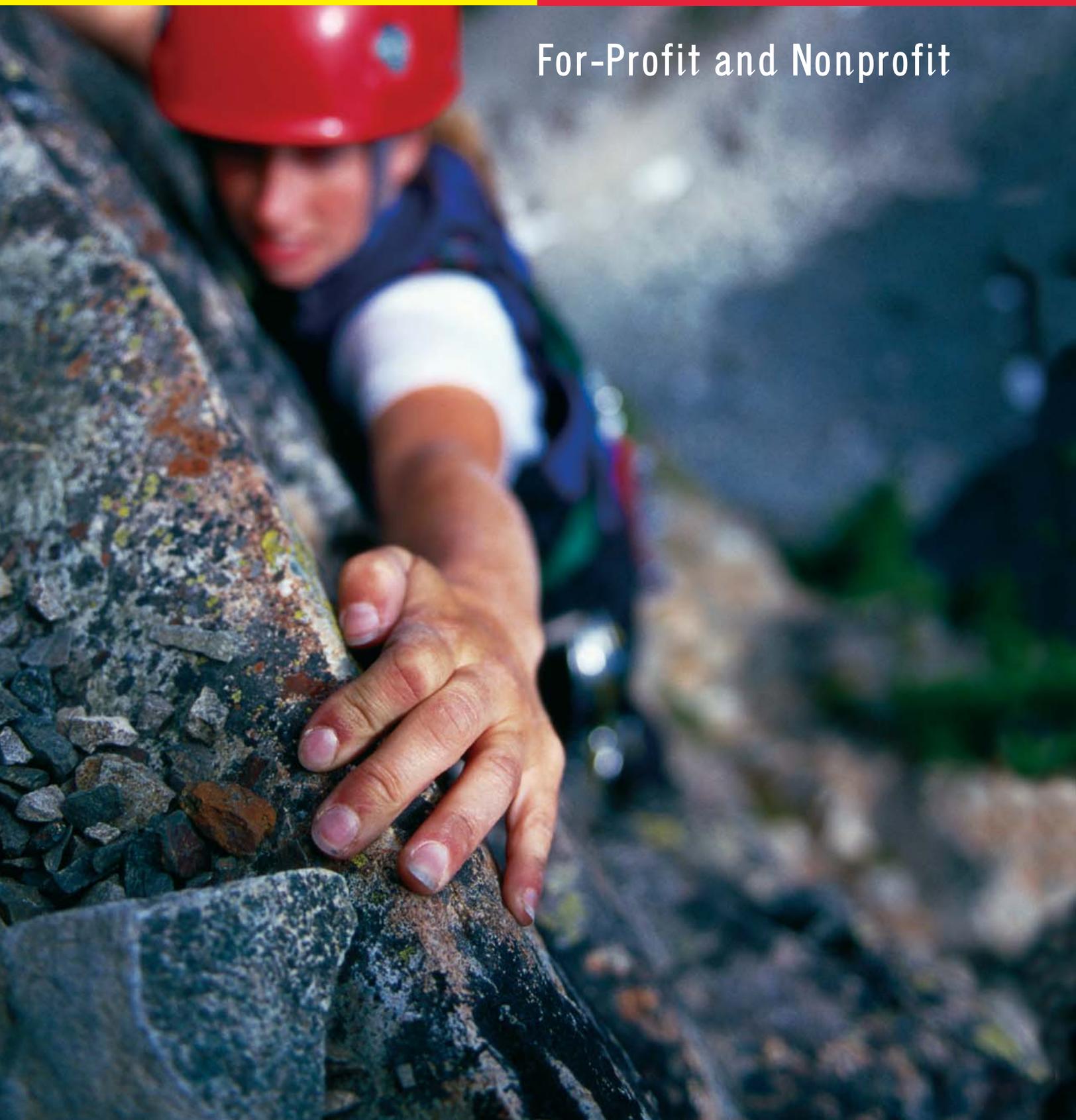


Marketing in Leisure and Tourism: Reaching New Heights

Patricia Click Janes Ph.D.

For-Profit and Nonprofit



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by Patricia Click Janes

Venture Publishing, Inc.

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Venture Publishing, Inc.
1807 N Federal Dr
Urbana, IL 61801
1-800-359-5940

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Production Manager: Richard Yocum
Manuscript Editing: Valerie Fowler, Michele L. Barbin, Richard Yocum

Library of Congress Catalogue Card Number 2006931430

ISBN-10: 1-892132-65-6

ISBN-13: 978-1-892132-65-9

ISBN ebook:

<http://www.sagamorepub.com/products/marketing-leisure-and-tourism>

To the three who inspire me and enrich my life everyday in the way they live, laugh and love... Katharine, Lauren, and Gregory... Blessed am I.

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Acknowledgements

The concepts of this book have been formed throughout my career where I have been blessed by the influence of so many people. It is these people that have given me the ability to complete this book and to them I am forever grateful. Through great fortune, I learned from professionals that I consider the most passionate in the industry. They have created and worked for organizations that are quality driven with concern for employees and consumers alike, and who are focused, compassionate, and dedicated individuals with balance and priority placed on both their professional and personal lives. The book could not have been developed without the guidance, teaching, and vision of those who have been engaging industry professionals, teachers, leaders, students and friends. Thank you, as you have encouraged, allowed, and reminded me to have passion for what I do and believe (even when it may be unpopular), to learn from my mistakes, and to embrace my vision(s). The number of people who contributed to the development of the textbook is endless! Their critical thinking, dedication, and professionalism were significant contributions to this book and my hope is that I have not forgotten any of them below. I have chosen to highlight their involvement in specific sections although many made contributions in numerous areas. Each of those mentioned are people who embody a quote by Kathleen Norris... and it is this premise that captures my thought of what is in their hearts and what I have had the privilege of learning from them on this adventure as they have each made it special. Not only am I in awe of their abilities, I am inspired by their stories and am blessed by their friendships.

“Anything, everything, little or big becomes an adventure when the right person (or people) shares it.”

My past employers and consultancies that I have had the privilege of growing under their culture and beliefs while contributing to their systems including Marriott International, The Embers, Lake Shore Bakery, McDonalds, Central Michigan University’s Department of Recreation, Parks and Leisure Services Administration (RPL), Binder Park Zoo, Canton Leisure Services, LaBelle Management, and Michigan’s Department of Natural Resources, Parks and Recreation Division. This list also includes the guest speakers who have willingly shared their expertise with my students and me, both on and off campus, many of whom have been videotaped

for their thoughts to be shared with others beyond the scope of my institution.

My colleagues and mentors that have guided and believed in me, whom I confided in, learned from and gained support and encouragement, and whom I truly consider friends, including: Dr. Tom Jones, Dr. Roger Coles, Dean Wallin, Dr. Mary Wisnom, Tim Otteman, Suzanne Gareiss, Lori Stoudt, G. Patrick Doyle, Louise Stakle, Dr. Susan Wilson, Barbara McGuire, Jan Howell, John Beck, Dr. Joe Fridgen, Dr. Don Holecek; Chris Chamberlain, Andy Wardwell, Gwen Hart, Pam Lavora, Randy Webb, Ed Proenza; and teachers/coaches Bill Schmidt and Mike Tomsich who taught me at an influential age about passion and dealing with adversity and those who say “You can’t.” Additionally, my other colleagues at Central Michigan University (CMU) as well as the hundreds of professionals cited and referenced in this textbook.

My family and friends who provided unconditional love and support for my every activity; these people have been there just because... and I cannot imagine completing the book without their influence on my life. They provided continuous encouragement (even though they may not even understand what our industry is all about!). My ultimate teachers who were not in the leisure and tourism industry but themselves service professionals (a nurse and policeman) who instilled in me since birth the value of doing something you love, working when people need you (24 hours a day, 7 days a week) doing what you know is right and always being there for family and friends, my parents, John and Mary Ann Click. They are the two most influential people in my life as they embody high quality, hard working, and passionate people. They provided the foundation for me believing anything is possible and it is this vision that made me truly think I could complete a textbook. My sister Terry and brothers Tom and Bill share these beliefs and practices and are a source of constant inspiration and support. I would choose them as friends had I not been fortunate to get them in the deal. Lifelong friends Pam Staub, Mary O’Brien, Mary Grace Olson, Dianne Foran, Kristie Swan, Debb Leasher, Theresa Pollard, Sandy Osterman, Tammy Black, and Kim Bandlow. These people have become family, not by blood but by choice.

And, God’s greatest gift to me is the chance to be a parent to my daily inspiration and to whom this book is dedicated to... my children, Katharine, Lauren and Gregory. They may never understand the contributions (or sacrifices) they made to me completing this book, but I do.

Textbook Development/Editing

Four graduate students and three undergraduate students were critical to the completion of this book and I could not have done so without them and their professional assistance and expertise. Natalia Buta, Amy Decker, Felicia Powers, Chelsie Martin, Chris Stovak, Andrea Pecoraro, and Darcie Schafer provided their unending willingness to assist where and when needed. They found all the “needles in the haystack” and detail required in this textbook’s completion and still smiled when they knew the tasks were challenging and overwhelming. Most importantly, each would come to me and say “What else can I do?” “Tell me what you need and how I may help” and helped me maintain perspective and the vision. They are high-quality people who are or will be amazing professionals in our industry. Lucky am I and those they serve.

The students enrolled in Promoting Leisure Service Agencies and Programs (RPL 545) at Central Michigan University who edited chapters; provided input during focus group discussions; wrote review questions; provided insight on teaching support, such as audio chapter reviews; selected the final textbook cover; and challenged and critiqued concepts and practices from 2002–2005. I am amazed and continuously inspired by my students. They are the reason I pursued a higher education career after working in the leisure and tourism industry for several years. My decision to do so was the best professional decision I ever made. I learn from and am inspired by my students every day.

Geoff Godbey’s encouragement and ability to say to me upon our first encounter (after I inquired about needing a specific textbook on leisure and tourism marketing)... “Why don’t you write one?” and reminding me that although I had not done so before, I “had to start somewhere.” Richard Yocum and the staff at Venture Publishing for preparing the manuscript and helping my words come alive while embracing my vision and ideas for the textbook. Never was I shot down for ideas from the cover vision to the inclusion of worksheets and cards to assist in student learning. They embody quality practices and the ability to see and develop a product even better than my vision. They made my concepts and thoughts more meaningful and concise, while challenging my ideas and helping create, as a result, a better textbook.

Dr. Al Ellard made a significant contribution to this textbook with his thorough chapter on a foundation concept in my approach to leisure and tourism marketing relating to the leisure “experience” itself. His ability to capture this concept and teach its relevance to the leisure and tourism industry was one of two critical issues I base

all marketing practices on... the other being high-quality experiences. A. Scott Rood, Grand Valley State University, and Dr. Bob Pfister, East Carolina State University, both used the textbook with students and provided feedback to the strengths of the text and suggested improvements. Their insight and expertise was incredibly valued.

I had great interest in showing and highlighting leisure and tourism organizations that have taken theoretical concepts and successfully integrated them into their organizations’ efforts. As a result, the book is an applied textbook that highlights how concepts can and should be used in over twenty Real Life Stories. I sought groups who do it well and asked to share their stories with others. Not only are these professionals’ stories captivating, they highlight the right way leisure and tourism organizations should be operated—unfortunately, all are not managed in this way. My hope is that readers learn from those who “do it right,” as I have had the great fortune of encountering. My thanks to all who allowed me to capture their high-quality professional practices:

- Don Schappacher and Fred Kindell, American Hospitality Management, Inc.
- Bernie and Carol Parks-Karl, Aurora Ice Museum, Chena Hot Springs Resort
- A. Scott and Cindy Rood, Big Apple Bagels
- Scott McKnight and Greg Geise, Binder Park Zoo
- Ann Conklin and Debbie Bilbrey-Honsowetz, Canton Leisure Services
- Craig Bonter, Cedarbrook Senior Living Resort Community
- Dan Sullivan and Peter Hopps, Collette Vacations
- Laurie Mier, Easter Seals of Tennessee
- Jeff Tuma, The Embers
- Paul Beachnau, Gaylord Convention and Tourism Bureau
- Tanya Donahue, Volunteer, Make-A-Wish Foundation
- Mary Carroll, Mt. Pleasant Convention and Visitors Bureau
- Hank Phillips and Doug Rentz, National Tour Association
- Jamie Furbush, Frankenmuth Convention and Visitors Bureau
- Jan Pung, Oakland County Parks and Recreation
- Jon Dierkes, The Palace of Auburn Hills

- Debbie Bilbrey-Honsowetz, Pheasant Run Golf Club
- Maureen Hollinrake, The University Club of Chicago
- Chris Shepler, Shepler's Mackinac Island Ferry
- Todd Leinberger, Spring Hill Camp
- Bruce Beckham, Lisa Schmiemann and Joseph Sobin, Tourism Cares; Tourism Caring for America
- Rich Fairman, Warwick Hills Country Club

In an effort to ensure I provided high-quality guidance to the all those who read this book, I employed the assistance of four guest editors who daily engage in using the marketing promotion and communication skills found in the final four chapters of the book. I sought those who, to me, embody the technical skills and daily practices of successfully implementing marketing promotion and communication practices. I am thankful for their expertise and friendship:

- Chapter 11: Karl Olmstead, Olmstead and Associates
- Chapter 12: Connie McCann, Marketing Communication Consultant
- Chapter 13: Bill Shepler, Shepler's Mackinac Island Ferry
- Chapter 14: Bill Underdown, Marriott International

Three Central Michigan University photographers significantly contributed to this book and have captured the essence of how leisure and tourism contributes to people's quality of life in visual form. Brian Roberts allowed me to tap into his professional expertise and took dozens of photos specifically for this textbook and the teaching resources and materials. He suggested ideas to support concepts throughout the book and used his expertise to capture the meaning in visual form... providing visual relief for students to teach marketing concepts visually. He taught me more about the power of visual communication than I knew existed, and his graceful way of doing so was inspirational. Peggy Brisbane's amazing photographs included in this book are those in leisure and tourism settings including CMU faculty, students and alumni. Robert Barclay recently captured the RPL students at CMU and provided his professional expertise as well. Alumni responded in force allowing their organization's images to be used in this textbook including Laurie Mier, Easter Seals of Tennessee; Janice Skoloces, Crystal Mountain Resort; Jennifer Hayes, The College of William and Mary; and Chris Bundy and Carol Moody, Mt. Pleasant Parks and Recreation.

Teaching and Student Resource Support

Dan Bracken provided his expertise to create resources for the textbook that I feel not only make it complete but add value to the readers' experience. Dan and his staff captured several professional guest presentations on video that complement material in the book for faculty to access and provide to students enrolled in courses. These presentations share how leisure and tourism organizations use marketing concepts, have learned from them, and found success when using them. Dan has also captured audio chapter reviews and readers will be able to listen to introductions and summaries of the material presented in each chapter. These audio reviews will be available in various formats for easy access, to allow all student learning styles to be more successfully addressed. His willingness to embrace my "out there" thoughts and find a way to make them reality is what I hope every reader understands from this book—that anything is possible and anyone or organization can "reach new heights." Please contact me at janes1pl@cmich.edu for further information to access support materials.

Finally, graphic designer Kelly Preece (and those at Venture) shared their skills in the textbook as well. Kelly developed the design concepts for the worksheets and corresponding cards that enable any person to contribute to the marketing process. She was able to make my vision easily understood while Venture made continued improvements. Her ability to make these resources professional and embody design concepts that enhance the message was a gift and I am thankful for her expertise and "yes, sure, absolutely" attitude.

Preface

Marketing in Leisure and Tourism: Reaching New Heights was designed with student learning and faculty effectiveness in mind. Students and colleagues have been involved in the entire text development process and provided critical feedback regarding everything from critiquing content, identifying supporting elements to aid in student learning, resources for faculty, and the design of the text's layout. The following provides a brief overview of text content and organization, student resources, and faculty support. Direct comments to the author are welcome by e-mail at janes1pl@cmich.edu.

Section One: Understanding Marketing in Leisure and Tourism

Chapters 1 through 5 provide a foundation for understanding leisure and tourism marketing. They include critical concepts about the experiences leisure and tourism organizations provide and how they provide them. Effective marketing is built from organization's development of high-quality leisure and tourism experiences. In this effort, organizations must utilize information to create the most effective system. In addition to chapters about leisure and tourism experiences, quality and research, this section introduces the concepts of marketing and the author's thoughts regarding a system for successful integration in any leisure and tourism organization.

Section Two: Developing a Leisure and Tourism Marketing Strategy

The concepts in chapters 6 through 8 are vital to successful marketing. They introduce the process for successful integration of marketing concepts by providing an applied system designed to uncover critical information for effective decision making. These chapters highlight concepts related to developing a marketing strategy for supporting an organization's mission and goals. They also provide a process for identifying beneficial information to create a solid strategy because "anyone can spend a marketing budget but not everyone will be successful."

Section Three: Achieving Leisure and Tourism Organizational Objectives Through Successful Promotional and Operational Communication Plans

Chapters 9 through 14 address critical issues regarding leisure and tourism organizations' ability to successfully achieve marketing objectives. These chapters are placed within the tactical section of the book to address issues related to promotional and communication mix elements. Once an organization determines its strategy, an effective tactical plan to reach the marketing objectives must be

determined. In these chapters, readers are introduced to a process for identifying all the potential tools available for reaching consumers with meaningful messages in effective ways.

Chapter Elements

Each chapter is designed to address unique learning objectives yet follow consistent pedagogical features that enhance student learning. The following components are provided in each chapter to support text material.

1. **Learning objectives** listed at the beginning of each chapter identify the key learning outcomes for the chapter. These highlight the elements of the chapter and prepare readers for information forthcoming.
2. **Important terms** are italicized for emphasis and provide a means for easily identifying the concept definition when first introduced.
3. **Photos, tables and figures** provide visual support for leisure and tourism marketing concepts. They visually enhance and expand on chapter components.
4. **Quotes** from leisure and tourism industry leaders regarding marketing concepts, their beliefs, and practices highlight key concepts in each chapter.
5. **Real Life Stories** highlight leisure and tourism industry high quality marketing practices and show applied theoretical concepts being used. These organization's stories share with readers how the marketing concepts have been used and how they have enabled them to be more successful.
6. **Key Terms** are a list of critical concepts/words throughout the chapter and readers should have a mastery of these concepts to fully engage in a better understanding of leisure and tourism marketing.
7. **Review Questions** are designed to engage readers in the critical thinking of important chapter components. Readers mastering these answers have grasped an understanding of chapter material.

8. **Apply What You Know** activities engage readers in integrating the concepts of the chapter and by completing activities at the end of each chapter. By completing the questions within each chapter, readers follow the process to develop an organization's marketing plan.
9. **Internet Resources** and addresses are provided that highlight sources for additional information and summarize the content found within each site.
10. **References** have been used throughout this textbook recognizing the hundreds (and thousands) of individuals who contribute to the body of knowledge about leisure and tourism marketing.

Teaching Resources

In an effort to provide a full range of resources for faculty adopting the textbook, the following materials are available to support the textbook concepts. The ability to engage students with a variety of teaching methodologies promote enhanced learning for various student learning styles. Blackboard access to these teaching resources is given to those adopting the book for a semester and the resources will continually be updated and further developed. The following are available:

Syllabi: Sample syllabi are provided as resources from faculty who have utilized the textbook. These samples provide ideas to faculty for additional teaching methodologies, assignments, and course organization.

Sample Marketing Plans: Completed student and professional organization marketing plans are provided as an aid to student learning. These plans can be shared with students and allow for a critique of strengths and weaknesses of content and format of plans.

Related Articles: Work completed by authors engaged in marketing understanding is shared in the resource section to complement textbook learning.

Sample Assignments: Various assignments are provided to stimulate ideas and/or provide resources to assist in course development.

Photographs: Additional photographs are provided that can be used for classroom presentations. These photographs assist in teaching marketing concepts visually. Many of the photographs have been used in the textbook as well.

PowerPoint Slides: Provided by chapter, PowerPoint slides have been designed to follow the chapter contents. These are designed to follow the chapter components

and faculty are encouraged to add materials to customize them to their individual teaching style.

Test Bank: At least twenty-five questions per chapter are provided in the chapter-by-chapter text bank. These questions are in true/false and multiple choice formats only. Additionally, an answer key is provided for each test bank.

Audio and Video Guest Speakers: Several leisure and tourism professionals have allowed their marketing related presentations to be shared with other students/faculty to aid in student learning. These video and audio materials are available to complement textbook materials and provide the "real life" context for leisure and tourism related marketing concepts.

External Links: Internet links are provided that complement textbook materials and provide additional resources to faculty to aid in student learning. These links are not inclusive of all resources available and will be continually developed and refined.

Discussion Board: All faculty engaged in using the Marketing in Leisure and Tourism: Reaching New Heights textbook are invited to join in discussion board conversations to identify the most effective teaching methods, discuss textbook concepts/components, and continually improve the outcome for students and teaching effectiveness for faculty.

In addition to the resources noted above, audio chapter reviews and audio and video guest speakers are being developed. Finally, all faculty using Marketing in Leisure and Tourism: Reaching New Heights are encouraged to visit the **Communication modules** which provide: announcements, discussion boards, group pages, e-mail addresses, etc. If you have adopted this book for your class and would like to use these resources, contact Dr. Patty Janes at janes1pl@cmich.edu

About the Author

Dr. Patty Janes is an associate professor at Central Michigan University in the Recreation, Parks and Leisure Services Administration Department. She joined CMU's faculty in 1991 after spending seven years with Marriott International in catering, sales, marketing, and training. Janes' teaching and consulting interests focus on leisure, tourism and hospitality businesses specializing in marketing, quality service, and human resource issues. Janes' research focuses on developing effective marketing strategies, enhancing industry training practices, and assessing quality of worklife issues in the hospitality, tourism and leisure industry. *Marketing in Leisure and Tourism: Reaching New Heights* is her first textbook. Janes has completed over 25 professional presentations, published 11 articles/book chapters, and provided consulting services to five leisure and tourism organizations since 2000.

Section

Understanding Marketing in Leisure and Tourism

Chapter

Reaching New Heights Integrating Marketing

Think about the last leisure experience you participated in. What influenced your decision to participate? Was it a friend who suggested you try it? Did a brochure tell you what it would cost? Were you excited after you read an article about how it was enjoyable? Did someone recommend the equipment? After being handed a free pass, were you unable to resist giving it a shot? Regardless of the factors that influenced your decision, marketing played a role in the process of the organization understanding what you wanted, ensuring you knew about it, and hopefully providing you with a quality experience.

As leisure and tourism organizations are faced with increased competition, greater economic challenges, and continued resource issues, it is vital now more than ever to provide tools to professionals that assist in overcoming these dilemmas and reaching the people they desire to serve with more efficient and effective operations. The need for integrating marketing practices has never been more important for the industry. The need for professionals to understand and embrace these practices is critical to long-term success in a changing environment. Even though the discipline is not new, the leisure and tourism industries have been slow to adopt marketing practices, whether a small business or a large governmental organization (Vogt

Andereck, 2002). So, here is your opportunity to reach new heights by learning about and eventually integrating successful marketing practices in the leisure and tourism organizations that employs you.



Rob Schumacker conquers difficult terrain. Organizations find ways to use marketing to do the same.

At the end of this chapter, readers will be able to...

- Explain marketing and discuss its importance to leisure and tourism organizations.
- Describe marketing's evolution and what it has become today.
- List the barriers to effective marketing.
- Discuss the value of strategic marketing decision making.
- Understand the reasons why all organizations can benefit from marketing.
- Identify the components of leisure and tourism marketing.

You may question how a mountain climber represents a leisure and tourism organization's approach to marketing. Do we see marketing as an uphill climb? a long and difficult journey? an adventure filled with risk and danger?

Outdoor adventure recreators hope you are not thinking this way about their leisure pursuit. In the same context, this book is designed to ensure you don't think that way about marketing. Of course, marketing has an adventurous feeling and there are indeed challenges. But as with mountain climbing, the bottom line is, the more you do it, the more comfortable, prepared, and successful you will be. The more times you climb, and the more understanding you gain about how it works, the less fear there is to overcome. If you avoid high adventure recreation activities, you may never know how the thrill moves you. If you avoid integrating marketing in your leisure and tourism organization, you may never know the value of it to your organization. There are some people who will never climb a rock face, just like there are some who refuse to look at marketing differently than they have. So, the role of this textbook is to take a potentially fearful topic and make it

a less frightening and risky process. How can it become more thrilling and enjoyable? Let this book show you how to enjoy the journey.

Leisure and tourism organizations are not well-known for their ability to integrate marketing practices. Many organizations are known to use marketing as a reactionary tool. It has been used to find consumers to fill a program, to deal with the media following a crisis, or to share information about a special event. But in today's competitive, economically challenging, and ever-changing environment, marketing is more important than ever. Marketing is beginning to take a more central and critical role in effective leisure service decision making in a proactive manner.

Some leisure and tourism organization professionals feel they are applying marketing practices when they fax out 20 press releases regarding the grand opening of the health club, place posters on car windshields about Daddy-Daughter Date Night, do a restaurant promotion with the local radio station to host a Super Bowl party with their winning listeners, or call a reporter back about an interview regarding a hotel guest who was injured. While these are marketing-related practices, they are not all-inclusive of what marketing is. These actions alone do not integrate marketing into a leisure and tourism organization. These are operational decisions to communicate with audiences, but they may not be effective choices for your organization. Consider the following:

- Was there any press coverage or publicity from the press releases?
- Were the media choices appropriate for the intended audience?
- Did any attendees of the Daddy-Daughter date night find out about the program from the flyer?
- Were the people who attended the Super Bowl promotion part of the target audience?
- Are there defined targeted audiences that efforts are focused toward?
- Should there be other programs or services provided to targeted audiences?
- Was there any consideration for the organization's objectives?
- Were responses to the interviewer's tough questions appropriate?

If the organization is unable to answer these questions, then learning about marketing and the way in which to integrate it strategically and apply it successfully will be of extraordinary value.



These students learn to climb Colorado mountains like organizations learn to reach new heights in marketing.

Every organization applies marketing practices, whether they realize it or not. However, marketing is more than a single activity or a series of tasks. It is an integrated approach involved in every aspect of an organization.

What Is Marketing

What comes to mind when you hear the word “marketing?” A group of undergraduate students studying leisure and tourism recently replied that marketing is “a tool to promote your product, a way to improve program attendance, advertising programs to the public, introduce programs to others, and sell what you offer.” These responses are common. Marketing does indeed involve such descriptions, but they are only a small part of how marketing has evolved.

These professionals were also asked and responded similarly to this same question. What is surprising is the variation in the responses. Although many who were interviewed suggested marketing dealt with telling people about what an organization does, marketing appears to be interpreted in many different ways by the industry. Oftentimes there seems to be confusion regarding what exactly marketing is defined as. Table 1.1 offers opinions as to how organizations define marketing.

The term marketing is so misunderstood and debatable that Schultz (2001) suggested “marketing” not be used at all to reflect the purpose and importance of it. Rather he suggested “value creation” and “management” be used to more accurately reflect the function of marketing.

The concept of marketing is a complex and mysterious process. It is difficult to understand because society is used

Table 1.1
Opinions of How Marketing Is Defined

Type of Organization	Marketing Defined
Country Clubs	Promoting the facility and overall philosophy. Getting the program or promotion out to the public or membership as fast as you can.
Parks and Recreation Departments	Getting the word or message out to the community. Selling your facility, services, and amenities. Identifying the group we are promoting to serve, and finding a way to bring that information to the public.
Indoor Athletic Complex	How we get information out to public.
Campus Recreation Program	Promotion. Everybody does marketing but half are unaware of its contributions.
Spa	The way you get the word out.
rena	opportunity to educate other people on our product.
Minor League Baseball	How we get the word out and get our name and message out to the masses.
Professional Basketball Team	Selling a product or service at a higher price to the most number of people, the most times possible.
Hotel	Using different mediums to try to raise our occupancy.
Camp	Marketing is such a broad thing. It's everything we say and portray, and that could be both externally and internally. It's just basically the image.
Golf Course	A way of drawing attention to your product.
Resorts	The heart, or engine, of a company: What's going to be driving the company forward to success A way of getting information about a product out to people who are consumers and who might want to visit us. We have a product or service that we have to get out to the client.
Special Event Company	Presenting services or opportunities to a number of different constituencies, and providing information on the benefits of the services.
Marina	It all has to do with perception: The promotion and delivery of one's product.
Corporate Recreation	The ability to reach a target or your target audience in a creative or timely fashion.

to defining it simply with what they know. Every day, messages read in advertisements, heard in commercials, and seen on billboards make us think about marketing.

Marketing has evolved to be so much more than simply telling people about what an organization does through a two-by-two-inch ad placed in a well-circulated newspaper. Advertising is indeed a function within marketing; however, they are not synonymous. Advertising, promoting, and selling are all functions within marketing but they do not represent a complete view. Just like leisure and tourism programs and services are growing and changing, so is the term *marketing*.

Historic Marketing

Some would argue the concept of marketing has been around since the beginning of commerce. Others would debate that marketing began in the 1600s with the advent of newspaper advertising. Yet, others believe that marketing surfaced with television commercials in the 1950s. At that time Drucker (1958) suggested marketing had advanced further than other business concepts and was critical to economic development as it had become systemized. Regardless, the formal practice of marketing, through education, has existed for over 90 years (Cooke, Rayburn & Abercrombie, 1992).

The concept of marketing evolved considerably over the past five decades. How the role of marketing changed from the 1960s to the present follows.

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In the 1960s, the concept of marketing was still being introduced to organizations. This idea was new, and businesses were cautious to adopt its principles. Those who believed in marketing focused primarily on getting tangible products into consumers' hands through the use of the 4 Ps: product, place, price, and promotion. Matthews, Buzzell, Levitt, and Frank (1964) suggested "marketing is the performance of business activities that direct the flow of goods and services from producer to consumer" (p. 11). During this time, consumers were thought of as one mass market. Organizations had the product to sell and they used marketing techniques to find people to buy it. Further, nonprofit organizations did not even acknowledge its existence (Perreault & McCarthy, 1999; Weitz, Castleberry & Tanner, 1998). Marketing at this time focused on organizations that produced products. Little to no consideration was given to the service industry.

It isn't surprising that marketing evolved as society evolved. Changes identified through the last five decades oftentimes mirror societal changes as well. It wasn't until the late 1960s that society started to overtly and systematically question authority. Prior to this time people had greater trust in business and government, which created consumer confidence. By the late 1960s this trust had diminished and organizations could no longer expect people to blindly accept their products and services.

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During the 1970s, organizations started breaking away from the strict product orientation to focus more on services and the consumer. Organizations who provided services (vs. products alone) could also apply the concept of marketing. Customers were no longer lumped together into one mass market—they were slowly being put into categories where their needs could be more easily addressed by organizations. Marketing was also more thought of as an entire process versus simply the 4 Ps. Blake and Mouton (1972) described marketing as an entire cycle of activities, which starts with research and product decisions and continues through sales and servicing.

By the 1970s, a greater concern for safety, the environment, and people created a marketing function also concerned with these same issues. The focus on consumers—their needs, their wants, and their uniqueness—was apparent during this time and social marketing emerged. In the 1970s the city of San Diego created the Chicano Park located in Barrio Logan. Approximately 50 murals were painted depicting the Chicano civil rights movement and the struggles with ethnic empowerment of the time. It has become a popular tourist stopping point. Since its inception, the park has been a symbol of cultural issues and social marketing.



akland County residents at a park sponsored Earth Day event in the s.

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The needs and wants of consumers were top priority by the 1980s. Organizations were using marketing as an innovative tool to identify, reach, and secure consumers. They also began using marketing as a competitive tool to develop strategies to devour the competition. Levitt (1986) suggested, “Marketing generates products, services and communications that target the specifically discovered needs and wants of specific, narrow, best-fit consumer segments” (p. 33). It was during this time organizations started to obtain feedback from customers to assure their product or service was meeting their needs. The relationship to consumer satisfaction and customer feedback was established.

In the 1980s the services marketing theme emerged with enhanced emphasis on customer satisfaction. The “salesman” of the past was no longer popular as increased interest in trust emerged, discretionary income expanded and increased competition for these monies allowed people to make choices and demand more. The quality movement flooded manufacturing industries and concern for consumer opinion expanded.

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Feedback alone would not accomplish the mission of marketing by the 1990s. Customers would become integrated with the organization’s operations whereby mutually beneficial relationships were established. Marketing evolved to become a way of doing business in the 1990s. McKenna (1991) suggested, “Marketing has shifted from tracking the customer, to blaming the customer, to satisfying the customer, and now to integrating the customer systematically” (p. 70). Marketing has become an integrated central focus of an organization.



community recreation theater group from the s.

Marketing is meant in the largest sense of the marketing mission—the business of centering the corporation’s efforts around customers needs, so that customers bond to the company and continue to buy at a profit from the company in mutually satisfying long-term value exchanges. (Magrath, 1992, p. 1)

Connecting the organization to the consumer is the most essential component of organization operations. Trivers (1996) suggested, “This is a new mindset, grounded in the real wisdom of marketing—customers, customers, customers” (p. 3). Markets in the 1990s had become so specialized that they were called fragments of a market in which an organization was targeting. A target market once described as males between the ages of 18 and 25 has now become males, interested in competitive off-road biking, seeking a challenging and enriching experience, between the ages of 18 and 25.

This theme continued to develop in the 1990s and the concept of services marketing emerged recognizing that marketing within the service industry was different than that of the historic manufacturing industry. In 1991, McKenna stated, “Successful companies realize that marketing is like quality—integral to the organization. Like quality, marketing is an intangible that the customer must experience to appreciate” (p. 69). Quality became the foundation from which all marketing action was based. The technology explosion during this decade fueled the availability of consumer access and consumer information to aid in decision making. The theme centered on building valued relationships with guests.

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In the 21st century the role of marketing continues to develop. Today, marketing is more holistic, involved with every aspect of the organization from customers and employees to programming and financing. Marketing has become integrated throughout the organization. McCarville (2002), a leisure author, found “marketing is a pervasive activity undertaken by virtually anyone interested in facilitating exchange with other individuals or parties” (p. 1). Marketing evolved to become everyone’s role because marketing’s function involves everyone. No longer does marketing reflect a simple list of 4 Ps, but rather a sophisticated list of involving itself in all aspects of an organization. Bialeschki and Henderson (2000) suggested, “In the past, marketing has been narrowly viewed with a focus on the participant. In the future, marketing will become a way of competing for funding dollars while remaining

accountable to participants and communities” (p. 30). The focus on marketing in the 21st century has centered on a variety of relationships. Further, marketing’s role is more complex within organizations because there are both strategic and operational elements used as marketing tools. Ballantyne, Christopher, and Payne (2003) suggested marketing activities must be viewed as systematic, holistic, and complex.

Today, with emerging interest in a balanced, holistic, and quality life, the concept of experiences has emerged. These experiences are based on not only consumers but also employees, volunteers and anyone involved with an organization. Marketing today is about integrating people into the organization and creating high-quality leisure service experiences.

Even though the concept of marketing existed for many years, this did not mean all types of organizations bought into integrating it. Over the past 40 years, marketing has been more aggressively written about, talked about, and practiced. Yet, the leisure industry has not followed these same beliefs about marketing during this time period. Jerry Bear (1981), during an educational session at the National Recreation and Park Association conference, stated

Marketing is a technique that is a whole management and organizational philosophy that needs to be addressed by park and recreation organizations. Marketing is so much more than just selling and promoting and advertising. It is creating, building, and maintaining relationships... with the target markets in order to achieve our organizations objectives.

Marketing is the engine, or the heart, of a company
Kelley Davidson, Wintergreen Resort

Yet, many in the leisure service industry were not quite ready for these thoughts, as it wasn’t until years later the concept was more accepted by leisure industry professionals.

Havitz (2000) suggested marketing’s tenure in the leisure service industry is only 20 years old and many still debate its use. Although more profit-oriented leisure organizations have used marketing as a tool, the level of integration has varied by organization size, interest, and marketing knowledge as well as the amount of competition for business that exists. There are many reasons the leisure industry has not readily accepted marketing as an organization function, including the following:

1. Literature failed to mention the leisure service industry until 20 years ago and primarily focused on manufacturing industries.
2. Not all nonprofit organizations felt the need to develop business skills and not all had the ability or background to integrate marketing successfully.
3. It has only been since the 1990s that marketing outcomes were required of accredited recreation academic programs, therefore professionals did not have the background needed.
4. Public organizations felt they could not adopt marketing practices—their mission was to serve everyone in a geographic area. They could not be perceived as an organization that focused on specific markets and employed marketing practices.
5. Many leisure and tourism organizations believe they are integrating marketing, yet few have approached it from a 21st century perspective.

Evidence suggests organizations are ready to integrate marketing now more than ever. Although, as McLeisch (1995) stated

Traditionally, marketing has not been a popular subject in nonprofit circles... However, with flourishing competition in the nonprofit world, marketing and its attendant strategies must be taken into account to ensure the success—even the survival—of most nonprofit organizations. (p. 4)

Some leisure and tourism professionals indicated a variety of reasons why marketing is misunderstood in the industry in Table 1.2 .

Marketing Defined Today

People think of marketing as pure fluff They think it is really easy and anyone can do it
Lynne Ike, Van Andel Arena

Pick up ten books on marketing and you will discover few people agree on what marketing has evolved into today. In fact, few have ever agreed on the definition of marketing; however, what should be apparent is the existence of a similar theme in the message. Today, marketing has evolved to build on the relationship concepts of the 1990s and

expanded to include people throughout every aspect of the organization. Those labeled “customers” are not the only ones within the marketing realm. Today, marketing is

...integrating effective strategic, operational and communication concepts and practices driven by various people that influence an organization and practiced by everyone within an organization (e.g., customers/guests, employees, volunteers, board members, donors, suppliers). These practices will ultimately deliver high-quality leisure experiences that reach and exceed the expectations of the people they serve while achieving organization objectives.

Marketing is a systematic process that controls an organization’s activities in such a way that people’s needs

are efficiently identified and filled. Schultz (1999) suggested marketing is the way in which an organization is operated and managed: “It’s not done’ or carried out’ by marketing people, but conducted by the entire organization” (p. 8). The distinctions between a business plan and a marketing plan are slowly eroding. Historically, a marketing plan would be a component of a business plan. More often now, marketing and business plans include similar if not the same elements. Marketing is more often viewed as a central activity within an organization. Further, strategic marketing plans combine the practices of strategic planning and marketing, which creates a unified approach or one system to identify the organization’s needs and establish a plan for accomplishing organization objectives. The following provides an approach to marketing today that describes the strategic relationship:

Table 1.2
Organizations’ Opinions of How Marketing Is Misunderstood

Type of Organization	Marketing Misunderstandings
Country Clubs	Everyone needs to be involved in the marketing program and make sure staff understands the plan, objective, and direction you are headed in with all the details. People think that we put things out and people read them.
Parks and Recreation Departments	People don’t view it as necessary. In leisure services, we have traditionally just put things out on the street thinking people would just come, and we haven’t taken a real business approach to it. The time and planning involved and how it all relates to each other on making the whole plan work. It’s not just handing out flyers. You have to have a coordinated effort.
Indoor Athletic Complex	Limited by money.
Spa	Not enough money to spend, competition, and little time to capture audience.
Recreational	People think marketing is pure fluff. Really easy and anybody can do it.
Professional Basketball Team	That it is fun filled, slap people on the back, let’s take somebody out to lunch, let’s blow up some balloons and have a party type of a persuasion.
Hotel	People try to classify people into little niches and not everyone fits into those niches.
Camp	It’s not incredibly important.
Golf Course	How to evaluate marketing decisions to prove the investment was worth it.
Special Event Company	Today we are marketing a lifestyle.
Resorts	That advertising goes directly into sales. The various components that are involved with Internet marketing and measuring the return. People have to realize that we’re all part of a big picture and individual departments cannot just market themselves. They need to understand the broader view.
Marina	That an organization can just put up a sign and people will come, and that employees aren’t important to marketing when actually quality employees are most important.
Corporate Recreation	Marketing to the wrong target audience and not using the best avenue to reach them.

- If the circus is coming to town and you paint a sign saying “Circus Coming to the Fairgrounds Saturday,” that’s advertising.
- If you put the sign on the back of an elephant and walk him through town, that’s promotion.
- If the elephant walks through the mayor’s flowerbed, that’s publicity.
- If you can get the mayor to laugh about it, that’s public relations.
- And, if you planned the elephant’s walk, that’s marketing.

The expanding nature of the people involved in organizations resulted in the need for marketing to play a central role to ensure a consistent brand message is communicated with various audiences. Gummesson (1999) suggested as many as 30 different relationships exist within an organization. Historically, the people of concern to marketing have been the customer or consumer. This has grown to include any people with which the organization intends to be involved or has been involved. Strategies must be in place to address all their unique needs and issues. Some have a direct role within the organization, including employees, customers or guests, and those who govern or provide economically to the organization. Others more indirectly influence an organization’s actions (e.g., suppliers, environmental groups).

Quality has emerged as a foundation of the marketing concept. Leisure and tourism organizations recognize that poor delivery of the leisure experience will negate all efforts toward reaching people. One negative experience in a leisure and tourism organization will impact ten people directly because the person who has the negative experi-

ence will tell that many people directly. The impact is expanded, however, as those ten people will in turn tell ten others, who will tell ten others, and so on. Ultimately 250 people learn about the poor service experience. More money can be spent on ways to reach new consumers, but ultimately any amount of money spent will have little impact when so many others are personally telling people why they should not engage in the experience at YZ leisure organization. On the other hand, organizations focused on exceeding the expectations of those they serve create a network of “salespeople” encouraging others to participate.

In today’s leisure and tourism environment, marketing includes for-profit, nonprofit, and public perspectives. Because marketing is objective based, any type of leisure and tourism organization benefits from this approach. The organization’s objectives can be people-related (e.g., serving the teen market in a community), funding-oriented (e.g., raising 75,000 to build a new playground), or profit-driven (e.g., netting 20% more profit than last year). Regardless of the profitability status, all organizations can apply strategic marketing principles to their organization.

Marketing has evolved to become a centralized function in organizations. Webster (1995) found integrating marketing efforts and developing a marketing culture in 173 service organizations produced greater marketing effectiveness. This concept is undertaken by first thinking about the way an organization is created. Organizations first develop products and services based on customer need. Once these are established, funding, through stockholders or other means, is acquired prior to providing the product or service to targeted audiences. Finally, employees are hired to provide these offerings. The role of marketing today is to integrate all these activities. This relationship is highlighted in Figure 1.1.



ver people could be impacted by this alumni event at the College of William and Mary, if just one person has a poor experience.

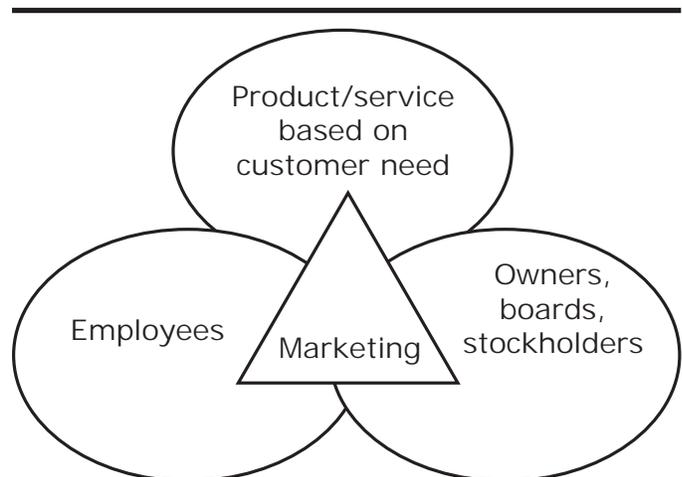


Figure 1.1
Organization Creation

Marketing has historically been concerned with consumer issues alone. This approach is viewed as limiting however and not the most effective for organizations. Viewing employees and volunteers as those subject to marketing processes is a recent phenomenon. Simms (2003) stated

Marketers have started to realize that falling employee engagement i.e., dissatisfied employees is damaging external brand perceptions: the delivery is not matching up to the brand promise. So they are starting to lay claim to territory traditionally held by human resources—employee relations. The growing popularity of employee or employer branding is testimony to marketers’ attempts to adapt the tools and techniques traditionally used to motivate and engage customers to secure the engagement and commitment of an internal audience. (p. 23)

Cony (2002) further suggested the importance of viewing staff as a target audience.

Other publics involved with the organization are those that influence the operation. These may be board members, shareholders, donors, nonusers, or anti-users (people who object to your organization operations, e.g., environmental group objecting to golf course development by wetlands). This holds true with other relationships within an organization, through ownership or leadership, and other vested parties such as volunteers and donors.

Marketing is used for a variety of functions in an organization, including the following:

- gathering information and data
- aiding in product, service, program, and facility development
- communicating with targeted and other markets
- developing relationships with people within and outside of the organization
- managing crises
- identifying and capitalizing on opportunities
- establishing the organization’s image or brand
- assisting in funding
- creating consumer-based experiences
- exceeding the expectations of those served within an organization

Marketing provides resources to and supports all functions and departments within an organization. An

organizational chart that integrates marketing, would resemble the organization creation in Figure 1.1 where marketing would influence and impact all aspects of an organization (Figure 1.2).

The more traditional organizational chart placed marketing’s role as one additional function within an organization. Marketing’s role was similar to the programming, fitness, or human resources department function. Historically, organizations have used marketing in a support role. Those within the programming department would solicit the assistance of the marketing department when they needed to develop a flyer to promote the new fall classes to be offered, the fitness department may ask for marketing to help with a brochure highlighting their offerings, and human resources may have asked marketing to write the classified advertisement for the new director position available. This use of marketing, however, is more reactionary. The programming and fitness departments made decisions about their offerings without the support of marketing. In this case marketing was simply viewed as a means to communicate with consumers, and it was not used in a strategic way. Marketing could have provided insight and data to each department to support their objectives.

Piece-meal marketing efforts in leisure and tourism organizations will not produce desired outcomes. Webster (1995) found those organizations with developed marketing cultures produced better results from their marketing



Figure 1.2 Integrated Organizational Chart

efforts. This culture suggests the entire organization places emphasis on the marketing function and the way in which employees adopt marketing practices. Figure 1.3 provides a more traditional organizational chart and shows marketing's historic role in leisure and tourism organizations and an integrated approach to marketing where the marketing function supports all areas strategically and operationally. Beirne (2004) suggested organizations are moving from decentralized marketing to integrating marketing within departments, such as operations, sales, and finance.

Leisure and tourism organizations have begun to more aggressively include marketing functions within their organizations. A variety of leisure organizations indicated they have recently changed the way they approach marketing. These comments are highlighted in Table 1.3.

~~~~~  
 Understand and recognize that this is the wave of the future Dan Davis, Avondale Community Recreation  
 ~~~~~

The Role of Marketing

Back in the early 1990s, McKenna (1991) suggested marketing had become “a way of doing business” (p. 69); it was no longer simply a function. Further, he noted the marketing was in everyone’s job description. No longer was it limited to those with marketing titles. An organization’s culture was one that embraced marketing practices.

This attitude, however, has not been prevalent in leisure and tourism organizations. Marketing has not become fully integrated in leisure and tourism organizations, and is often viewed as one of many functions within an organization. Even though marketing should be a function in everyone’s job description, there is doubt that every employee’s job description has this responsibility listed (if an organization has even provided job descriptions!).

It is common in leisure and tourism organizations to see one to three people assigned to the marketing function. Even though a person within the organization acts as the one responsible for “marketing,” his or her role is to ultimately coordinate marketing efforts throughout an organization— It is everyone’s role to understand they are ultimately responsible for the organization’s success and all play a role in the marketing effort. Tew-Johnson, Havitz,

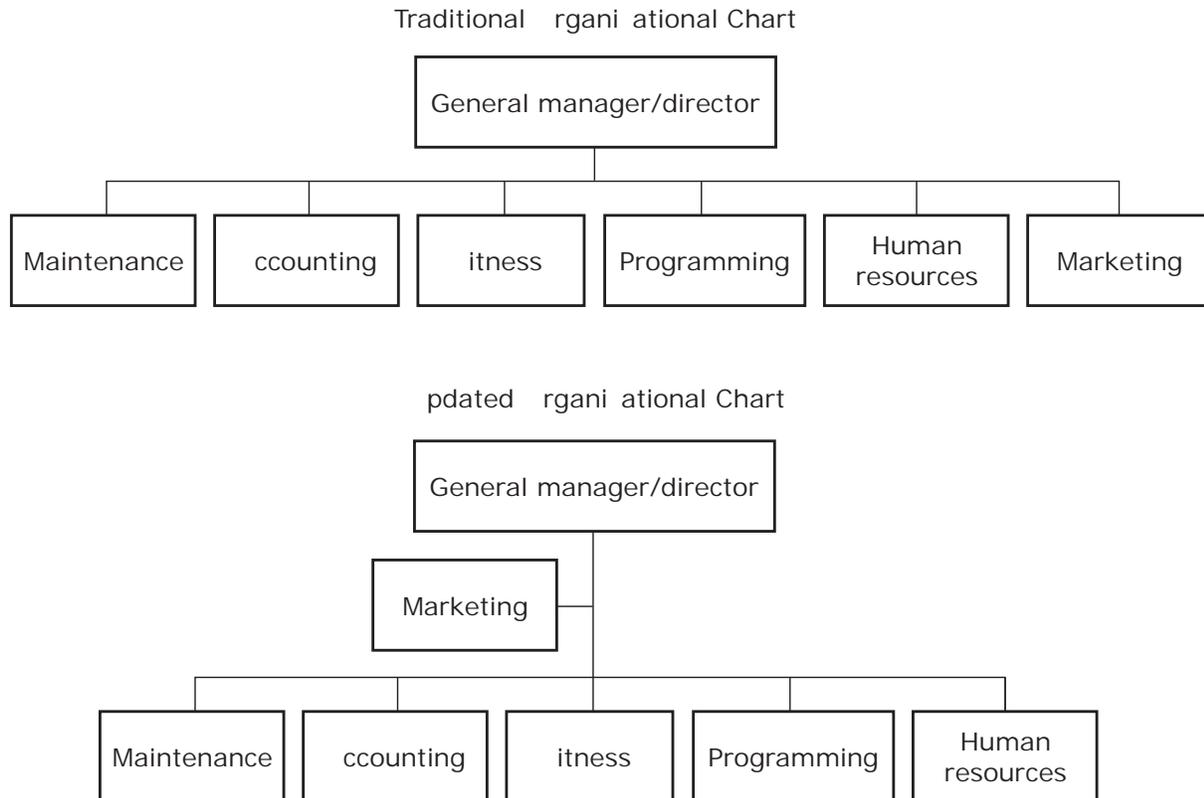


Figure 1.3
 Traditional and Updated Organizational Charts

and McCarville (1999) stated all personnel must understand and embrace the complex process of marketing if an organization is to be successful in the long run.

~~~~~  
 Everybody should be a marketing person regardless of their job description Don Schappacher, Owner and President, American Hospitality Management  
 ~~~~~

The person or persons responsible for the marketing function within a leisure and tourism organization varies. The two distinct responsibilities of marketing—strategic and operational—may be completed by the same or different persons. Size and complexity of the organization are often determining factors on how many people are involved with these activities. Some duties may be shared by outside organizations as well (e.g., an advertising organization may design all the promotional materials).

The strategic elements of marketing center around understanding what is currently happening in the organization and within the environment. It is determining which markets to focus toward to achieve the organization’s

objectives. The strategic side of marketing sets goals and objectives to directly address the organization’s needs and priorities. Conversely, the operational side of marketing makes these objectives a reality.

Marketing is geared toward not only customers but also other markets. Examples of additional markets of concern include employees, volunteers, boards of directors, non-users, donors, and suppliers. The second difference is the expanding number of tools available to assist in marketing communications. These tools include event promotions, public and community relations, internal marketing, stewardship, advertising, sponsorship, and direct sales.

~~~~~  
 We focus marketing actions toward our 500-person volunteer force, as they are the key to us successfully serving youth Daniel Varner, Think Detroit  
 ~~~~~

Strategic responsibilities for marketing lie with someone who has access to all organization information. Esler and Sutton (2003) suggested the new marketing executive views marketing as “a science enabled by art”

Table 1.3
 Organizations’ Opinions of Recent Marketing Changes

Type of Organization	Recent Marketing Changes
Country Club	Assistance with internal marketing.
Parks and Recreation Departments	Added full time marketing person. Three and a half years ago we did not have a marketing department, person or anyone.
Indoor Athletic Complex	Strategies
Campus Recreation Program	Suggestion from members of what they want to see each works on marketing efforts in their area.
Spa	Competition
rena	Communicate with all departments because previous marketing department was isolated.
Minor League Baseball	It is more of an image campaign.
Professional Basketball Team	Absolutely, we’ve gotten much more aggressive and strategic.
Hotel	Technologically. Marketing is the most important thing you can possibly do that nobody knows about. You are a secret until you’re unlocked. Consumers have become a lot more educated.
Camp	There are more regional/geographic differences in people. More technological. More competition for kids’ time.
Golf Course	Technology
Resorts	Organizations are no longer trying to be everything to everybody They are more targeted. Marketing is more competitive.
Marina	Greater emphasis today on hiring and training employees.
Corporate Recreation	Information needs to be more concise today.

and has duties that are “broader than ever.” The “science” part of marketing recommends the professional in this role must have business and financial knowledge. Further, Esler and Sutton stated for many companies this will be a new way of looking at the role of marketing and the time has come for a “dramatic turnaround and a marketing-led transformation...” (p. 5). Some of the new set of skills required include the following:

- networking between the various groups (e.g., employees, stockholders, customers)
- acting as voice of the customer
- representing image of organization
- analyzing data and converting this information into action, develops customer experiences
- integrating all in marketing efforts and develops the plan

Real Life Story: Crystal Mountain Resort Integrates Employees

Thirty six holes of exceptional golf, splendid accommodations, superb downhill and cross country skiing, excellent food, state of the art conference facilities and entertainment for the entire family are just a few of the reasons Crystal Mountain Resort is voted, time and time again, a top resort in the Midwest. The secret behind their success is the approach they take with integrating employees in the marketing process.

Every staff member is involved in marketing by ensuring everyone is prepared every day to answer guest questions as well as provide exceptional guest service.

When employees arrive for work, they check in at the time clock and pick up their nametag, a resort trail guide and a weekly activity guide. The trail guide highlights every area of the 10,000 acre resort. The activity guide highlights the resorts offerings for guests that week. Employees are better able to provide quality service and prepared to answer the most common questions. The organizations expectation is established, and every employee is equipped to handle questions. They have taken responsibility for marketing their resort.

With a marketing staff of 100 employees prepared on any given day and at any time to share information about guest activities and services, it is no wonder they are recognized for their efforts. They have found a simple yet very effective way to ensure employees are integrated in the marketing process.



First, the strategic role of marketing professionals is to believe philosophically in the importance of marketing, represent these beliefs through practice, and then engage others involved in the organization. Marketing professionals coordinate and integrate marketing information from all areas within an organization to develop effective strategies for each area to achieve their objectives. They further develop and assess all organization information, which leads to the creation of a future plan from which the organization operates. Williamson (1999) suggested even though organizations develop strategies, it does not mean they should not be prepared to identify and select strategic options for the future. Being prepared for the future and potential changes means an organization can reposition itself more quickly than others.

The second role within marketing involves the “art” of marketing—the operational decisions. These duties within marketing act as a support function that provide a level of expertise for consistent messages/communication with all publics. These duties include taking the future plan and creating marketing communications that allow an organization to achieve their objectives. This person must possess skills at developing, implementing, and evaluating operational ideas. Figure 1.4 highlights the role of a marketing professional within a leisure and tourism organization.

Examples of specific duties of a marketing professional include the following:

Strategic Duties

1. Coordinates meeting with all publics to develop organization objectives.
2. Shares information on current organization status and future trends.
3. Provides data on employee, customer, board member, supplier, and volunteer satisfaction.
4. Conducts a competitive analysis to determine organization’s competitive edge.

Operational Duties

1. Creates brochures for staff recruitment.
2. Evaluates impact of attending trade shows.
3. Implements radio station promotions.
4. Supports staff training for preparing to serve a new market (e.g., seniors).

Leisure and tourism professionals view marketing as an important job responsibility. Analyzing over 75 professional job descriptions from various leisure and tourism industries revealed that each had mentioned, at least once, a marketing related responsibility. These ranged from sales, public relations, and promotional duties.

Marketing’s role has become one that assists every area within an organization. Today, marketing may provide research about employee and guest satisfaction and may reach various audiences to communicate organization messages through brochures to stockholders, employees, and guests or customers. Marketing may provide strategies to areas to reach audiences of concern (e.g., environmental group does not like golf course development by wetlands).

Marketing is a very high priority Without marketing our programs and services we don t have participants or customers, and then we don t have jobs Jeremy Rycus, Corporate Recreation

Why the Sudden Change

So, why has marketing changed so dramatically in such a short amount of time? The leisure and tourism market today is highly competitive and customers have a wide range of choices. They can choose between various activities, either passive or active, whether inside or outside the home. Leisure time and money are spent on both leisure and non-leisure activities including making choices between such things as taking a trip or buying new furniture, joining a bowling league or watching TV. The competitive world for leisure time and money is diverse and expanding. Organizations have become more sophisticated in their approach to marketing as a result of these and other influences, such as the following:

- increased competition
- challenging economy
- changing consumers
- funding challenges
- greater need for accountability
- advanced technology
- enhanced globalization

Competition for consumer discretionary spending and time has increased tremendously over the past decade. People have more leisure choices than ever before because



Figure 1.4
Duties of a Marketing Professional

there are more providers of leisure services than ever before. People are selecting from nonprofits, for-profits, and public organizations for their leisure experiences. Many public parks and recreation organizations offer fitness centers as do for-profit fitness centers. Through the increased

spending of discretionary income, the leisure and tourism industry has advanced its offerings to the consumer through the years. Competition grows with each new business in an attempt to gain those dollars. According to the U.S. Census Bureau (1963, 1983, 2003), 19.484 million was spent on

Real Life Story: Canton Leisure Services Integrates Marketing

Canton Leisure Services (CLS), an accredited community leisure and tourism organization, wanted to better utilize marketing in their overall organization operations. CLS had an \$8 million annual budget to operate different divisions for a community size of 10,000, including a community center, five parks, two golf courses, a senior center, a banquet and conference center, and a performing arts center. CLS is located in a growing community where leisure is highly valued by residents and administrators alike. Challenged by the pressures of increased competition and providing more services with increasingly stretched resources (e.g., budget cuts), CLS realized integrating marketing practices would provide a resource to ensure they could successfully address these challenges. As their organization and community continued to grow, CLS had to operate differently than before to stay focused on their goals including

- . Create a sense of community and belonging.
- . Provide premiere facilities.
- . Develop and cultivate partnerships.
- . Utilize resources efficiently and demonstrate fiscal responsibility.
- . Create a healthy community.
- . Provide excellent customer service.
- . Empower staff.

In the past two years CLS added two staff members with marketing related duties in their job descriptions. These positions, however, evolved and the job descriptions needed to reflect CLS's interest to integrate marketing better throughout the organization and to become more strategic in their marketing approach. As a result, CLS decided to form a marketing committee to determine how they would integrate marketing more successfully. This committee was comprised of the CLS director, area managers, one member from each division, the marketing and communication specialist, and several employees from various positions and divisions. The committee's objectives were as follows:

- . Promote CLS overall to Canton residents.
- . Develop the CLS brand as an organization strength showing uniformity, yet uniqueness, within all divisions.
- . Support all CLS divisions with marketing resources and activities.
- . Coordinate marketing related activities between divisions to better utilize CLS resources.

- . Serve and satisfy more Canton residents.

As a result, the committee developed a list of actions to achieve their objectives and integrate marketing. These responsibilities were assigned to a committee member to coordinate and report back at their regular scheduled meetings. Their responsibilities were as follows:

- . Review and develop visual brand and ensure uniformity in brand communication.
- . Develop overall strategic marketing plan for CLS, leverage organization strengths, reduce overlap, and maximize resources.
- . Create communication standards/guidelines.
- . Integrate marketing throughout CLS:
 - a. Evaluate and revise marketing specialist and communication specialist job descriptions.
 - b. Clarify marketing roles and responsibilities of all staff.
 - i. Train all staff on marketing concepts, tools, internal processes and support.
 - ii. Develop an evaluation system and criteria for staff to measure marketing related responsibilities.
- . Establish a process for developing, funding, implementing, and evaluating strategic marketing plans in each division.
- . Develop market research systems and support.

continued



the leisure industry in 1960. By 1980 this number grew to 106.947 million and by 2000 this figure was 564.7 billion in the United States alone. Although one could debate the types of businesses included within the leisure groups measured, what cannot be debated is the overwhelming investment of consumers in recreation and the growth of leisure choices available to people.

Unfortunately, some organizations do not realize the importance of marketing until a new competitor enters the picture. Organizations that integrate marketing practices successfully are better prepared for the emergence of a competitor. Failure to develop strategies makes an organization ill-prepared to manage the challenges of competition and achieve organization objectives.

Real Life Story: Canton Leisure Services (continued)

As a result of these initial efforts, the job descriptions for the two staff were modified and their reporting relationship changed from the two staff reporting to different people, to both reporting to one centralized source who communicated with all departments. Job descriptions now focused on the actions to achieve organization objectives.

Revised Job Description: Marketing Specialist

- . Direct the development of annual organization and division strategic marketing plans, and development plans for new offerings.
- . Assist individuals responsible for preparing and implementing annual plans for approval by division directors and director.
- . Conduct various tactical communication activities as established in CLS Marketing Plan e.g., act as sponsorship coordinator/liaison between organization and sponsors conduct direct sales activities handle all donations, community relations, and quality service efforts .
- . Support divisions with tactical communication plan activities as established in their respective annual marketing plans.
- . Conduct, evaluate, and communicate any organization/division market research activities.
- . Present regularly at organization and division staff meetings regarding marketing update and stay abreast of each divisions marketing activities.
- . Consult with divisions as needed or requested on marketing related issues.
- . Develop, train staff about, and evaluate Communication Guidelines Manual.
- . Identify and establish opportunities for cross marketing between/within divisions/organization.
- . Assist with the measurement of tactical marketing effort implementation.
- . Supervise Communication Specialist and ensure division of duties are completed.

Revised Job Description: Communication Specialist

- . Review and approve all communication materials developed within divisions e.g., advertisements, press releases, flyers .

- . Maintain website and identify opportunities for enhanced communication.
- . Develop key promotional materials for CLS Annual Marketing Plan e.g., seasonal activity guides, newsletter, brochures write and review copy.
- . Conducts various tactical communication activities as established in CLS Marketing Plan e.g., public and community relations, internal marketing, and advertising .
- . Assists with the development of organization and division marketing plans making specific communication plan suggestions.
- . Acts as media liaison establishing media relationships and public relations opportunities for CLS and all divisions. This includes identifying newsworthy events, writing press releases, producing CCTV cable shows, developing video projects, etc.
- . Maintains staff community relations assignments.
- . Places all CLS and division advertisements in media outlets to maximize resources, money/trade.
- . Consults with division directors/staff on promotional materials they develop that follows established guidelines.
- . Negotiates with organizations for publication of materials identifies those organizations CLS will work with as approved vendor .
- . Consults with divisions as needed on suggesting tactical communication tools.
- . Purchases all promotional materials e.g., clothing with logo, merchandise, giveaways, trinkets and allocates to divisions as needed.
- . Supervises half time staff member to complete graphic design activities.

Even though CLS has just begun to make the changes necessary to integrate marketing successfully in their organization they have begun the process and are preparing for achieving their marketing committee objectives. Instead of reducing the role of marketing in their challenging times they realize the importance of further utilizing this function. They have employed the practices established in this chapter and represent how an organization can integrate marketing.

As the economy continues to pose challenges to leisure and tourism organizations, the roll of marketing must adapt accordingly. In troubled economic times, marketing is more important than ever as organizations must learn to be more efficient and effective. Marketing allows an organization to identify the most appropriate actions to take in an effort to achieve organizational objectives in troubled times. Yet, unfortunately, some organizations view this as a time for marketing to be cut or eliminated from leisure and tourism organizations, as they perceive marketing to be a luxury instead of a necessity. Only in economically prosperous times do some organizations support marketing. Marketing is, however, a system that must be in place during any economic time. Arnold (2001) interviewed Hugh Taylor, Vice President of Marketing for Hilton International. Taylor supported that organizations should not eliminate marketing budgets in difficult financial times, but rather invest more aggressively. Like any critical function within an organization, during economically difficult times, it must also learn to be more efficient.

Consumers have changed. Changing demographics, increase time demands, and greater sophistication of consumers have created the need for integrating marketing, strategically, more than ever. Today, increased population, longevity, potential workers, education, and persons with disabilities all affect how an organization caters to consumers. According to the U.S. Census Bureau (2000) between 1990 and 2000 the U.S. population increased by 33 million people, 1.7 million of which relocated from abroad. Two thirds of those relocating were noncitizens. In 2000, 25 million men and 31 million women were aged 55 and older. Sixty-one percent of women ages 16 and older were working or in search of a job. Workers with higher levels of education have higher earnings. Forty-four percent of Asians and Pacific Islander, 25 years or older, achieved at least a bachelor's degree, compared to 28% of White non-Hispanics, 17% of Blacks, and 11% of Hispanics. It has been determined that one in five adults live with a disability. It is imperative for organizations to acknowledge these types of diversities to streamline their marketing efforts.

Further, consumers are faced with increased demands on their time. More people work outside the home than ever before. They are busier with increased responsibilities of children and home and have longer commutes. The development and popularity of catalog shopping, drive-through services, technology simplifiers like cell phones, personal fitness, service companies, and reduced vacations trips are a result of changes in consumers.

Funding issues and greater need for *accountability* are prevalent in most organizations today. With increased pressure from the public to reduce taxes and exercise fiscal

constraint, many communities have faced the challenge of reducing public services such as recreation (Glover, 1999; Hastad Tymeson, 1997). Historically, local government has relied heavily on taxation to support programs, facility operations, and support services. While the cost of providing services has increased, local property taxation has not. It cannot increase proportionally, especially in the light of tax limitation initiatives in many states. Also, there is greater competition among local government departments for tax dollars and it is becoming increasingly harder to convince the public to support all these services with increased tax dollars (Artz Bermont, 1970; Dubois, 1991; Hastad Tymeson, 1997; Schmid, 1995). The demand for what are considered essential services (generally identified as police and fire protection as well as sanitation services) takes precedence over the funding of recreation services. As a result, public recreation departments have had to find new ways of maintaining programs and services while managing a decreasing budget. Hastad and Tymeson (1997) suggested these challenges have forced organizations to be more creative in the financing and delivery of recreation services.

However, funding challenges are not unique to public leisure and tourism organizations. Support for voluntary contributions such as those needed by the YMCA or other quasi-public leisure organizations are in high demand and competition for these contributions is greater than ever. Private and for-profit organizations also struggle with funding issues. Increased taxation, prohibiting tax laws, and greater competition have resulted in continued financial challenges to create a desired profit or develop enough interest to maintain services (e.g., private country club, corporate recreation programs).

Technological advancements are challenging organizations like never before. Increased access to the Internet created additional competitors for leisure time, money, and interest. Technology has advanced access between consumers and organizations. It has allowed gathering of consumer data at unprecedented levels (Ballantyne, Christopher Payne, 2003). According to the U.S. Census Bureau (2000), 57% of students had access to computers at home and at school. Eighty-eight percent of families with a household income of \$75,000 or more had at least one computer, 79% of which had one or more persons who used the Internet. Because of this

Providers must think through how these technologies will impact not only the delivery of the products/service offering but how it will impact everything from customer interface points to actual product design. Marketing will need to be redefined and dynamic to adapt to the new technolo-

gies and be responsive to the customer. (Nykiel, 2001, p. 83)

Truax and Myron (1998) projected that marketing would take “the spotlight,” as a discipline in the new millennium for various reasons, including “the speed of change in the market place requires greater responsibilities” (p. 11).

Enhanced globalization and access to a greater range of consumers has also impacted leisure organization interest in marketing. Ballantyne, Christopher and Payne (2003) suggested:

In global and deregulated open markets, there are no certain prescriptions for marketing success that can be based on our past experience in relatively stable market systems. Open market conditions create higher levels of change and complexity within and between organizational boundaries. Establishing more open relationships with key customers, suppliers and other stakeholders can be seen as strategies for recreating stability, thus opening up value-creating opportunities in new ways. (p. 161)

These issues have been the most impactful to the desire of leisure and tourism organizations to invest in marketing. Hyland (2004) cited that during the past two years e-commerce increased by 53 where 44 billion was spent in 2002. However, there are still those who have yet to apply marketing practices that incorporate technology.

Barriers To Applying Marketing

Many leisure and tourism organizations believe they apply marketing practices. But not all integrate these activities throughout an organization. There are three basic premises as to why leisure and tourism organizations fail to integrate marketing. The first is fear: fear of not having the skills and not knowing how to apply and integrate marketing; fear of investing and producing minimal results; and fear of making an investment in time, money, and energy that doesn't provide results.

Another barrier is disbelief (or skepticism/doubt) in the impact of marketing. The belief that marketing will not help the organization improve; the belief that marketing only costs money and is too mysterious and risky to make an investment.

The final barrier is no need. When organizations feel there is no need to integrate marketing because they already have enough business, they are doing fine the way

they are. Why change what isn't broken? The safety of operating under the status quo is comforting to many organizations; yet, they are unprepared for the future.

Generally, these fears and disbeliefs are partially the fault of past marketing efforts. Those who have implemented marketing practices have not always done a good job proving its worth to an organization, and may not have always applied marketing practices correctly, hence creating fear. Not all marketing activities have produced results, hence creating disbelief. Finally, not all organizations have been shown the value of integrating and applying marketing within their organizations.

This text intends to remove fear and disbelief—to increase confidence and certainty when integrating marketing practices and techniques successfully. It will identify ways to maximize marketing opportunities, even with limited funding, and show ways to measure the return of the investment.

The most misunderstood concept in leisure marketing? People believe if you build it, they will come They don't view marketing as necessary Ann Conklin, Canton Leisure Services

Why Is Marketing Important

It wasn't all that long ago that marketing wasn't a priority of any organization. After all, marketing has only been around a short time. Leisure industries vary in their acceptance and utilization of the concept of marketing. Appiah-Adu, Fyall, and Singh (1999) found the value of the increased importance in the airline industry. They determined that a strong marketing culture produced better business performance.

Marketing provides organizations the opportunity to continue to look at their offerings from a proactive approach. Organizations value the integration of marketing for several reasons, including the following:

- it provides focus toward achievable outcomes
- it allows for consistency in messages shared
- it improves and is focused on all relationships (not just customers alone)
- it integrates the organization
- it is cost-effective (even though it costs money!)

Applying Marketing to For Profit and Nonprofit Organizations

An abundance of books are available for leisure and tourism organizations to consult regarding marketing topics like social marketing, relational marketing, public sector marketing, nonprofit marketing, and services marketing. This book approaches the marketing concept in a practical, systematic way. It applies principles from each of these in one uniform fashion, suggesting that the concept of marketing itself is not unique, but the objectives of the organization are. Ultimately, all leisure and tourism organizations want to enhance the quality of life for people through the leisure experience. This is what makes the delivery of leisure and tourism experiences unique—what sets them apart from other service experiences. Marketing leisure and tourism experiences, whether from a for-profit, nonprofit, or public organization should be approached similarly. Hence, the need in the leisure industry is to have a book that deals with all the specific issues within the leisure experience. Each type of leisure and tourism organization will always have different objectives, but this will not impact the marketing process it will only ensure that each organization makes different decisions.

Further, the distinctions historically created between public and private, nonprofit and for-profit leisure and tourism organizations, is slowly blending. Past differences implied these organizations operated differently from one another and did not apply the same business practices. This is changing.

The differences in these types of organizations today lie largely in reporting relationships. The funding of these types of organizations is narrower than ever. Historically, private and public nonprofit leisure organizations relied on taxation, grants, and/or donations to secure operating and capital budgets. Today, more rely on user fees and charges, which is more similar to for-profit organizations. What they all have in common is the way in which they operate. Every organization, regardless of profit status has specific objectives from which to guide the decisions of the organization. There is no difference in applying marketing principles in these organizations.

Rosenstein (1995) found that nonprofit organizations did not apply marketing capabilities beyond the basic of levels. Comparing private and public nonprofits suggested the private organizations used marketing tools more often than the public nonprofits. Some have felt each discipline should apply related marketing techniques—that is, those who sell services should reflect on service marketing texts, those involved with providing social goods, social mar-

keting texts. However, it is suggested that the only differences between these type organizations is their differing objectives (Academy for Educational Development, 2001).

What is different between various leisure and tourism organizations are goals and objectives, the market(s) to attract, the message to communicate, and the way in which they are reached. The systems an organization creates to analyze, develop, implement, and evaluate will be unique. No two marketing plans are ever the same, regardless of profit status. What is also unique to marketing the leisure and tourism industry is just that, the fact that all marketing is related to leisure and tourism issues. Figure 1.5 highlights the marketing process for all types of leisure and tourism organizations.

Marketing is complex and ever-changing. A number of models and methods have been developed to help individuals and organizations apply marketing practices in an effort to simplify this process. These models have grown, changed, and expanded throughout the past decades to reflect a science that is in place today. This book is designed based on the components of this model.

Components of Effective Marketing

There are two foundational issues related to effective leisure and tourism marketing. The first is based on an organiza-

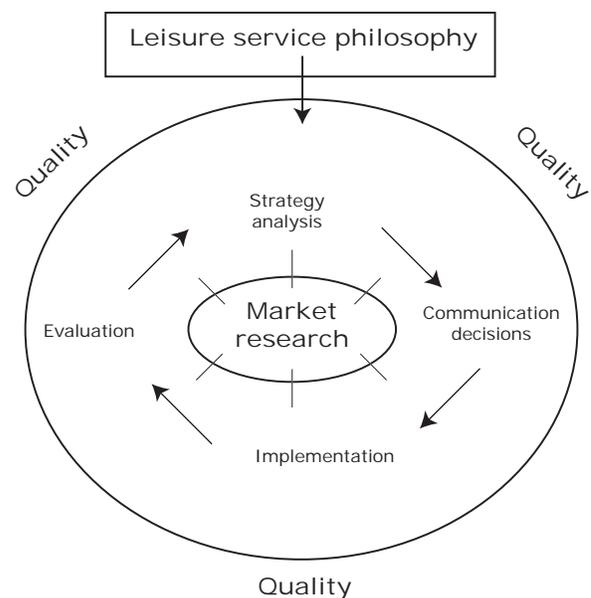


Figure 1.5
Components of Effective Leisure and Tourism
Organization Marketing

tion's and an individual's leisure service philosophy. This model presumes professionals delivering leisure and tourism services have adopted a principal that suggests the delivery of these services is to create experiences that benefit the consumers served. This may be to enhance the quality of people's lives in some fashion. These issues are further clarified in Chapter 2, The Marketing of Leisure and Tourism Experiences.

The base consideration that overrides effective marketing decisions is the premise that all activities are driven by quality service standards. Each step in the marketing process must commit to and practice the belief that the role of the organization is to embody quality practices in everything it does. It is not just a consumer focus; it is a premise that applies to consumers, employees, boards of directors, vendors, facilities, policies, procedures, etc. It is not just limited to people. Quality service involves every aspect of an organization from the products, services, and experiences it provides to the standards (e.g., cleanliness, hiring) and processes it creates (e.g., policies/procedures). Chapter 3 further addresses this component of marketing.

Chapter 4 introduces a formal process for applying each of these components in a leisure and tourism organization. Enabling Marketing Action provides practical application of these principles through formal market planning. Further, it addresses issues of particular concern to leisure and tourism organizations, including funding marketing efforts and measuring the impacts of these marketing decisions.

If a solid leisure service philosophy and quality service commitment are the foundations of effective marketing, then market research is the heart of the marketing process. Research is needed throughout the marketing process and provides assistance to each phase within marketing. Research addresses issues related to understanding demographic and leisure trends, needs of targeted markets, satisfaction of employees, volunteers, and customers, and if the 10,000 per month billboard was worth the investment. Having staff with skills in analyzing and developing research to aid in marketing decision-making is a vital component within a leisure and tourism organization. Chapter 5 highlights basic research processes and issues.

Chapters 6 through 8 are dedicated to developing skills in strategic analysis. Anyone can spend a marketing budget, but not everyone can be successful at it. Therefore the key to effective decisions is analyzing and developing a strategy based on sound principles and evidence. During this phase, analysis of the current organization occurs, including understanding current systems, issues, and future plans. An assessment also occurs of the outside/external world, such as understanding leisure trends, legal issues, and technological developments. Based on these findings,

targeted markets are then developed. In Chapter 7 the process for target market creation is outlined identifying techniques for selecting appropriate markets. Once determined, organizations can develop a formal strategy for marketing. Chapter 8 highlights ways in which an organization can position themselves and develop or enhance the brand image. It is in this chapter that an organization learns to develop specific target market objectives. From these objectives, communication decisions are then based.

Once an organization identifies what they want to occur they then determine how they will accomplish it. Chapter 9 identifies the process in which an organization partakes to acknowledge and develop a strategic action plan, focusing on achieving the target market objectives. Chapters 10–14 provide insight into the marketing, promotional and communication mix decisions that need to be made in an effective marketing plan. The marketing mix is first addressed in this phase and related to the experience. Specifically, leisure and tourism organization offering decisions incorporate product, service, program, facility, distribution issues related to location and the Internet, and pricing considerations. Next, brand image and promotion decisions are made, followed by the various tools used to communicate with the targeted audiences in the communication mix. These tools include public and community relations, advertising, sponsorship, stewardship, selling, and internal marketing. These chapters highlight techniques for effective use of each decision and tool is shared helping organizations make successful decisions to achieve target market objectives.

Apply that you now

1. Interview and investigate a leisure or tourism organization's approach to integrating marketing and compare it to the process discussed in this chapter.
2. Solicit marketing definition examples from textbooks or documents of previous decades and compare them to this chapter's discussion on the topic.

Key Terms

Integrated marketing	Organization culture
Marketing	Quality service
Marketing plan	Strategic marketing
Operational marketing	Target market

Review Questions

1. What is the definition of marketing today?
2. How has marketing changed over the last five decades?
3. What is the role of marketing and why can all leisure and tourism organizations benefit from it?
4. What are the six changes in emphasis toward marketing?
5. What are the three barriers of effective marketing?
6. What is the value of strategic marketing decision making?

Internet Resources: Marketing Related Listservs

The Association for Consumer Research list (ACR-L) discusses consumer research. This list serves as a forum for researchers, practitioners, and graduate students working in the interdisciplinary field of consumer research.

<http://www.acrwebsite.org>

Adland is an e-mail discussion in digest format related to marketing online for those with small budgets looking for alternative solutions to their online business presence.

<http://www.softfornet.com>

Am-Political-Marketing is a forum for those engaged in political marketing to share and communicate ideas, information, and conference/event details. Political marketing as a topic includes lobbying, elections, referenda, and campaign communication.

<http://www.jiscmail.ac.uk/lists/am-political-marketing.html>

Elmar is a moderated list for the discussion of marketing and marketing research. Its focus is academic; it is sponsored by the American Marketing Association's Marketing Education Division. Note that you do not have to be a member of AMA to subscribe.

<http://www.ama.org/elmar>

I-Advertising offers a moderated discussion on all aspects of Internet advertising, including online media planning, media buying, campaign tracking, industry trends and forecasts, creative development, cost estimates, advertising sales, and other aspects related to the promotion of a business on the Internet through an ongoing new media campaign.

<http://www.internetadvertising.org>

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