ancillary services, amenities)
- From a tourism purpose perspective

2.3 List and describe the various destination stakeholders:

- Tourist visitors
- Local community and residents
- Tourism industry and supplier organisations
- Other local businesses (public, private and not-for-profit)
- Government, public authorities and councils
- Non-governmental organisations
- Destination management organisation, tourist boards
- Funding bodies and investors

2.4 Demonstrate how a suitable life cycle concept may be used as a framework for understanding how destinations and their markets evolve over time:

- Definition
- Identification of life cycle model (eg Butler, Plog)

- Visitor numbers, types and behaviour
- Destination development (eg tourism resources)
- Image

2.5 Describe the main forces that promote the development of sustainable tourism destinations:

- Sustainable tourism development concept
- Environmental
- Socio-cultural
- Economic
- Physical
- Human

2.6 Explain the concept of carrying capacity as a destination marketing management technique:

- Definition and dynamics (eg Doxey)
- Impact thresholds
- Influencing factors
- Scale and pace of destination development

2.7 Summarise the potential economic, environmental and socio-cultural impacts as a result of marketing a destination for tourism purposes:

- Positive impacts and benefits
- Negative impacts and costs

2.8 Explain and evaluate the role of a national or destination marketing organisation in the management of destination marketing:

- Definition
- Type of DMO (national tourism office, regional tourism organisation, destination marketing organisation)
- Destination management partnerships, alliances and collaborations
- Performance measurement metrics

Element 3: Organisational Setting and Service Culture (20%)

3.1 Explain what constitutes a service culture:

- Service excellence permeates throughout the organisation
- Service as organisational norm
- Service leadership
- Linked to competitive advantage
- From an external customer perspective
- From an internal customer perspective

3.2 Describe the concept of the 'upside-down' organisation:

- Definition
- Emphasis on broadly defined functions and roles
- Communication channels
- Importance of front-line employees' customer service role



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Hospitality and Services Marketing

- 3.3 Evaluate the appropriateness of adopting an 'upside down' approach to create a customer-centred culture in hospitality and tourism service organisations:
- From a customer focus perspective
 - From a service encounter or 'moment of truth' perspective
 - From the organisation's commitment to customer service
 - From a systems and support perspective
 - From a communications perspective
- 3.4 Demonstrate the role of internal marketing to the organisational performance of specific hospitality and tourism service organisations:
- Definition
 - Integration of marketing, HRM and operations
 - Employees as internal customers
 - Importance of people within the service offer
 - Empowerment, employee motivation and engagement
 - Communications (vertical and horizontal)
- 3.5 Discuss the role of front line hospitality and tourism service staff in the creation of a quality service:
- From a customer contact and 'moment of truth' perspective
 - From an inseparability perspective (service co-production)
 - From a 'part-time marketer' perspective
 - From a perishability and variability perspective (flexible working practices)
 - From a service quality perspective
- 3.6 Identify the key issues in the recruitment, training, motivation and control of front line hospitality and tourism service staff:
- Influence of customers expectations' on recruitment and selection (policies and procedures)
 - Training and development (knowledge and skills acquisition, future needs of the organisation and its employees, career development, staff retention)
 - Motivation and employee engagement (involvement and participation)
 - Rewarding staff (monetary and non-monetary)
 - Performance management and control
- 3.7 Explain the benefits and implications of employee empowerment
- Definition
 - Empowerment requirement, discretion and front-line customer contact
 - From a service delivery and service recovery perspective
 - From a marketing research and customer feedback perspective

- 3.8 Summarise the ways in which information communications technology (ICT) has impacted on the nature of hospitality and tourism service jobs to enhance customer service:
- Industrialising the service encounter
 - Service accessibility
 - Involvement of the customer in service production and delivery processes
 - Service delivery changes and new services development
 - Marketing intelligence gathering
- 4.3 Outline the various critical incident interactions that may occur in hospitality and tourism 'moment of truth' service encounters:
- Face-to-face encounters
 - Planning the service encounter (service encounter cascades)
 - Degree of customer involvement
 - Degree of third-party involvement
 - Definition (satisfying or dissatisfying)
 - From an inseparability perspective (role of people)
 - High contact nature of hospitality and tourism
 - Pre-purchase, consumption and post-consumption
 - From a first time and multiple encounter perspective
 - Role in service quality evaluation
 - Degree of importance to a successful encounter
- 4.4 Discuss the relevance of conceptual frameworks such as service blueprinting, scripting, dramaturgical approaches, and servicescapes for analysing the service offer:
- Use of conceptual frameworks and methodologies for 'service process mapping' (customer experience perspective)
- Element 4: Managing the Hospitality and Tourism Service Encounter (30%)**
- 4.1 Explain the concept of perceived customer value and the pivotal role of customer satisfaction in hospitality and tourism marketing:
- Expectations, perceptions and satisfaction
 - Perceived risk and tourism products
 - Perceived value (from a price, service product, quality perspectives)
- 4.2 Describe the service encounter concept and summarise the main types of hospitality and tourism service encounters:
- Definition
 - Remote encounters
 - Telephone and technology-based encounters



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Hospitality and Services Marketing

- Blueprinting (definition and rationale, main elements, advantages and benefits)
 - Dramaturgical approaches (definition and rationale, main elements, advantages and benefits)
 - Servicescapes (definition and rationale, main elements, advantages and benefits)
 - Other relevant frameworks (eg service roles and scripts, Servuction)
- 4.5 Explain the concept of service quality in relation to the business performance of hospitality and tourism organisations:
- Definition
 - Dimensions and determinants of service quality
 - Managing perceived service quality
 - Integrated gaps model of service quality
 - Zones of tolerance
- 4.6 Demonstrate the impact of multiple consumption of hospitality and tourism services on quality:
- Inseparability; simultaneous production-consumption
 - Customer co-production – impact on consumption
 - Role and compatibility of other (third party) customers
 - Multifaceted tourism experience involving multiple consumption of services over period of time
- 4.7 Identify and explain a suitable conceptual model that may be used by hospitality and tourism organisations to monitor service quality:
- Integrated gaps model (eg Parasuraman et al' SERVQUAL)
 - Perceived service quality model (eg Gronroos)
- 4.8 Explain the impact of service failure and suggest service recovery strategies that a hospitality or tourism organisation can employ:
- Definitions (service failure and service recovery)
 - Intangibility and inseparability nature of services and service failure probability
 - Impact from a marketing communications perspective (eg word of mouth)
 - Systems for identifying, tracking and analysing service failures
 - Importance of recovery during the service delivery process
 - Complaint handling
 - Role of front-line employees and empowerment
- 4.9 Describe what is meant by customer loyalty and evaluate to what extent hospitality and tourism organisations should seek to develop ongoing customer relationships:
- Levels of relationship marketing and hospitality and tourism services (building customer relationships)
 - Customer goals of relationship marketing (customer loyalty ladder)
 - Relationship lifetime value of customers
 - Rationale for customer loyalty programme
- 4.10 Explain why demand management is particularly challenging for hospitality and tourism service organisations:
- Definitions – demand and revenue management
 - From a perishability perspective
 - Relatively fixed capacities
 - Seasonality, cyclical variations and fluctuating demand
 - Unpredictability (tourism crises)
- 4.11 Identify appropriate demand management and service capacity techniques used by the hospitality and tourism sector:
- Yield management
 - Tactical pricing and promotional strategies
 - Queuing and reservation systems
 - Flexible employees and cross-training, casual and part-time staff
 - Outsourcing
- 4.12 Summarise the effects of technology on demand management:
- From a demand forecasting perspective
 - From a yield management perspective
 - From a marketing segmentation perspective
 - From a service augmentation perspective



Hospitality and Services Marketing

Recommended support materials

Core texts

Bowen, J., Makens, J. and Kotler, P. (2009) **Marketing for Hospitality and Tourism**. 5th edition. Harlow, Prentice Hall **£50.99**

Hudson, S (2008) **Tourism and hospitality marketing: a global perspective**. London, Sage **£28.99**

Supplementary reading

Beech, J. and Chadwick, S. (2006) **Business of Tourism Management**. Harlow, FT/Prentice Hall **£40.99**

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D. and Wanhill, S. (2008) **Tourism: Principles and Practice**. 4th edition. Harlow, FT/Prentice Hall **£40.99**

Holloway, J. C. (2004) **Marketing for Tourism**. Harlow, Prentice Hall **£39.99**

Middleton, V. T. C., Fyall, A., Morgan, M. with Ranchhod, A. (2009) **Marketing in Travel and Tourism**. 4th edition. Oxford, Butterworth Heinemann **£29.99**

Palmer, A. (2008) **Principles of Services Marketing**. 5th edition. Maidenhead, McGraw-Hill **£42.99**

Journals

Journal of Services Marketing
Journal of Travel Research
Journal of Vacation Marketing
Journal of Consumer Marketing
Journal of Marketing

International Journal of Contemporary Hospitality Management
Tourism Management
Current Issues in Tourism

Websites

www.world-tourism.org
United Nations World Tourism Organisation

www.wttc.org
World Travel and Tourism Council

www.insights.org.uk
Visit Britain's Tourism Insights

www.pata.org
Pacific Asia Travel Association

www.tmi.org.uk
Tourism Management Institute

www.tourismsociety.org
Tourism Society

www.destinationmarketing.org
Destination Marketing Association International

www.tourismconcern.org.uk
Tourism Concern

www.alva.org.uk
Association of Leading Visitor Attractions

www.abta.com
Association of British Travel Agents

www.travelmole.com
Travel Mole

www.hotelmarketing.com
Online Travel and Hospitality Website

www.staruk.org.uk
UK Tourism Statistics Website



Syllabus Unit 3

Tourist Motivation and Behaviour

Aims and objectives

The Tourist Motivation and Behaviour unit introduces learners to a range of consumer behaviour theory within the context of the diverse international hospitality and tourism industry. By considering these basic behavioural concepts together with an overview of the marketing research process, this subject provides the skills and knowledge needed to enable them to undertake effective market segmentation and provide the structure and direction for successful hospitality and tourism marketing practice.

Assessment methodology

Assignment

Learning outcomes

On successful completion of this unit, students will be able to:

- Identify appropriate tourism marketing information and marketing research requirements for tourism business decision making
- Develop a marketing research proposal to fulfil a given research brief
- Distinguish between different forms of tourism and the nature of demand in different segments of the tourism market
- Identify the changing trends and nature of global tourist flows and assess the key factors influencing regional tourism demand
- Explain the tourism purchase-decision process in relation to low-involvement and high-involvement tourism purchases

- Explain the theory of motivation and evaluate a range of tourist motivators and determinants of tourist behaviour
- Evaluate the usefulness and marketing applications of classic and contemporary typologies of tourist behaviour
- Assess the impact of contemporary issues in consumer behaviour and the emergence of new markets
- Explain market segmentation and suggest possible bases for segmenting and methods for targeting hospitality and tourism markets
- Use appropriate techniques to devise and justify suitable positioning strategies for specific tourism products

Knowledge and skill requirements

Element 1: Tourism information and research for decision making (10%)

- 1.1 Demonstrate a broad appreciation of the need for information in hospitality and tourism marketing and its role in the overall marketing process:
 - Market analysis and forecasting (tourism marketing and destination planning)
 - Consumer research (segmentation, positioning and branding)
 - Products and price studies (destination development or service product packaging and presentation; pricing)



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Tourist Motivation and Behaviour

- Promotions and sales research (efficiency and effectiveness of communications)
 - Distribution and accessibility research (efficiency of distribution/travel intermediaries networks)
 - Evaluation and performance monitoring studies
- 1.2 Explain the relationship between database marketing and marketing research:
- Database marketing – systematic approach to gathering and processing of consumer data maintained in a database
 - Using databases of tourism consumers or potential consumers to generate personalised marketing communications
 - Sophisticated techniques for collecting qualitative tourism data
 - Visitor profiling
 - Tracking tourist behaviour and marketing activity
 - Intelligence gathering (eg response to targeted communications)
 - Measuring tourist satisfaction
- 1.3 Explain the stages of the market research process:
- Problem definition
 - Research objectives
 - Planning the research
 - Data collection
- Conduct the research
 - Analysis and interpretation of information
 - Report preparation and presentation
 - Research evaluation
- 1.4 Develop a research proposal to fulfil a given research brief:
- Statement of objectives
 - Research design and methods (secondary/primary/purpose/sampling/data collection methods)
 - Methods of analysis
 - Structure/presentation of research report
 - Resources
 - Timescale
 - Costs
- 1.5 Explain the uses, benefits and limitations of primary data:
- Definition
 - Interviews and surveys
 - Focus groups
 - Observational research
- 1.6 Describe the key sources of primary and secondary hospitality and tourism data:
- Secondary (desk) sources:
 - International agency (eg WTO/ WTTC) and government publications
 - Trade association data
 - National tourist office data

- Abstracts, library resources, press cuttings
 - Commercial analyses and reports available – purchase or subscription
 - Previous trip, visit, reservations, sales, booking records
 - Previous research studies commissioned or conducted
 - Website data
- Qualitative or exploratory research:
 - Organised and co-ordinated marketing intelligence (eg staff feedback, exhibition attendance, sales reports, occupancy studies)
 - Focus group discussions and targeted individual interviews
 - Observational studies of visitor behaviour
 - Marketing experiments
 - Quantitative research (syndicated)
 - Targeted omnibus questions
 - Syndicated survey
 - Quantitative research (ad hoc and continuous)
 - Hospitality and tourism behaviour and usage studies
 - Attitude, image, awareness and perception studies
 - Media response studies
 - Consumer satisfaction studies

Element 2: Tourism demand and the changing structure of global tourism (20%)

- 2.1 Distinguish between recreation, leisure, hospitality and tourism:
- Definitions (recreation, leisure, hospitality, tourism)
 - Characteristics (recreation, leisure, hospitality, tourism)
 - Role of hospitality and in terms of the leisure-recreation-tourism continuum
- 2.2 Identify and explain the principal technical definitions of tourism:
- From a minimum-maximum length of stay perspective
 - From a visit purpose perspective
 - From a distance travelled perspective
- 2.3 Describe the different forms of tourism demand and summarise the principal factors influencing propensity to travel and tourism demand:
- International tourism
 - Domestic tourism
 - Inbound and outbound tourism
 - Day visits
 - Determinants of tourism demand (eg economic factors, demographic characteristics of tourism generating regions, geographic factors, socio-cultural attitudes)
 - Travel and tourism propensity (people who actually engage in tourism)



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Tourist Motivation and Behaviour

2.4 Identify the key barriers to tourism demand that an individual tourist might experience:

- Personal disposable income
- Leisure time (including paid leave and holiday entitlement)
- Health
- Age and lifecycle stage
- Family commitments
- Access to transport (personal and public)
- Cultural attitudes
- Education
- Exposure to tourism media and information
- Other demographic and socio-cultural factors

2.5 Explain the changing structure of domestic tourism in a specific context:

- Urban, rural or coastal context
- Day visit, excursion or short-break context
- Holiday or longer stay context
- Type of tourism (VFR, leisure, holiday, cultural, education or business) and purpose of visit
- Regeneration, attraction, festival or event-led
- Volume and value of tourism

2.6 Explain, with reference to statistics and other data, the changing patterns, flows and structure of regional and global tourism:

- Statistical and trend data published by WTO, regional organisations (eg EU/ASEAN) and national tourism organisations
- Tourism 2020 vision and WTO tourism barometer forecasts
- Global tourism shift from North-South to West-East
- Changes in share of world tourism market
- Emerging tourism regions, nations and destinations
- Other influencing factors and conditions

2.7 Summarise the future trends likely to impact on the emergence of new tourism products and markets:

- Social drivers of change
- International and political drivers of change
- Economic power changes (from EU/ USA to BRIC countries)
- Globalisation
- Safety, security and risk
- Sustainability, climate change and tourism concern
- Changing tourist behaviour
- Concept of new tourism
- ICT and customer empowerment

- Experience economy and authenticity
- New tourism business models
- Increased destination competitiveness and market intensity
- Collaborative marketing

Element 3: The tourism purchase-decision process and tourist behaviour (45%)

3.1 Identify the fundamental dimensions of consumer behaviour applied to tourism:

- Who is important in the purchase or buying decision or the decision to travel?
- How do they buy or choose?
- What are their choice criteria?
- Where do they buy?
- When do they buy?

3.2 Identify and explain the key roles in the tourist decision-making process:

- Initiator
- Influencer
- Decider
- Buyer
- User

3.3 Describe the principal stages in the tourist decision-making process:

- Problem recognition
- Information search
- Evaluation of information/alternatives
- Decision/Choice of Purchase
- Outcome/post-purchase evaluation/ experience of holiday or visit

- Tourism specific considerations (Which destination? Mode of travel? Trip/holiday duration? Type of accommodation? Time of year/trip date? Independent travel arrangements or tour operator/travel organiser arranged? Planned activities/events?)

3.4 Discuss the various choice criteria used when evaluating alternative tourism products and services:

- From a technical perspective (includes destination image)
- From an economic perspective
- From a social perspective
- From a personal perspective

3.5 Evaluate the problem-solving nature of the tourism purchase situation:

- Hospitality and tourism purchases situations tend to be high-involvement, extended problem solving decisions
- It is possible that some hospitality and tourism buying situations could be evaluated from a routine, habitual or limited problem solving perspective

3.6 Explain the notion of perceived risk in relation to tourism purchases and identify how the level of risk might be reduced:

- Economic risk
- Physical risk
- Performance risk
- Psychological risk
- Use of product and promotion strategies to reduce above risks



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- 3.7 Evaluate the likelihood of cognitive dissonance occurring when purchasing tourism products:
- Link to problem-solving situation
 - Pre-purchase
 - Post-purchase (includes time lapse between decision and most tourism experiences)
 - Consumption
 - Post-consumption
- 3.8 Apply Maslow's hierarchy of needs model in the context of travel and tourism motivation:
- Basic physiological needs
 - Safety/security needs
 - Social/belonging needs
 - Self-esteem needs
 - Self-actualisation needs
- 3.9 Explain the concept of a tourism or travel career ladder:
- Pearce's tourism behaviour 'career' expressed as a travel career ladder or travel career patterns
 - A hierarchy of travel motives linked to Maslow (relaxation, stimulation, relationships, self-esteem and development, fulfilment)
 - Tourist motivation is ever-changing and linked to age, lifecycle, travel experience and constraining factors
- 3.10 Distinguish between push and pull factors influencing the tourism decision-making process:
- Push factors relating to the consumer, tourist or visitor (generating region)
 - Pull factors relating to the attraction or destination marketing (destination region)
- 3.11 Summarise the principal motivating factors determining an individual tourist's motivations in relation to different types of tourism products:
- Internal factors expressed as needs, wants and desires
 - Factors which motivate a person to travel, take a holiday or engage in tourism
 - Factors which motivate a person to make specific travel decision, visit a particular attraction or destination at a particular time
 - For example, personality, lifestyle, previous visit or holiday experience, travelling companions, demographics, perception of own strengths/weaknesses, etc also influence individual tourist's motivation.
 - Tourism is highly multi-motivational
- 3.12 Demonstrate how an individual's personality and lifestyle may affect tourism motivators:
- Personality dimensions as a result of innate drives, learned motives and experience and which often lead to consistent behavioural responses
 - Lifestyle dimensions often expressed in an individual's activities, interests and opinions.
- 3.13 Explain and evaluate the principal determinants of tourist behaviour:
- Personal determinants
 - Circumstances (eg health, disposable income, leisure)
 - Attitudes and Perceptions (eg perceptions of destinations and attractions, preferences, fear of travel modes, planning time from booking to holiday, attitudes to standards of behaviour)
 - Knowledge (eg of destinations, availability of tourism products, price differences)
 - Experience (eg types of holiday, different destinations)
 - External determinants
 - Views of friends and relatives
 - Tourism marketing activities
 - Media influences
 - Global and national PEST factors
- 3.14 Discuss the influence of family and friends on tourists' buying behaviour:
- Family – who participates in the travel decision; degree of influence
 - Friends – who participates; role and degree of influence; may also include peer groups/reference groups/aspiration groups.
- 3.15 Explain classic typologies of tourist behaviour:
- Plog's concepts (allocentric-psychocentric; venturers-dependables)
 - Cohen models (organised mass tourist-drifter; recreational tourist-existential tourist)
 - Smith (explorers-charter tourists)
- 3.16 Demonstrate suitable marketing applications of classic and contemporary typologies of tourist behaviour:
- Classic typologies (eg Plog, Cohen, Smith)
 - Contemporary typologies – these are continually emerging (eg Inkbaran and Jackson; Beech and Chadwick's MAVERICS; as well as commercial typologies such as the Ark Leisure segmentation model)
- 3.17 Explain the concept of 'new tourism'
- Poon's new tourism model
 - From a behaviour perspective
 - From values perspective
 - From an expectations perspective
- 3.18 Identify how developments in technology have impacted on tourism behaviour and decision making:
- To better understand consumer needs, expectations and motives
 - To analyse the consumer decision-making process



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Tourist Motivation and Behaviour

- To facilitate cost-effective marketing decisions on the basis of detailed consumer and competitor intelligence
- To develop and enhance customer relationships

Element 4: Tourism market segmentation, targeting and positioning (25%)

4.1 Explain the concept of tourism market segmentation and discuss how the concepts of segmentation, targeting and positioning are interrelated:

- Definition - three-stage process providing the rationale for effective market selection
- Deciding on variables and determining segments
- Deciding which of these segments should be targeted – and when
- Establishing the tourism product's position the target consumers' minds
- Differentiated tourism products/ tailored marketing mixes

4.2 Evaluate the classic segmentation bases and demonstrate their application in tourism marketing:

- Demographic
- Geographic
- Behaviouristic
- Buyer needs and benefits sought
- Geodemographic
- Psychographic

- From a tourism-specific perspective 'purpose of travel' and 'price' are frequently considered to be 'classic' segmentation methods.

4.3 Outline the key criteria for successful tourism market segmentation:

- Discrete
- Measurable
- Accessible
- Substantial
- Sustainable/Viable
- Actionable
- Defendable

4.4 Evaluate the advantages and disadvantages of using demographics as a basis for segmentation in tourism:

- Advantages – useful basis for differentiating marketing strategy; simplistic; easy to define, measure and use; relatively cost-efficient
- Disadvantages – dated and unsophisticated; rely heavily on quantitative data to make general assumptions; may lead to stereotyping; ignore key influences on behaviour

4.5 Explain and evaluate the use of psychographics to segment tourism markets:

- Lifestyle related
- Activities
- Interests
- Opinions

4.6 Discuss how demographics and psychographics may be used simultaneously to inform a promotional strategy:

- Multivariable segmentation
- Profile segmentation
- Targeting need-based segments
- Actionable insights leading to targeted communications

4.7 Evaluate tourism-specific methods of segmentation in the different sectors of tourism:

- From an accommodation/hotel / hospitality perspective
- From a tour operator perspective
- From a travel and transport perspective
- From a destination and attraction perspective

4.8 Identify and explain generic targeting marketing strategies:

- Undifferentiated
- Differentiated
- Concentrated/Focused/Niche
- Customised

4.9 Explain the concept of positioning for competitive advantage:

- Definition
- Choice of target market
- Identification of differential advantage

- Clarity, consistency, credibility, competitiveness

4.10 Suggest and justify a positioning strategy to differentiate specific tourism services:

- From an image positioning perspective
- From a product positioning perspective
- From an intangible positioning perspective
- From a repositioning perspective

4.11 Demonstrate, using appropriate techniques, the position of a tourism brand relative to the competition:

- Perceptual mapping
- Identification of competing brands
- Identification of differentiating attributes
- Determine positioning in the hospitality and tourism market

4.12 Evaluate how market segmentation, targeting and positioning can influence decisions about the marketing mix:

- Market proposition based on clear understanding of target customers' values
- Design of marketing mix tailored to target market
- Distinctive from competitive offerings
- Differential advantage



Tourist Motivation and Behaviour

Recommended support materials

Core text

Swarbrooke, J. and Horner, S. (2006) **Consumer Behaviour in Tourism**. 2nd edition Oxford, Butterworth Heinemann **£31.99**

Supplementary recommended reading

Beech, J. and Chadwick, S. (2006) **Business of Tourism Management**. Harlow, FT/Prentice Hall **£40.99**

Bowen, D. and Clarke, J. (2009) **Contemporary tourist behaviour: yourself and others as tourists**. Wallingford, CABI Publishing **£29.95**

Cooper, C. et al (2008) **Tourism: Principles and Practice**. 4th edition. Harlow, FT/Prentice Hall **£40.99**

Davidson, R. and Rogers, T. (2006) **Marketing destinations and venues for conferences, conventions and business events**. Oxford, Butterworth Heinemann **£35.99**

Egger, R. and Buhalis, D. (2008) **eTourism Case Studies**. Oxford, Butterworth Heinemann **£29.99**

Page, S. (2009) **Tourism Management**. 3rd edition. Oxford, Butterworth Heinemann **£27.99**

Sharpley, R. (2006) **Travel and tourism**. (Sage course companions) London, Sage **£15.99**

Journals

Journal of Services Marketing
Journal of Travel Research
Journal of Vacation Marketing
Journal of Consumer Marketing

Journal of Marketing
International Journal of Contemporary Hospitality Management
Tourism Management
Current Issues in Tourism

Websites

www.world-tourism.org
United Nations World Tourism Organisation

www.wttc.org
World Travel and Tourism Council

www.insights.org.uk
Visit Britain's Tourism Insights

www.pata.org
Pacific Asia Travel Association

www.tmi.org.uk
Tourism Management Institute

www.tourismsociety.org
Tourism Society

www.destinationmarketing.org
Destination Marketing Association International

www.tourismconcern.org.uk
Tourism Concern

www.alva.org.uk
Association of Leading Visitor Attractions

www.abta.com
Association of British Travel Agents

www.travelmole.com
Travel Mole

www.hotelmarketing.com
Online Travel and Hospitality Website

www.staruk.org.uk
UK Tourism Statistics Website

Qualification structure

Diploma in Hospitality and Tourism Marketing

Marketing and Consumer Behaviour

Hospitality and Services Marketing

Tourist Motivation and Behaviour

Diploma in Marketing Communications

Marketing and Consumer Behaviour (Double Unit)

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Digital Marketing Essentials

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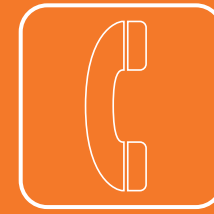
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